



THE ADVISOR NEWSLETTER

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CPAC Leadership Corner

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Adapting to a New Work Culture

Whether your command/organization is restructuring, getting a new Commander/Director, or whether it's a brand new organization standing up on your post, how do you plan on adapting to the new work culture?

If you have worked long enough, you have been through new Commanders/Directors in your organizations. Each new leader brings their own style and culture to the organization. Sometimes that style/culture is very different from what you are used to in a previous organization. In order to be successful, we must

become more agile, flexible, and open minded. Your previous experience and resumé may get you in the door of that organization, but you must be willing and open to really embrace the culture

To help yourself adapt, begin by learning as much as you can about the organization for which you're going to be working. Who are the senior leaders and how do the various departments/divisions and sections work together? What's the organizations history? What is their mission?

A study by a Training Company of 20,000 newly hired employees found that 46% of them had hit the rocks within 18 months. The survey found that it was not a lack of competence, but difficulty in accepting and implementing feedback that proved the most common downfall of new employees.

In addition to knowing your organization, learning what's expected of you and being ready to accept feedback, here are some additional tips to help you adapt to your new job:

- Don't talk about how you did things at your old job. It's a big temptation, but a serious mistake.
- Don't bluff if you don't know how to do something, ask.
- Acknowledge your mistakes. You are bound to make some, don't try to cover it up.
- Ask questions, take notes. Most people don't mind explaining things to you, but they'll lose patience if you ask the same questions over and over.
- Keep your boss informed. No surprises or embarrassments.
- Study the employee handbook. Pay close attention to orientation and training sessions.



What is the Purpose of Quality Control

Submitted by Sabrina Clay, Deonece Acfalle-Deleon,
Hilda Alvarado, Jeff Braun

Many may question the true purpose of a Quality Control (QC) Team. Is it to punish HR Specialists? Is it to highlight an HR Specialist's mistakes? The answer is no. QC is an essential process that is utilized to help meet and exceed our customers' needs and expectations. It plays a significant role in the production process and here's how:

- Reduces rework
- Builds a stronger specialist
- Yields a high quality product

The QC Team is not looking to "get you". The QC Team is providing an enhancement to the HR Specialist's product which will help their organizations succeed. Inaccuracies found are not a reflection of an individual HR Specialist's ability to accomplish their tasks, it is a reflection of the entire CPAC.

Think of QC as an extension to the production process, mentoring and a second set of eyes to make sure all the "i's" are dotted and the "t's" are crossed (so to speak). Everyone involved has one goal, and that is to ensure customers have been treated fairly and honestly, and that the product is as accurate as possible.

In essence, QC helps to develop and encourage consciousness amongst team members and customers. Without this type of checks and balances, the number of errors across our servicing organization would dramatically increase, thus resulting in dissatisfied customers. After all, our number one goal is to provide our customers with a high quality product which will result in upholding our reputation of excellence.

Remember, no matter how much experience someone has or how good they have become at their craft, mistakes may happen. The QC Team is here to serve as partners and build a collaborative relationship to ensure our CPAC continues to provide exceptional service to our customers.



Some Surprising Facts About Winter

SNOW FALLS AT 1 TO 6 FEET PER SECOND

At least in the case of snowflakes with broad structures, which act as parachutes. Snow that falls in the form of pellet-like gravel travels to Earth at a much faster rate.

IT DOESN'T TAKE LONG FOR THE TEMPERATURE TO DROP

Don't take mild conditions in the middle of January as an excuse to leave home without a jacket. Rapid City, South Dakota's weather records from January 10, 1911, show just how fast temperatures can plummet. The day started out at a pleasant 55°F, then over the course of 15 minutes a wicked cold front brought the temperature down to 8 degrees. That day still holds the record for quickest cold snap in history.

MORE THAN 22 MILLION TONS OF SALT ARE USED ON U.S. ROADS EACH WINTER

That comes out to about 137 pounds of salt per person.





