

The **Federal Manager**

Federal Managers Association • Advocating Excellence in Public Service

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Summer 2014



Gene Dalrymple Named FMA Manager of the Year!



In Memoriam: Pat Spade,
National Secretary
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The Federal Manager



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PRESIDENT'S PAGE



*FMA National President
Patricia Niehaus*

The New FMA Executive Board

Firstly, I want to thank you for re-electing me as your National President. It is a privilege to serve you and our great Association in this capacity. This will be my last term as FMA's National President, so I encourage you to think about serving FMA in 2016. It's a challenging position but a very rewarding one. If you think you would be interested, please don't hesitate to contact me if you have any questions about what this wonderful job entails.

Sadly, in mid-May, we lost our long-serving Region 3 Director and recently elected National Secretary Pat Spade. Pat battled cancer over the past year and was recovering from recent surgery when it appears she succumbed to a heart attack. She was a great advocate for federal managers and retirees and always looking out for their best interests. Pat will be truly missed. See page 19 for more about Pat's life and contributions.

The 2014 election brought some significant changes to our Executive Board. Both Dick Oppedisano and Mike Donovan decided not to run for re-election. I will personally miss them both very much and hope they enjoy their well-earned retirement. They've both promised to keep in touch and they're not leaving FMA, so thankfully we're not completely losing them. We welcomed two new Directors to the Board: Region 1 Director Ron Gryga and Region 3 Director Pauline Coleman-Sutton. As noted, Pat Spade switched roles from Region 3 Director to National Secretary. I was pleased that we had an election where three members stepped up to volunteer to serve FMA as our National Secretary. I hope we will continue to see competition and more members interested in service at the national level. I truly believe that positive, professional competition, as demonstrated by the three members who were nominated for the office of National Secretary this year, will have a positive influence on our Association. You can read about all our board members on page 17.

While I'm on the topic of the National Convention and the Executive Board, I'd like to thank Dora Quinlan, National Secretary, for stepping up on short notice and flawlessly conducting our Training Day. She is such a pleasure to work with and is always a consummate professional. The National Office Staff and I really appreciate your help, Dora!

It was my pleasure to be able to take a trip to the Seattle area in April to present the Gil Guidry Award to Jerry Beyl at the Chapter 14 Membership Meeting. They had almost 200 members in attendance, including 14 who joined the chapter that night. It was also a pleasure to see the two Commanding Officers from Puget Sound Naval Shipyard in attendance. The following morning, Chapter 99 took me on a tour of the Keyport Naval Undersea Warfare Center; I was truly awed by the mission they accomplish on a daily basis. I also attended Chapter 99's Membership Meeting while I was there, and recognized them for receiving the 2014 President's Award for their involvement in FMA and the local community.

During this election year, please take the time to let your Members of Congress know who you are. They need to be reminded that we are their constituents and that we vote! Members of Congress will be spending most of the next few months campaigning and working in their district offices, so they'll be readily accessible to you.

Thank you for all you do for FMA and for our country each and every day. ■

A handwritten signature in blue ink that reads "Pat".

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All materials submitted to *The Federal Manager* should pertain to public service managers. Copy should be double-spaced, no longer than 10 pages.

High resolution color images, charts, or illustrations should be included if possible. Text should be submitted by email or on compact disc. Include a biography of the author.

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Gene Dalrymple Named FMA Manager of the Year!



The Federal Managers Association (FMA) is proud to announce Mr. Gene Dalrymple as the 2013 winner of FMA's *Manager of the Year* award. Mr. Dalrymple is an active member of FMA Chapter 14, Puget Sound Naval Shipyard (PSNS) in Bremerton, Washington. The annual *Manager of the Year* award is presented to a member of FMA who displays the highest commitment to advancing the interests of his or her agency, the Association, and local community.

