



THE ADVISOR NEWSLETTER

January 2022

Volume 15 Issue 1

CPAC Leadership Corner

How Emotionally Intelligent People Use the “Golden Question”

By Tonie Case

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Use the golden question to manage your emotions, make better decisions, and live life with fewer regrets. Have you ever made a decision, and then you started having second thoughts? Some years ago, I learned a practice that helps me control my emotions in challenging situations to make better decisions. It requires asking yourself what I like to call the ‘golden question.’



The golden question is five questions in one, and it goes like this: When you need to decide under emotional circumstances, ask yourself, how will I feel about this in ____



- A day?
- A week?
- A month?
- A year?
- Five years?

The reason why this question is helpful has much to do with the way our brains process emotions.

When it comes to higher-level executive functions (such as the capacity to plan, organize, and exercise self-control), we typically engage the frontal lobe(s), the largest part of the brain, but when we feel some type of emotional threat, another part of the brain known as the amygdala “hijacks” the brain, often resulting in a fight, flight, or freeze response.

Emotional hijacks can be helpful in certain situations, but they can lead us to say things we regret.

Here’s where the golden question comes in. By forcing yourself to see how this decision will affect your future, you switch back from using your amygdala and reengage your frontal lobe. In other words, you “hack” the hijack. For example, before you finalize that decision, ask yourself, “how will I feel about this in a day or a week, or a month, etc.?”

Each of us has bad days, and many times on those bad days, we say something that we should not have and make a mistake. But that’s what makes the golden question so unique; it gives you a glimpse into the future so you can have a “second” chance at the present. So, the next time you’re faced with an emotional decision, use the golden question to:

- Manage your emotions.
- Make better decisions.
- And live with fewer regrets.

And remember, help make your emotions work for you instead of against you.

This concept may seem very simple and logical, but whether you are a supervisor or a team member, how you control your emotions can make a difference for you, your organization, or your command. Of course, it’s not a perfect science, but strive to be “emotionally intelligent” at work and in your interactions as much as you can. If we have learned anything during these challenging and scary times of COVID-19, it is that life is really short so pursue higher emotional control and be “emotionally intelligent” for the new year! Keep pursuing a happier state of mind!



Coronavirus Disease and 2019 Vaccination for Federal Employees

Submitted by Anthony Perez

Executive Order 14043, requires all Federal employees, regardless of duty location or work arrangement, be fully vaccinated for COVID-19 by November 22, 2021, or before entrance on duty if after November 22, subject to exceptions as required by law.



It is deemed essential that Federal employees take all available steps to protect themselves and avoid spreading COVID-19 to their co-workers and members of the public. The Centers for Disease Control and Prevention has found that the best way to do so is to be vaccinated.

The below dates are meant to be as a guide and not comprehensive. The purpose of this is to give the Federal civilian employees milestones to achieve in order to meet the current policies related to vaccinations for COVID-19.

As follows:

20 NOV 2021: Supervisors should have issued the "EMPLOYEE NOTIFICATION, MANDATORY COVID-19 VACCINATION FOR FEDERAL EMPLOYEES" to all Army employees, to include those employees who (previously completed DD Form 3175).

22 NOV 2021: Federal employees fully vaccinated mandate.

24 NOV 2021: 100% completion of Federal employees verification on MilConnect or hard copy of DD Form 3175 if unable to connect to MilConnect).

24 NOV 2021: Federal employees' exemption request submissions due.

24 NOV 2021: Begin 100% testing for all soldiers and Federal employees who are unvaccinated.

3 DEC 20 21: Ensure 100% of all DD forms 3175 are captured in MilConnect.



Hail and Farewell



Milna Arroyo
James Burns
Christina Davis
Dolores "Birdie" Hickman



Gisela Hawthorne
Carl Mark Hill
Melba Viera



Where is your hometown?
Junction City, KS/San Antonio TX

Which Branch do you work for?
Branch C (Classification)

How long have you been with the CPAC?
9 months

What is your favorite part about working at the CPAC?
My favorite part about working at the CPAC is the peer support I'm receiving as I continue to learn and find my way.