We are often asked to clarify the roles of the various stakeholders in the Classification process. Below is a summary of each:

Manager/Supervisor:

The role of the supervisor can be summed up in determining what work is to be done, assigning that work to employees, scheduling the work to be completed on time, supervising the work while it's being done, and evaluating the results when it's finished. Each of these important actions has a great influence on both the pay and job evaluation of classification. When work is carefully planned and carried out, classification is bound to apply fairly and accurately. Classification is only as effective as the facts on which it rests. Meaning you, as the supervisor, know the facts about your jobs better than anyone else! Providing classifiers with accurate information about the work assignments/duties of your positions will help the process go that much faster and smoother for your organization. Position descriptions (PDs) should be reviewed bi-annually to ensure they reflect current major duties and re-

**Job
Description**

Classification Roles, Responsibilities and Authority

- Submitted by Tasha Escarmant

sponsibilities. It is crucial for managers to discuss these types of changes with their HR advisor within the G1 Civilian personnel staff. All classification issues should be resolved prior to creating the RPA. Supervisors are legally responsible for the position classification of the position descriptions. The Supervisory Certification Statement on the PD certifies the accuracy of the duties and authorizes expenditures of public funds.

Human Resource (HR) Liaisons:

The role of the HR liaison (typically the G1) is responsible for development, management and execution of all manpower and personnel plans, programs and policies. The HR liaison role between managers and the CPAC can be compared to HR Translators. They speak the language of the organization and HR; guiding the managers in preparing a well-written PD. They should not change the content of what is being communicated. They can change the context with regards to organization specific nuances. Their role is to provide assistance and not to directly provide us with what the supervisor should provide. They track and review management requests and ensure all in-

formation and documents sent to the Classification team are clear and ready for review.

Classifier:

The Classification team at the CPAC monitors all classification functions including: cursory review, reviewing Position Descriptions (PD) to ensure they are properly classified IAW OPM position classification standards and that the correct Pay Plan, Title, Series and Grade has been assigned to the position. We work with supervisors, managers and HR liaisons when classifying their positions. We request a few things from the manager such as an Organizational Chart, current PD's that are in the organization and mission statements. Occasionally, we ask additional questions to clarify or gain understanding of the position's duties. These questions help us guide through the standards and learn the job we are reviewing as much as possible. The classification team will communicate as needed with both G1 and supervisors depending on the complexity of the review. Once the classifier has made a classification series, title and/or grade determination in accordance with OPM standards, the supervisor is notified and a new PD will be created. If the manager does not accept the final Classification, they have the option to pursue a Delegat-

ed Classification Authority (DCA) override.

Delegated Classification Authority (DCA):

DoD officials with delegated classification authority will ensure positions are classified consistent with published classification standards according to the principle of equal pay for substantially equal work. The role of the DCA, is to enhance the position management authority of supervisors by providing them maximum control over identifying the work of the positions in their organizations. DCAs with override authority as determined by their Command, have the option to override a classification decision made by the CPAC. Both parties will prepare a written evaluation providing detailed rationale for the differences of opinion. All override justification will be maintained as part of the PD in FASCLASS and must be reviewed again upon vacancy. Not everyone has an assigned DCA, in that case the CPAC classification team will serve as the final authority for that organization. In any case, the CPAC classification team is always available to assist managers and employees in resolving position classification issues, appeals, or consistency reviews.



Leave Planning and the Importance of Leave Conservation

- Submitted by Sara Orozco

As we enter 2020 and a new leave year, it is important to stop and reflect upon how much leave you have and your plans for the year. Additionally, the value of maintaining a leave reserve cannot be overstated. Let's face it: life happens. Unexpected events pop up, such as illness, car trouble—even unexpected vacations!—and it's important to be ready.

Below are some helpful leave tips for consideration so you are ready for anything in 2020.

Have you filled out a leave projection (if required)? Have you planned any vacations? The simple act of projecting the leave is not a tacit approval to take the time off; it is simply a projection of time you would like to be off. Remember, in order to take leave you need to have leave available. If you know you are going to need a specific amount of time off, make sure you are planning to have at least that much leave available to you at the time you need it. For example, if

you've planned an amazing two week trip to Europe, but only have the equivalent of three days of leave available when the time comes to depart, your supervisor is under no obligation to approve Leave Without Pay (LWOP) for the rest of the time. In fact, you may be marked Absent Without Leave (AWOL) if you do not report for duty. AWOL can lead to disciplinary action.

Have you considered what would happen if you became ill and unable to work? Employees with more than a year of service are entitled to 480 hours of leave under the Family Medical Leave Act. While this time can be charged to LWOP, it can also be taken in conjunction with other forms of leave, meaning that even while on FMLA, a paycheck continues. By ensuring you maintain a leave bank of at least 480 hours (be it sick, annual, or another form of leave), you are prepared should you

or an immediate family member have a medical emergency.