A dedicated civil servant, Mr. Dalrymple continuously serves PSNS and worked his way up the ranks. Currently, he is an integral part of Code 350, Shop 75, supporting Inactivation, Reactor Compartment Disposal and Recycle for decommissioned vessels. He recognized the huge workload PSNS will have in the near future when as it moves to recycle an aircraft carrier, the first project of its kind, and the impact on the current available

labor pool. This had already created many issues with maintaining required qualifications to perform the work and having a dedicated, available work force. In order to successfully combat these challenges, Shop 75 was created with the idea of hiring a new work force dedicated specifically to support recycle. Because of his ability to forecast future workload and development of a manning plan, PSNS leadership named Mr. Dalrymple the first Shop 75 shop head. In this position, he oversaw the hiring of the first 130 Shop 75 employees and organized the training program to properly employ these new hires. Many more will be added to this dedicated workforce as allocations permit in the future. He personally meets new hires when they first arrive and impresses on them the absolute requirement of following the rules and safety standards. Additionally, Mr. Dalrymple administers a training program for Shop 75 which rotates employees through a range of hands-on training, improving their skill sets, making them more versatile to meet immediate project demands. Enforcement of safety standards, proper handling and disposal of hazmat, adherence to all rules, and building strong communications are keys to his success. His efforts have made Shop 75 a highly successful program for the Shipyard and the Navy.

In addition to this daily workload, Mr. Dalrymple promotes PSNS through not only being an active FMA member as Chapter 14's Vice President, but also within the Assistant Project Superintendent Association, serving on the Membership, Scholarship, Bylaws, and Employee Recognition Subcommittees. He also is an active member of the Naval Civilian Managers Association, serving his second term as President. Here, he further

promotes the importance of a fully funded federal workforce.

Not only does Mr. Dalrymple work for the betterment of PSNS employees' professional lives, but he serves the Puget Sound community at large through maintaining the recreational walking trails and areas inside the shipyard, improving the quality of life for sailors and their families, as well as participating in events supporting Arbor Day at local public grade schools. For the annual Combined Federal Campaign, which promotes and supports philanthropy through federal employee programs, Mr. Dalrymple organizes and works at Chapter 14's annual pie eating contest. His efforts are the reason this event is well attended and highly successful.

Chapter 14 President Terry Towns nominated his fellow chapter member for the award, stating, "Gene consistently demonstrates his leadership by being a good example and as we say, 'walking the talk.' Gene requires accountability with everyone he contacts. He is a true example of what a manager should be and a standard of quality to follow."

FMA National President Patricia Niehaus further commented, "Gene is a prime example of dedication to serving country and community. He has committed himself not only to ensure his own shop runs efficiently, but that PSNS as whole is best serving the Department of Defense missions and goals. He is a shining example to managers in and out of FMA, and I congratulate him on being named *Manager of the Year*."

The FMA *Manager of the Year* award is presented annually to an outstanding manager or supervisor in the federal

continued on next page

Manager of the Year

Manager of the Year continued from page 3

government who is a current member of the Federal Managers Association.

Chapters may nominate one member to their respective Region Director, and that officer submits the name of the nominee and supporting documentation for consideration of the award. The selection committee reviews three main categories in determining the winner:

- Workplace accomplishments/ contributions
- FMA involvement at the chapter, region or national level
- Local community accomplishments/ contributions

Other finalists for the 2013 FMA Manager of the Year award considered by the selection committee were:

- Ms. Melissa Drummond
FMA Chapter 21, FMA Chapter 21,
Marine Corps Air Station, Cherry Point,

North Carolina

- Mr. Michael "Tim" Jacks
FMA Chapter 3, Norfolk Naval
Shipyard, Portsmouth, Virginia

In regard to the exemplary Manager of the Year award finalists, FMA National President Niehaus said, "We are fortunate to have so many outstanding federal managers who exemplify the best of what government can do. Those of us who work alongside these leaders throughout government understand the importance of their enthusiasm and professionalism. Gene Dalrymple, Melissa Drummond, and Tim Jacks each set the bar high so that others will know what can be done, rather than what has been the norm. I congratulate Gene Dalrymple on being named the Federal Managers Association's Manager of the Year. He is a shining example to managers both in and outside of government and I am proud to call him a fellow federal manager." ■

“

Gene consistently demonstrates his leadership by being a good example and as we say, 'walking the talk.' Gene requires accountability with everyone he contacts. He is a true example of what a manager should be and a standard of quality to follow.