What is something most people would not know about you?
I wanted to be a veterinarian.

What is it that you do that sets you apart in providing excellent customer service?
My ability to adapt to change is what sets me apart in providing excellent customer service.

Administrative Grievance System

Submitted by Robert Rodriguez



The Department of Defense (DoD) Administrative Grievance System (AGS) establishes a procedure that gives employees the opportunity to receive a fair, objective, and prompt review of their dissatisfaction with working conditions within the control of DoD management. These procedures do not apply to non-appropriated fund employees. The DoD AGS procedures are the grievance procedures available to:

- 1) all appropriated fund managers/supervisors;
- 2) appropriated fund employees who are not members of recognized bargaining units represented by a union;
and
- 3) bargaining unit employees who do not have access to negotiated grievance procedures or if the negotiated grievance procedures do not cover the matter being grieved.

Grievances filed under the DoD AGS will be processed in accordance with the procedures as prescribed in *DoDI 1400.25-V771, DoD Civilian Personnel Management System: Administrative Grievance System, dated 26 December 2013, Incorporating Change 1, dated 13 June 2018, which includes the Supplemental Guidance for Administrative Grievance System, dated 28 August 2015.* Employees may initiate their grievances informally at the problem-solving step or they may file formal grievances directly to the Commander or his/her design. Formal grievances for processing are to be addressed to the Commander or his/her designee and hand-delivered or mailed to:

Civilian Personnel Advisory Center
ATTN: LMER Branch,
2438 Stanley Road
JBSA Fort Sam Houston, TX 78234.

Employees or supervisors needing assistance, clarification, or guidance on the use of the DoD AGS should contact their servicing Management-Employee Relations (MER) Specialist in the Civilian Personnel Advisory Center or usarmy.jbsa.hqda-cpac.list.labor@army.mil.



The Importance of Quality Control

Submitted by Roberto Gonzales

Quality control is an important part of an organization that helps ensure an organization meets and/or exceeds work production expectations from higher leadership by ensuring products are being thoroughly vetted. Quality control plays a large role in the production process which helps to develop and encourage completeness and accuracy amongst ourselves.



Many may feel Quality Control (QC) is a punishment and could even possibly be a hindrance to the production timeline. Others may get anxious from overthinking and have a fear of “what may be found” during the QC process. Some may feel the notes, findings and critical findings are a reflection of their inability to do the work correctly; this is far from the truth.

Without the quality control process, errors would be rampant within our organization and would dramatically increase, which results in rework, possible illegal hiring actions and most importantly unsatisfied customers. Our primary goal is to provide quality products to our customers where we strive to continue to providing accurate, precise and professional products to our customers while ensuring production and hiring timeline goals are met.

In order to ensure these production and hiring timelines are being met, organizations create specialized QC teams. These QC teams ensure the most accurate service possible is provided to customers that are supported. One important thing to remember is that inaccuracies found during the QC process are not a reflection of a single individual, it is a reflection on all of us and it is something that can be remedied relatively easily with the proper training and mentorship.

The QC team is that mentor. It provides training based on relative data analysis and focuses on items that are most often found during the QC process. The QC team also acts as second set of eyes to make sure all relevant information is spelled correctly and in the proper format and at times recommends ways to do something that may be more efficient based on the experience of the staffer QCing the action. We want to avoid illegal actions or causing hardships to our organization, because it reflects negatively on us all. In addition it could be even worse for an employee who needs to be removed from a position if they are brought on board improperly.

QC is not looking through actions with the mindset of “how many things can I find wrong” or “I’m an expert, I WILL find something wrong on this action”. We are simply following the guidance listed on the checklist and following the rules and regulations set forth by OPM and CHRA and no matter how much experience we may have, we have to use these tools to ensure accuracy. The QC team provides a service to help ourselves and your organizations maintain a standard of excellence that all expect and deserve.