Leave projection is also important for those with Use or Lose Leave. It is not unusual to hear that an employee with use or lose leave had requested time off between Thanksgiving through New Year's Day, but the mission cannot spare them for a month. Be aware that while you can request leave, the approval of that leave is dependent upon mission requirements. It may not be feasible for an employee to take off huge swaths of time. Therefore, the use of Use or Lose throughout the year is highly recommended.



In the Spotlight with Deonece Acfalle-DeLeon



Where is your hometown?

Sierra Vista, AZ

Which Branch do you work for?

I work on Branch A (Staffing & Recruitment).

How long have you been with the CPAC?

I have been with the CPAC since November 2015.

What is your favorite part about working at the CPAC?

My favorite part about working at the CPAC is extending job offers.

What is something most people would not know about you?

Something that most people would not know about me is that I am very artistic and creative.

What is it that you do that sets you apart in providing excellent customer service?

For me it's not about providing excellent customer service, it's delivering exceptional customer service. I treat my customers with respect just as I would like to be treated.

WEINGARTEN RIGHT

- Submitted by Milna Arroyo

**KNOW
YOUR
RIGHTS**



Weingarten right provides the opportunity for an employee to be represented at any examination by a representative of the agency in connection with an investigation if the employee reasonably believes the examination may result in disciplinary action and the employee requests representation. Weingarten right was established by a ruling of the Supreme Court in a private sector case, *NLRB v. J. Weingarten, Inc.* and 5 USC 7114(a)(2)(B). The statute does not require that employees be advised of the Weingarten right at each investigative meeting. Instead, agencies are required to notify employees of the right on an annual basis.

What is an Investigatory Interview?

An investigatory interview is when a Supervisor questions an employee to obtain information which can be used as a basis for discipline or asks an employee to defend his/her conduct. If an employee has a reasonable belief that discipline or discharge may result from what he/she says, the employee has the right to request Union representation.

Examples of such an interview are:

1. The interview is part of the employer's disciplinary procedure or is a component of the employer's procedure for determining whether discipline will be imposed.
2. The purpose of the interview is to investigate an employee's performance where discipline, demotion or other adverse consequences to the employee's job status or working conditions are a possible result.
3. The purpose of the interview is to elicit facts from the employee to support disciplinary action that is probable or that is being considered, or to obtain admissions of misconduct or other evidence to support a disciplinary decision already made.
4. The employee is required to explain his/her conduct, or defend it during the interview, or is compelled to answer questions or give evidence.

It is an obligation of the Union to educate bargaining unit employees about their Weingarten right **BEFORE** an occasion to use them arises. An employee must state to the employer that he/she wants a Union representative present; the employer has no obligation to ask, if the employee wants a Union representative.

Weingarten Rules

When an investigatory interview occurs, the following rules apply:

Rule 1 - The employee must make a clear request for Union representation before or during the interview. The employee cannot be punished for making this request.

Rule 2 - After the employee makes the request, the supervisor has 3 options.

- a. Grant the request and delay the interview until the Union representative arrives and has a chance to consult privately with the employee: or
- b. Deny the request and end the interview immediately; or
- c. Give the employee the choice of continuing the interview without representation or ending the interview

Rule 3 - If the supervisor denies the request and continues to ask questions, this is an unfair labor practice and the employee has a right to refuse to answer. The employee cannot be disciplined for such refusal but is required to sit there until the supervisor terminates the interview. Leaving before this happens may constitute punishable insubordination.

An employee has NO right to the presence of a Union representative where:

1. The meeting is merely for the purpose of conveying work instructions, training, or communicating needed corrections in the employee's work techniques.
2. The employee is assured by the employer prior to the interview that no discipline or employment consequences can result from the interview.
3. The employer has reached a final decision to impose certain discipline on the employee prior to the interview, and the purpose of the interview is to inform the employee of the discipline or to impose it.
4. Any conversation or discussion about the previously determined discipline which is initiated by the employee and without employer encouragement or instigation after the employee is informed of the action.

Even in the above four (4) circumstances, the employee can still ask for representation. Most employers will permit a representative to attend even though representation is not required.

Everyone's Teachable

- Submitted by Sabrina Clay and Cheyenne Love



Many of us get stuck in our own way of accomplishing tasks and tend to turn a deaf ear to a “new” way of doing things. In today’s world of constant change, it is good to be open to new processes that may make our jobs a little easier. Here are 3 tips that can change the mindset on learning or doing something new.