”



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Keeping Your Team Engaged in Challenging Times

Enhancing the Careers and Communities of Federal Employees

By William Bonds and Joe Schumacher,
OPM's Center for Leadership Development – Denver

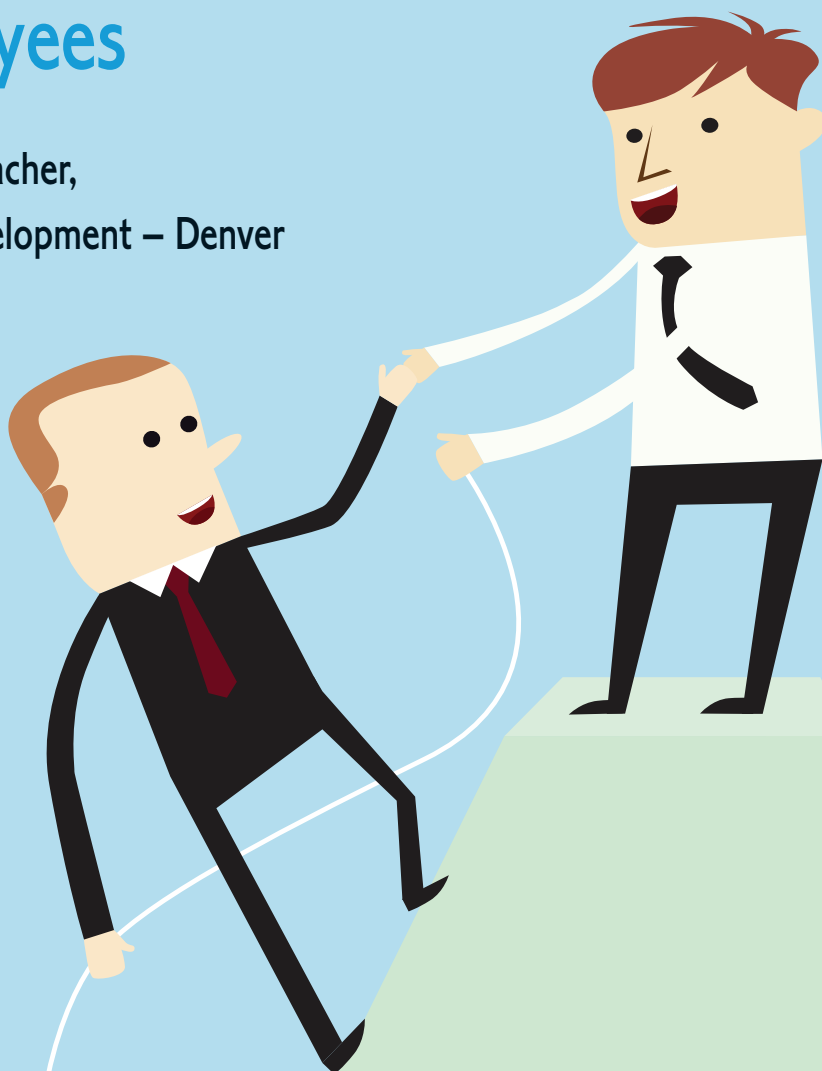
The views and opinions presented herein are solely those of the authors and do not necessarily represent those of the Office of Personnel Management (OPM) or the federal government.

The single, overarching driver of high morale, productivity and meaningful team results is the individual commitment of each team member. Engagement and commitment (going forward, we'll use these terms interchangeably) are the bedrock of high performance – and the artful facilitative leader leverages and sustains that condition. Thus, no matter how vigilantly work is planned, scheduled, managed and measured, outcomes depend most on the passion and commitment of those actually doing the work. This article explores how successful managers plant and grow the seeds of commitment – and how a bad boss uproots the system.

Can Commitment Be Observed?