Army Civilian Career Management Activity (ACCMA)

Submitted by Wanda Ward

ACCMA Mission: Provide talent management services across the human capital lifecycle to support a highly skilled and ready professional civilian workforce that supports the national defense.

Army Civilian Career Management Activity (ACCMA) is responsible for enterprise-wide talent management processes to acquire, develop, employ and retain Army Civilian talent to meet the organizations mission.

Army has established ACCMA under the Civilian Human Resources Agency, and has realigned Career Program-10 under Human Capital & Resource Mgmt.

The 32 career programs are now aligned under 11 career fields, which will provide Civilians opportunities to broaden their experiences. The Lexicon definitions below describes the Career Fields objectives.

LEXICON DEFINITIONS

TALENT MANAGEMENT
A system that promotes a high-performing workforce, identifies and closes skills gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

FUNCTIONAL COMMUNITY
Specified occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics.

ARMY CIVILIAN
A member of the Army team, dedicated to Soldiers and Civilians, supporting the mission by providing leadership, stability, and continuity during war and peace, and supporting and defending the Constitution, while living the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. (Based upon Army Civilian creed)

ARMY FELLOWS PROGRAM
Army program to attract, recruit, and hire top civilian talent for enterprise-level talent needs.

FELLOW
Recent graduate with an undergraduate or graduate degree.

INTERN
Current high school, undergraduate, or graduate student.

CAREER FIELDS

- Construction, Engineering, & Infrastructure
- Contracting
- Digital Technology
- Education & Information Sciences
- Human Capital & Resource Management
- Installations
- Logistics
- Medical
- Professional Services
- Science, Engineering, & Analysis
- Security & Intelligence

Published October 2021

For more information about Army Civilian Career Management Activity visit: <https://www.facebook.com/ArmyCivilianCareerManagementActivity/>

Communication is Key

Submitted by Deonece Acfalle



What is the importance of open communication?

Open communication in the workplace builds trust, creates feelings of ownership, surfaces issues faster, and generates useful feedback. In fact, limiting open communication in the workplace to your inner circle may be significantly limiting your organization's growth—as well as your own professional development.

Quality communication in the workplace can eliminate unnecessary problems and promote better performance. The ability to communicate effectively in the workplace can increase overall productivity and create a strong team. If coworkers consult with each other and consider the views of others, they will be interested in cooperating more and finding the best solutions together.

By creating good communication, managers can better understand the talents and skills of their employees. Providing clear instructions to the people who are best suited to the task, thus increasing the overall effectiveness of each particular project.

When teams fail to communicate effectively the results can be harmful to the organization. Open communication is very important and if we pay more attention, we can help to eliminate and avoid mistakes in the workplace.

Techniques for better communication:

- Start talking first
- Arrange meetings
- Be prepared for different answers
- Prepare what to say
- Use simple words of dialogue
- Avoid unnecessary repetition
- Listen to what the other has to say



Communication is based on your mood. If you are in a bad mood before starting communication, then be prepared as the communication may fail. Try and keep a positive mindset before you start communicating and the workplace will be a better place.

Accretion of Duties

Submitted by Robert Lopez



An accretion of duties occurs when higher level work is unintentionally added to a position gradually over time. A position review is conducted to determine if the additional work supports the higher grade. If so, we then review whether the occupant(s) of the position can be noncompetitively promoted.

It is the responsibility of the HR specialist to identify and approve accretion promotions. These are exceptions to the competitive process and are **RARE**. Because an accretion promotion is a noncompetitive exception in the competitive service, usage of this procedure is subject to careful scrutiny. The responsible HR specialist identifies the occupational circumstance necessitating the promotion and identifies whether competitive or noncompetitive procedures shall be followed. Not only does the specialist document the classification analysis and certify that the position shall be classified at a higher grade, but when noncompetitive promotion procedures are to be followed, the personnel specialist should document that noncompetitive procedures are appropriate and that qualification and time-in-grade requirements have been met.

The process of accretion must be a gradual one, occurring over an extended period of time. The amount of time will vary depending on a variety of facts but it is clear that higher level duties cannot simply be added to a position such as when another employee leaves and the organization adds duties from the vacated position to another position.