Know Your Learning Style. This is key to the learning process, not knowing your learning style can hinder your openness to learn new things. If you are a visual learner, you tend to prefer seeing and observing things. If this is your learning style you learn best by looking at pictures, videos, handouts, charts, diagrams, demonstrations or anything else that is visual. If you are an auditory learner, you prefer to hear information. Studies have shown that you learn best by listening to yourself or others. Another learning style is the kinesthetically learner. If this is you, you learn best with a more hands-on experience to learning. You tend to like to touch, feel, and hold when learning and perform the best when it involves anything tactile.

Remove the Phrase- “This is how we’ve always done it”. When you use this phrase, it is usually because this has become a comfortable way of doing things. In order to get rid of this way of thinking, you must be willing to get out of your comfort zone. Just because it is the current practice doesn’t mean it is the best practice. With new technology, new ideas, and new ways to streamline the process, you must be open and willing to step out of the box and change your way of doing things. This can be accomplished by putting fear, stubbornness, and your preference aside in order to embrace the change.

Change Your Mindset. Changing your mindset is majorly important when it comes to learning new things. How do you do this? By being willing to try out a variety of approaches to accomplishing a task rather than taking the same approach. You also have to enjoy the process of learning instead of anxiously waiting to enjoy the result. By doing this, it will allow you to be patient while learning as opposed to rushing through the learning process. Make regular learning a part of your routine and stick to it. Understand that your brain requires regular exercise and training is a tool used to exercise your brain so that it remains fresh and not stagnant.

More and more organizations are moving towards new ways of doing things. This is not to cause anxiety; it is to streamline the process and embrace a new and more logical way of doing things. Though this change may seem uncomfortable, you have to trust the process and know that the outcome will result in you learning and being more effective in the workplace.



Writing Specialized Experience Statements

- Submitted by Lisa Williams

The Office of Personnel Management (OPM) defines specialized experience as experience that has equipped the applicant with the particular knowledge's, skills, and abilities to successfully perform the duties of the position and is typically in or related to the work of the position to be filled. To be creditable, specialized experience must be equivalent to at least the next lower grade level in the normal line of progression for the occupation in the organization.

To ensure management obtains a quality pool of candidates, it is imperative that the specialized experience statement captures the essential general or specialized experience to ensure applicants possess the required knowledge, skills, and abilities (KSAs)/Competencies to successfully perform the work of a position.

The significance of writing specialized experience with specificity allows applicants to understand exactly what criteria they are being evaluated against. If the applicants fully understand the job requirements, they can make better decisions as to whether or not they qualify for the position. It also provides the solid ground to justify to applicants why they might not have met the specialized experience requirement as it was defined and advertised.

Specialized experience statements are written at the next lower grade level (i.e. write it at the GS-07 position if recruiting for a GS-09 for two-grade integrals, etc.). Also, it is very important to remember the difference when writing specialized experience statements using "and", "or" clauses. If you state "and" between the specialized statements, the applicant must show they can do all duties listed; if you use "or" between specialized statements, the applicant needs to only meet one of the "or" requirements. Also recommended when writing specialized experience statements, use "such as" to provide specific examples.

Utilizing the format below when developing specialized experience statements will assist in differentiating between the applicants that are qualified from the applicants that are not qualified.

Specific – statements should be specific especially at high grades, avoid generalized statements when possible.

Measurable – statements must be measurable on a resume or cover letter, avoid statements that are measured through observation (e.g. attention to detail, briefing skills or ability to make decisions and solve problems)

Attainable - statements must be attainable or realistic for the position and appropriate for the grade level and must not be restrictive.

Relevant – statements must be relevant to the position and the occupational series.

Writing specialized experience statements is a collaborative effort between management and Human Resources (HR) Specialists at the Civilian Personnel Advisory Center. As long as these guidelines are followed, management is ensured a qualified individual is placed into the position being filled.