Yes, and it's most visible in those who display a highly personalized state of authentic involvement, contribution, and job ownership.¹ The personal element of commitment results in an emotional investment in one's assigned tasks – as if they were running their own business. Look for those losing sleep when deadlines draw near, this is a sign of true commitment. Listen for those who lace their language with phrases like *customer partnerships*, *value proposition* and *quality assurance/quality control* and you will know who helps set your organization apart. These are the employees who go above and beyond, volunteering for special assignments on top of their allotted work. They dislike

continued on next page



tabling issues in staff meetings and prefer to leave with workable solutions. They might seem to be pushing back, but in reality, they are trying desperately to push forward.

At the simplest level, engagement means switching off the lights at the end of the day, picking up trash in the hallway or submitting a suggestion for improvement and offering to implement the suggestion. At a higher level, engagement means willingly taking that extra step to successfully deal with a disgruntled customer, volunteering for the challenging or unpopular operational task or regularly taking creative risks in support of the mission while overcoming bureaucratic inertia.

Correspondingly, a work culture with high commitment meters out in morale, overall performance and customer satisfaction. Successful teams achieve this enviable but palpable benchmark when the manager tangibly displays workplace

values by emphasizing involvement and personal development.² Committed people, for example, are visibly connected to their work and show it by exerting an extra effort every day.

Furthermore, high customer satisfaction cannot be achieved without the commitment of those directly connecting and interacting with the customer. There's a direct link between the way a person interacts with customers and how they are treated by their manager. Hence, there is a statistical relationship approaching causality between the quality of leadership, member commitment, and achieving high customer satisfaction. Great leadership facilitates and bolsters this relationship.

In their curiously titled, albeit relevant book *Contented Cows Give Better Milk: The Plain Truth about Jobholder Relations and Your Bottom Line*, Bill Catlett and Richard Hadden comprehensively examine employee commitment. Their research revealed what we intuitively know:

Leaders generate commitment in two ways: by showing folks that they genuinely care and by rigorously

eliminating interference so all can better do their best work.

To quickly gauge commitment on a team, ask any jobholder these two questions:

1. Is your manager competent?
2. Does your manager care about you as a person?

The best leaders take time to chat with team members without an agenda. When was the last time you dropped by a team member's cube or called them without a pressing business reason to do so?³ The results are immediate in generating and sustaining trust while extending an opportunity for each to raise an issue or seek your guidance. Warning: you may be viewed suspiciously at first if this is out of character for you, but commit to it; also, don't always circulate in the early morning or folks will assume you are recording arrival times.

A big way to show you genuinely care is by rigorously eliminating job interference and structural drag.⁴ A key function of leadership is to create a workplace free of frustrations and interference so folks can excel – seemingly

¹The phrase "job maturity" encompasses all three of the components.

²Team involvement occurs when members have the freedom to use their unique skill set, special talent and good sense to get work done. Team development occurs when members receive frequent 1:1 coaching, guidance and feedback and meaningful opportunities for personal and professional growth.

³A water cooler conversation works just as well as a "walking 1:1" outside of the office building.

⁴In times of tough budgets, this is a cost free and well appreciated way to increase morale and productivity.

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without you. As a manager, you are obligated to protect the team. When you do, you've planted exceptional seeds which quickly blossom into exceptional domestic tranquility – an essential condition commonly found in well-oiled teams. Thus, when you protect all from the insidious impact of interference, their motivation or "will to work" increases exponentially. Given that your leadership practice is ultimately a one-on-one activity,⁵ examine the useful "People Equation" below to concentrate on improving individual skill sets, eliminating suffocating workplace impediments and tapping into everyone's will to work so the right jobs get done on time and on budget:

Jobholder Performance Capacity (JPC) = (T- I) x (W²)

Definitions:

Jobholder Performance Capacity: otherwise known as one's skill set

Talent Set: each person's knowledge, skill and ability. The successful leader views everyone's talent set as a unique and matchless gift. One's Talent Set increases through high-impact training, guidance, diverse assignments and varied experience.

Interference: obstacles, disturbances, irritations and bureaucracy. All of these factors are the anti-matter of motivation, enthusiasm, and commitment. Interference can be either hard or soft, and the source either internal or external. Hard interference manifests itself in bad equipment, excessive noise or insufficient lighting. Soft interference is more insidious, and includes factors like: conflict, strain, and tension; mindless bureaucracy; trivial work rules; excessive meetings; distracting office politics; favoritism; and, a moving performance target.⁶ All forms of interference are costly as they zap one's will to work. Successful leaders are relentless bureaucracy busters and great workplace liberators. They create the necessary and sufficient conditions for jobholders to succeed by elevating the elimination of workplace interference to a hallowed duty.

