



# THE ADVISOR NEWSLETTER

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## CPAC Leadership Corner

### Recruitment Hiring Shifts in 2022

By Latrice Benton

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The pandemic has forever altered peer-to-peer leadership, and Leadership Strategy, especially when it comes to recruitment/hiring. The last year 2020 has changed a lot in the recruitment industry including the federal government. Across the globe, COVID-19 has profoundly disrupted our personal and professional lives. While the world is still going through the vaccination process, our federal agencies and their customers/commands seem to have picked up momentum after the initial slowdown.



As the demand for talent will come back in a few months, it will put pressure on all the talent acquisition teams (whether working at the operations level (CPAC) or via the command level (G1s). It is essential to understand the key trends that are shaping the hiring processes in 2021. Those top trends shaping your recruitment are:

- Automation
- Diversity in Hiring
- In-Demand job hiring
- The rise in project based hiring
- Upskilling to fill hard to fill positions

Many are looking to the COVID 19 vaccines to bring the world “back to normal”. But even once the virus is under control, we’re all coming out of this permanently changed. And few professions have undergone a drastic transformation like Human Resources. Whether you are in a CPAC operations office, a G1 Major Command level, or a smaller HR liaison/Manpower office within a MACOM or organization, we all have had to handle changes in practice, process, and place of work, and the profession is still evolving. There is no such thing as going back to the way that we have done business. Employees are savvier, they are more nuances, and they know what to expect of themselves and their HR departments. The HR trends in 2020 will follow us through 2021 and 2022. We will continue to see a rise in HRs role in the business (organizations/commands), and an emphasis on taking care of our workforce.

You can adapt to the HR trends by focusing on the following:

- Embracing the Role of Business Partner
- Stewarding Workforce Health and Safety
- Encouraging a Healthy Culture

COVID-19 has changed the face of recruitment in the last 18 months. Undoubtedly, 2022 will be the year where HR professionals and all their partners will have to take a long look at their hiring policies and practices for a smooth transition and sustainable growth.

Source: *Forbes Leadership*, August 2021





## Civilian Education System (CES) - Basic Course (BC)

Submitted by Wanda Ward

**What is the CES Basic Course?** This course is designed for Army Civilians aspiring leaders and non-supervisors who seek supervisory and/or leader's positions. This course is encouraged, but not required. However, it is required for GS-05- GS-09 Supervisors. For additional information visit <https://usacac.army.mil/organizations/cace/amsc/cesSchedule>.

**Who is eligible to attend the course?** This course is for all Army Civilian employees, the pre-requisition is the Foundation Course which is a requirement for those who were hired as Army Civilians after Sep 30, 2006. The Basic course will require daily participation through a video teleconference class session with an instructor. The instructor may use blackboard to assign tasks/projects and small groups may be designated to collaborate on assignments.

**What credit will you receive?** Due to the uncertain times and in compliance with social distancing, this course will be Distance Learning, which means students completing this course will receive full credit for the online course.

**To register for this course log on to** <https://www.atrrs.army.mil/CHRTAS/>

Select: Apply For Training

Select: Fiscal Year 2022

Select: Basic Course (BC) GS-01 through GS-09 to enroll.

Supervisor's approval is required to attend training through CHRTAS. Please notify your supervisor to approve your request.

## Coverage Determination for Rehires

Submitted by Liz Disdier-Figueroa



When an employee returns to federal employment after a break in service, the employee's previous retirement coverage and FEGLI election must be verified in order to determine the correct coverage. Prior federal service could impact the retirement coverage and FEGLI election on the new appointment.

### Retirement Coverage Determination

-The Retirement coverage is determined by specific service requirements outlined in the Benefits Administration Letter (BAL) Number 14-107 dated August 14, 2014. This BAL also contains retirement coverage determination tables and a decision table specifically for Rehires to assist with determining if the employee is retaining previous retirement coverage or a different coverage will be assigned.

To access this BAL, please visit:

<https://www.opm.gov/retirement-services/publications-forms/benefits-administration-letters/2014/14-107.pdf>

### FEGLI Coverage

-When an employee returns after a break in service of less than 180 days, the employee will get the same FEGLI coverage that was in effect before leaving federal employment, to include any previous waiver. The employee will not receive the 60 day window to elect additional coverage.