**WORK
EXPERIENCE**



Hail and Farewell



Christian Camacho
Robert Gonzalez
Kristian Humphrey
Cheyenne Love
Glajaira Robles -Rivera
Lori Ruiz



Joann Barrera-Nanez
Jeff Braun
Joseph Hammonds
Michele Watts
Indira Williams



Go Army Ed

- Submitted by Wanda Ward

All DA civilian employees should have a GoArmyEd account. Once an account is established, employees should keep their accounts active. Accounts will expire if no activity occurs for a 362 day period. GoArmyEd is the virtual gateway for Army Civilians to apply for civilian education, training and leader development programs. For additional information on GoArmyEd go to <https://www.goarmyed.com> or contact the GoArmyEd Helpdesk @ 1-800-817-9990.

Take That First Step
You Will Be Glad You Did

Create your account >>

Home Earn a Degree or Credential Programs and Services Money for College GoArmyEd
Technology Support Class Schedule Academic Testing Army College Fund About GoArmyEd

A banner for the GoArmyEd website featuring a background image of a tree-lined walkway on a college campus. The text "Take That First Step" and "You Will Be Glad You Did" is centered. Below the text is a yellow button that says "Create your account >>". At the bottom, there is a navigation menu with links for Home, Earn a Degree or Credential, Programs and Services, Money for College, and GoArmyEd, along with sub-links for Technology Support, Class Schedule, Academic Testing, Army College Fund, and About GoArmyEd.

Safeguarding Personally Identifiable Information

- Submitted by Diana Kent



Safeguarding PII in our possession and preventing its breach is essential to ensuring we retain the trust of our customer. Please ensure that you encrypt all emails that contain PII. It is also important to note that PII can be in hard copy (paper copy files) or electronic format, stored on personal computers, laptops, and personal electronic devices such as blackberries or other smart devices.

Sensitive PII is defined as PII which, when disclosed, could result in harm to the individual whose name or identity is linked to the information. For the purpose of determining which PII may be electronically transmitted, the following types of PII are considered sensitive when they are associated with an individual. Secure methods (encryption) must be employed in transmitting this data when associated with an individual:

- Social Security Numbers (SSN)
- Place of birth
- Date of birth
- Mother's maiden name
- Biometric information
- Medical information
- Personal financial information
- Credit card or purchase card account numbers
- Passport numbers
- Potentially sensitive employment information, e.g., personnel ratings, disciplinary actions, and result of background investigations
- Criminal history
- Any information that may stigmatize or adversely affect an individual.



Keep in mind that the list above is not comprehensive, and other data may be sensitive depending on specific circumstances.

Additionally, Social Security Numbers (SSNs), including truncated SSNs that include only the last four digits, are sensitive regardless of whether they are associated with an individual. If it is determined that such transmission is required, then secure methods must be employed.



WHAT'S HAPPENING

HR Training for Supervisory Class — Oct 2019



CPAC's All Hands - Oct 2019





CPAC's Holiday Open House





CPAC Holiday Party



CPAC Leadership



Branch A



Branch B



Branch C



Branch D



Branch E



L/MER



CSB



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<https://www.samhouston.army.mil/cpac/index.aspx>



<https://www.facebook.com/Ft-Sam-Houston-Civilian-Personnel-Advisory-Center-217123538373277/>



<https://twitter.com/FSHCPAC>



usarmy.jbsa.hqda-cpac.mbx.inquiry@mail.mil



- Submitted by Diana Kent

What's the Latest on DCHRMS...

DCHRMS workgroups continued to meet throughout the month of December.

The DCHRMS Training Workgroup consists of skilled instructors from across the DoD components and 4thEstate and supplemented by DCHRMS "Master Trainers".

A DCHRMS training database will be created. The training curriculum will be reviewed and critiqued by the Training Workgroup members. A User Guide and a few generic job aids are being developed by the DCHRMS contractors. CHRA will assess the need for any Army-specific user guides, job aids, training materials, SOPs, etc. to supplement what DoD provides.

How Can We Prepare?

- Assist in any pre-deployment data clean-up efforts
- Watch for communications like this one
- Look for DCHRMS knowledge articles on CHRA Service Portal at <https://service.chra.army.mil/>
- Visit the DCPAS DCHRMS website at <https://www.dcpas.osd.mil/OD/DCHRMS>

FSH CPAC OPERATING HOURS



The Fort Sam Houston (FSH) Civilian Personnel Advisory Center (CPAC) operating business hours are from 0800 -1500. Anything outside the FSH CPAC core business hours will always be supported. However, we ask that an appointment or prior coordination be made accordingly. For additional information, questions, or inquiries please call (210) 221-1425.

The FSH CPAC is closed for training on the first Thursday of each month from 1400 -1600.