COMPLICATING CIRCUMSTANCES

Accretion of duty circumstances are not necessarily straightforward. There are several complicating issues surrounding the practice of noncompetitively promoting an employee due to additional duties, including the following:

- The appropriateness of possibly accreting across series lines
- The required length of time performing the higher graded duties
- The managerial circumstance relative to the assignment of higher-graded work
- Whether or not a desk audit must be conducted
- Whether it is proper to accrete a position more than once

Each issue is important and determinations must be made by the responsible personnel specialist to ensure that the accretion action is in order.

NONCOMPETITIVE VERSUS COMPETITIVE

There are times when, even though a position review discloses that a position must be upgraded due to additional duties, the action cannot be processed noncompetitively. Two interrelated considerations impose on the determination whether an accretion promotion shall be processed through competitive or noncompetitive procedures. The considerations are the office circumstance and the qualifications and eligibility of other employees in the office. When there is at least one other employee assigned in the office who is eligible for promotion and qualified for the position, the positions upgrade would be processed through merit promotion procedures to ensure that the other employee was not unduly or unfairly deprived of a promotional opportunity.

THE OFFICE CIRCUMSTANCE

The term refers to the supervisory rating official's direct span of control; in other words, the immediate supervisor's span of control is the immediate office circumstance for accretion of duty. Employees who report to the same immediate supervisor for rating purposes are considered to be in the area of consideration, or the same organization, regardless of the organizational nomenclature (irrespective of whether the position is configured within a team, a unit, a section, a branch, a division, or an office). Thus, when there

is at least one other employee in the immediate office circumstance who is on the same PD or performing the same or essentially the same work and is both qualified and eligible for promotion—a promotion due to additional duties must be competed.

Even this plain interpretation of the immediate office circumstance can be further complicated by the existence of team leaders and other manner of limited supervisors. The immediate office for accretion of duty is circumscribed by the rating official span of control irrespective of an intervening team leader's responsibility to effectively recommend employee performance ratings. The need to compete an accretion action extends only to employees who report to the same rating official.

So in summary, an occupied position **MUST BE COMPETED** when:

- there are employees in the same work unit that are performing essentially the same duties and could logically be assigned the additional work,
- the review results in a new series,
- at least 50% of the previous work is not transferred to the new position,
- the **PRIMARY** work of the position is going from non-supervisory or non-lead work to supervisory or lead work.
- leader and/or supervisory duties represent an entirely different line of work and cannot be accreted noncompetitively.
- the new higher level work that resulted in an upgrade was not added inadvertently and gradually over an extended period of time.

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<https://twitter.com/FSHCPAC>



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Submitted by Diana Kent

What's the Latest on DCHRMS...

Workgroups meet daily to continue requirements on:

- Testing

- Developing comprehensive test plans for UAT
- Developing strategies for account creation, logistical issues, and component responsibilities

-Training

- Developing User Guides/Training Guides
- T3 Training rescheduled tentative dates Jan 10-14

- Interfaces

- Developing testing strategy
- Data
- Connection with test instances

- Mass Actions

- Scope of changes still being determined
 - Testing continues for Mass Realignment and Mass Direct Data Update
 - Deficiencies reported in many mass processes result in return to development
- Army is on schedule for testing

- Business Rules

- Business rules necessary for DFAS, WHS, and DLA IOC have all been completed
- Currently writing user stories for business rules necessary for Navy IOC
- Current focus is LN Business Rules

- Performance Management

- Reports

For more information, go to the DCPAS DCHRMS website at:

<https://www.dcpas.osd.mil/OD/DCHRMS>.

FSH CPAC OPERATING HOURS



Due to the COVID-19 pandemic, our staff is working virtually. Our doors are currently closed to walk-in customers until further notice. However, you may contact your servicing specialist directly via email or ARMY 365 MS Teams. For additional information, questions, or inquiries please call (210) 221-1425.

We appreciate your patience and support during this time.