- When an employee returns after a break in service of 180 days or more, the employee is automatically enrolled in Basic coverage. The employee will have the opportunity to increase coverage within 60 days from returning.

Additional guidance is provided in the FEGLI Handbook.

To access the FEGLI Handbook, please visit:

<https://www.opm.gov/healthcare-insurance/life-insurance/reference-materials/publications-forms/feglihandbook.pdf>

## Hail and Farewell



Andrew Faucett



**Where is your hometown?** I am a bit of a military brat. I was born in Guymon Ok, raised in Panama City, Florida graduated out of Hinesville, GA but, San Antonio is home. I am a Texas transplant and love being back home.

**Which Branch do you work for?**

I work for the Labor, Management-Employee Relations Branch.

**How long have you been with the CPAC?**

I have been at CPAC since April of this year and have loved my time here.

**What is your favorite part about working at the CPAC?**

So far the team work here has been amazing. It is certainly nice to be a part of an organization where working as a team is highly encouraged.

**What is something most people would not know about you?**

I am a big Florida State University fan. I fostered children in Texas for 10 years before leaving to Alaska and I am also an adoptive parent for two out of three of my wonderful children.

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

I believe the customers' needs should be met and that we should strive to assist our customers. I come from a customer first attitude and it has helped me to establish great relationships with customers.

## Clarifying the Classification & Position Management Process

Submitted by Haywood Banks

The purpose for clarifying the classification and position management process is to understand the principles and practices of civilian position management and classification, which includes General Schedule (GS) and Federal Wage System (FWS) civilian positions.

The roles and responsibilities of the classification and position management process include Commander's, Managers, Supervisors, and the servicing Civilian Personnel Advisory Centers (CPACs). Commanders are completely responsible for position classification and management for their activities. Managers and supervisors have an increasingly important role in the management of human resources. They assign duties and responsibilities; write position descriptions; and maintain accurate position descriptions that show major duties, how work is reviewed, and what knowledge, skills and abilities are needed.



The CPAC staff serves as consultants on all position management and classification issues and ensures fair and consistent position descriptions, which is based on regulatory guidance.



The position management process involves the structuring of positions, functions, and organizations in a manner that optimizes productivity, efficiency, and organizational effectiveness. Although the delivery of day-to-day position management advisory services is tasked to the CPAC, commanders and managers are ultimately responsible for position management within their organizations.

For the classification process, position descriptions should be reviewed and revised on a regular basis to ensure the PD reflects current major duties and responsibilities. If the position is new to the organization, the manager may be required to establish a new PD. Position descriptions must provide information necessary to determine the kind of position (occupational series), level of difficulty and responsibility (grade), and title. In general, the overall aspects of the position are the basis to determine the occupational series. An important part of any position description is the format used to write it. The applicable Office of Personnel Management (OPM) classification standard determines the format, therefore position descriptions should be written in the format identified by the grade-controlling standard, and that is, the standard used which determines the position's grade level.



Overall, the classification and position management process ensures a good understanding for determining occupational series, grade, and title of civilian positions, which includes GS and FWS. For position classification standards and functional guides, please visit OPM at <https://www.opm.gov/>.

## DPMAP: “The Good, the Bad, the Ugly” Have to be Captured!

Submitted by Carlos Reyeshislop



With that in mind, it is almost time for our midpoint Progress Review (ominous music playing as you read these words!). For the proactive Rating Officials (RO) and Higher Level Reviewers (HLR), this is a prime opportunity to refine and or revise performance elements and standards and to clarify the shared understanding of your expectations and goals with your employees. We all have goals that we are required to achieve to earn our annual ratings of successful in every single element and our overall rating. As employees, we know how important a rating of successful or higher is in terms of advancement to our next step (Within Grade Increase or Quality Step Increase), possible performance cash awards (budget permitting, of course) and or Time-Off awards, or promotion. On the other hand, a rating of unsuccessful may result in a Performance Improvement Plan (PIP), which may lead to a removal from Federal service; not to mention it might affect our standing and placement under Reduction-In-Force (RIF) procedures.