Will to Work (W²): a function of motivation, enthusiasm, initiative, engagement and leadership. Will to work is essential to getting the job done, and in the above formula it is linked by multiplication to honor its importance to the equation.

Note the equation below: a jobholder will accomplish nothing without the will to work even if they possess a "best-in-class" skill set and theoretically, all workplace interference is eliminated:

$$JPC = (T-0) \times 0 = 0$$

“ Leaders generate commitment in two ways: by showing folks that they genuinely care and by rigorously eliminating interference so all can better do their best work. ”

Knocking out nefarious interference improves both the job and the overall workplace setting by exponentially improving the will of others to work and work hard for you. As noted above, interference is more than poor lighting, a cramped work space, bad ventilation, or a glacially slow computer. The greatest of all interference is the meddling boss.⁷ Thus, as a federal manager, relentlessly seek out and drive this beast to extinction.

Not all interference is actionable, but eliminating workplace silliness is the fastest route to jobholder engagement, gratitude, trust and lasting respect of leadership.

To generate commitment and produce a contented workforce, managers must

consistently demonstrate that they value each member's distinct talent and unique skill set. This is often best done by treating everyone as a job-mature professional, by tangibly showing them they matter, by pointing out the difference they make and how they contribute to the team and its outputs. Workplaces with committed members become "employers of choice." Here are key drivers to sustaining jobholder commitment:

- The sophistication and people skills of first line supervisors – their leadership repertoire and tool box
- The quality of top leadership within the organization
- Available career paths and development opportunities
- The degree to which employees can work free from interference or bureaucracy

Furthermore, member contentment is derived when each knows they are cared about so they perform better. Care is demonstrated, not stated, and is often subtle and surprisingly low cost.

Listening, both personally and institutionally, and standing alongside folks when a situation deteriorates are two examples of material caring. Other best leadership practices include being candid with folks, especially with unpleasant news, and sharing significant information in a timely fashion so all feel informed. According to the late Mary Kay Ash, "make people...feel important. If you honor and serve them, they'll honor and serve you."

Commitment is also achieved by enabling the workforce. Enabling is different and more impacting than generic empowerment. Most of us are empowered by virtue of our structural job duties. For example, Fire Medics can't delay treatment to be "empowered" to start an I.V. or to deliver life-saving defibrillation to a patient in cardiac arrest. They are enabled by medical protocol and the tools, trust, training and technology provided. Your team members will routinely achieve the near impossible when provided genuine decision-making power, authentic responsibility, support and encouragement, all in a work milieu with minimum interference.

continued on next page

⁵ Think of leadership as a life-long practice. Like a physician, dedicate time each day to "reading the journals" and getting personally and professionally better one day at a time.

⁶ Written performance expectations promptly remove this frequent and frustrating disturbance.

⁷ A common activity in many of OPM's leadership courses is the Good Boss / Bad Boss exercise. "Micro-manager" invariably tops the list of bad boss attributes.

So, federal managers, remember:

1. Above all, recognize that everyone brings a special gift to work and that each will apply their unique skill set when led and inspired by you.
2. Take the talent within your team to the next level by moving individual strengths from good to dazzling rather than wasting precious cycles attempting to incrementally improve a minor, non-critical weakness. Advancing strengths is more efficient and eminently more rewarding to both leader and member.

Jobholders willingly do their best when they trust and respect their manager. Both trust and respect are best generated through leading by example, with concentration on: ensuring all know the direction the ship is headed and why; breathing meaning into jobs; being candid and consistent; celebrating success; developing the hearts, hands and minds of all; and finally, showing zero tolerance for workplace folly from any direction.