As ROs and HLRs, having a solid understanding of the requirements under the Defense Performance Management and Appraisal Program (DPMAP) will enable you and your organization to achieve mission requirements and goals, praise and reward deserving employees, as well as to hold substandard performers accountable. This will also help keep employee morale up as good performers are not burdened with carrying the load of your substandard performers. Taking advantage of this midpoint progress review time ensures the elements and standards, of each subordinate, meets the SMART criteria and also provides them with honest assessments of their performance or lack thereof. This will provide you with a solid foundation, should you face having to take administrative actions based on performance in the future.

Under DPMAP, there are three required “touchpoints” during the rating cycle. These are documented using the MyPerformance online tool. The first one is issuing an **HLR approved** performance plan (elements and standards) to each subordinate at the beginning of their rating cycle. Secondly, is to conduct at least one progress review (typically, at the midpoint) during the cycle and to document it in MyPerformance online tool. Lastly, to issue their annual ratings by the end of the rating cycle, which starts on 1 April and ends on 31 March every year. These are minimum requirements.

As ROs and HLRs, you should take the time to monitor your employees’ performance and to address any substandard performance issues you encounter. You are required to document these performance issues during this progress review **or at any other time during the rating cycle** (foot stomping! It is vital to understand that Performance Based Counseling sessions can and should take place multiple times during the rating cycle, as required. These can be documented outside of the MyPerformance online tool using regular Memoranda For Record (MFR). The point of these counseling MFRs is to document your communications with the employee in regards to what he/she is not performing to standards, what he/she must do to perform to standards, and to warn the employees of possible outcomes of their failure to perform to standards. These documents which captures performance issues, are a requirement under both DPMAP procedures and applicable Collective Bargaining Agreements. These will be required should your subordinate fail any of the elements, and to justify subsequent actions such as PIPs and or removals.

Yes, I know, I hear you, I understand you...DPMAP is not an exciting topic, but ensuring you have a solid performance plan that meets the SMART criteria and that you monitor and document your employees’ performance will help you capture and justify all the good (awards, WGs, Promotions), the bad (substandard performance issues), and the ugly (if and when you have to take administrative action against your substandard performers). If you or your supervisor have questions, we are available via email or telephone...yes, I continue to keep that social distancing. Please, don’t burst my six-foot bubble!

Online source: <https://www.dcpas.osd.mil/>

## WEINGARTEN RIGHTS

Submitted by Robert Rodriguez



Weingarten rights guarantee an employee the right to Union representation during an investigatory interview. These rights, established by the Supreme Court, in 1975 in the case of J. Weingarten Inc., must be claimed by the employee. The supervisor has no obligation to inform an employee that she/he is entitled to Union representation.

### What is an Investigatory Interview?

An investigatory interview is one in which a Supervisor questions an employee to obtain information which could 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 s/he 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 conduct 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 rights **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 the employee if she/he wants a 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 can't be punished for making this request.

Rule 2 - After the employee makes the request, the supervisor has 3 options. She/he may either:

- 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 a choice of: 1) having the interview without representation - document the employee's agreement to continue the interview without representation in writing- by written signature or 2) 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.

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**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.

If you have any questions or concerns regarding labor relations, please contact your FSH CPAC Labor Relations Specialist Team, Robert Rodriguez and Catherine Guerra @ usarmy.jbsa.hqda-cpac.mbx.labor@mail.mil.

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## Using HR Guidance and Resources

Submitted by Mary Corona



While the process may be similar to that in private industry, there are still significant differences due to the many laws, executive orders and regulations that govern federal employment.

Understanding competitive service and excepted service appointments requires research and training. Understanding appointment methods of merit promotion, delegated examining, non-competitive action requires research and training. Understanding how to classify positions; verify eligibilities; conduct qualifications review; code the various competitive/non-competitive actions such as appointments, incentives, management directed reassignments; determining minimum qualifying experience and education; and providing advisories to managers; all entail research and training to ensure the actions taken are in accordance with the federal laws, regulations and published guidance.

Utilizing the various resources such as the Federal Register, Code of Federal Regulation (5 CFR), Office of Personnel Management (OPM) guidance, Department of Defense Regulations/Instructions, agency, i.e. Army specific regulations, regional guidance, Standard Operating Procedures (SOPs) and available repository of resources such as Service Now, CHRA SharePoint, local guidance/SOPs are great resources to utilize in our daily tasks. Not only should we abide by our HR regulatory guidance/policies, but we must also consider the organizational unives and Command regulations and guidance/policies.

It is very simple to get in the habit of rushing to accomplish the work and using what we have in our memory bank. However, the information may not always be current. It is necessary to review the task, study it, research it, then reach-out to the subject matter experts, your Leads and/or your Supervisors for additional guidance and interpretation of the resources to ensure the actions taken are in-line with regulatory guidance/regulation/policy.

Take the time to research and use the available resources. By doing so, it will provide a wealth of knowledge and ensure the task is correctly accomplished and in compliance with all legal and regulatory guidance.

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## Federal Employees Health Benefits Open Season

Submitted by Diana Inkel



Federal Employees Health Benefits (FEHB) open season is the time of year to ensure that you have the right health, dental, or vision insurance coverage for you and your family. This year's FEHB open season begins **from November 8 to December 13, 2021**.

During the Open Season, FEHB enrollees can change their health-care coverage. Employees who are not enrolled, but eligible to participate, may elect coverage. For more information on eligibility, enrollment, plan comparison, premium information and much more, visit the Office of Personnel Management (OPM) website: <https://www.opm.gov/healthcare-insurance>

Due to COVID-19, this year's Health Benefits Fairs are being held virtually. Register to attend the 2021 Virtual Benefits Fair to chat with carriers, review 2022 plan details, and get the information you need to help make the right decisions—in one convenient online location.

### **Register now at:**

<https://ve.on24.com/vshow/FVBF21/registration/20180>

### **Review 2022 plan details**

Log in anytime during the Federal Benefits Open Season, November **8 to December 13, 2021**. Download 2022 plan brochures, visit individual carrier booths, watch videos, and register for educational webinars.

### **Get answers to your questions**

Representatives from all participating carriers will be available to take your questions during the four live carrier chat days:

**Friday, November 12, 2021**  
10 a.m.–5 p.m. (ET)

**Friday, November 19, 2021**  
10 a.m.–5 p.m. (ET)

**Wednesday, December 1, 2021**  
10 a.m.–5 p.m. (ET)

**Wednesday, December 8, 2021**  
10 a.m.–5 p.m. (ET)

### **Explore your benefits in one convenient location**

Learn valuable information, get answers from the experts, and visit carrier virtual booths to shop and compare different benefit plans.

CIVILIAN  
PERSONNEL  
ADVISORY CENTER



Building 144  
2438 Stanley Road  
Fort Sam Houston, TX. 78234

Phone: (210) 221-1425  
Fax: (210) 221-1015



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## Computer Care Reminder

Submitted by Diana Kent

This message serves as a reminder to take good care of your laptop while working from home.

Please make sure your computer is located on a stable and clean foundation and the vents on each side of the system are free from clutter. Use the power adapter you

were issued and make sure it is plugged into an outlet or surge protector close to the system to prevent stretching the cord to the maximum length. **DO NOT** use any unauthorized USB devices and **DO NOT** leave your computer in direct sunlight, as in a sunny window.



It is important to keep your morning coffee and other beverages safely away from your system to avoid accidental spills. Also, eating over your computer may result in sticky keys and/or food crumbs falling in between keys can potentially cause damage to the circuitry. We've had a few instances where a Repair Technician has found evidence on some laptops of liquid spills that damaged the bottom of the computer.

Children should not use your computer to do homework, surf the internet and/or play games, and no matter how cute your pets are, you should keep them away from your computer.

Always use your carrying case when transporting your computer and **DO NOT** leave your computer in your vehicle for several hours due to the rapid changes of temperatures inside of it which could also result in damage to the system.

Following these simple tips will ensure your laptop stays in working order while working from home.

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### 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.

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