Best Leadership Practice in Action: Promptly Expose Quiet Excellence

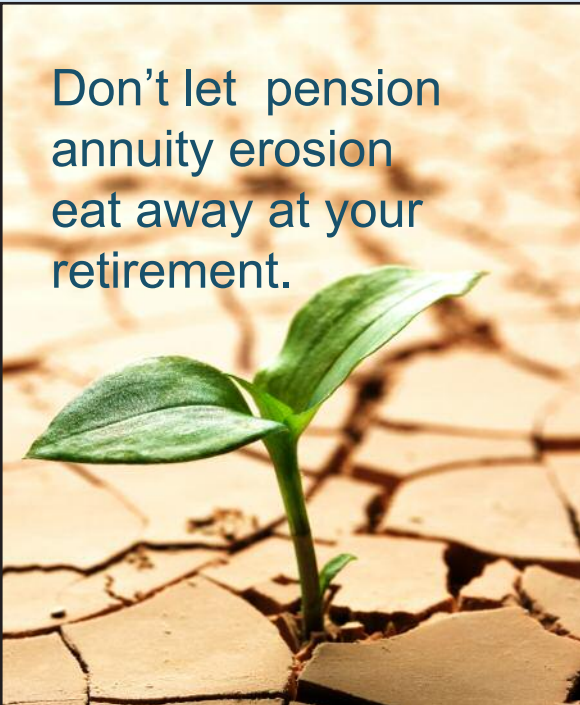
Specialization is not the exclusive domain of bees in a hive. Folks will work ardently and earnestly for years, hoping to be recognized just once as the “go to” authority. Develop your best thinkers – one Subject Matter Expert (SME) at a time. SME status is a personal brand and a unique skill set, and honoring that talent will ultimately enhance the reputations and self-esteem of your employees. SMEs are the workplace idea makers and the field champions amongst us – which is why they make great mentors. Most bosses, when asked why they do not do this, would simply respond “we’ve never done it before.” Leveraging talent by creating “go to people” makes great business sense (once again, it costs nothing), and increases loyalty, morale and productivity by illuminating the value of diligent work. Ensure everyone in your shop has a specialty and is a recognized SME in their area of expertise. Conferring SME status unleashes a positive,

overwhelming force into the workplace by creating “hometown heroes.” When each is a well-regarded SME, bestow formal “SME Certification” in a public recognition ceremony. A member of upper management should present a proper SME Certificate replete with high-level signatures, an official corporate gold seal, and appropriate language. ■

**Subject Matter Expert +
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Employee Morale, Training, Engagement and Celebrating Public Service

By Greg Stanford

A lot has been made of federal employee engagement and morale in 2014, and with good reason. Federal employees have dealt with a three year pay freeze, unpaid sequester furloughs, a government shutdown, regular threats to pensions and health benefits, and a steady stream of negative rhetoric.

In March, House Oversight and Government Reform Committee Chairman Elijah Cummings (D-MD), Representative Stephen Lynch (D-MA) and Representative Gerry Connolly (D-VA) requested that the U.S. Government Accountability Office (GAO) report on the root causes of declining morale. The GAO is an "independent, nonpartisan agency that works for Congress." It is regarded as

the "congressional watchdog," and its primary responsibility is to investigate how the federal government spends taxpayer dollars.

An FMA member who works on aircraft carriers at one of the nation's shipyards recently had this to say on the issue: "As for morale, I think it's just a day-by-day thing. We're in the same position as many other agencies when it comes to lack of resources, funding, and trained manpower. You just can't hire people, throw them on an aircraft carrier and say, 'go to work.' Kids are supervising infants. The older, experienced guys, like myself, worry we'll never be able to fix things. The damage has been done and we're all limping into nothing but to 'manage by crisis.'"

Managerial Training

One issue that we raise in all of our meetings on Capitol Hill, which we feel would significantly benefit morale and engagement, is managerial training. Nearly everyone we meet with agrees on the value and need for training for all managers and supervisors on issues such as how to address poor performing employees, enhancing mentoring skills and conducting accurate performance appraisals. The development of these skills is one of the greatest investments agencies can make, both in terms of productivity and the retention of valuable employees. Further, providing sufficient training for managers would improve morale and engagement within the

continued on next page

Policy & Legislation continued from page 9

workplace. Regrettably, when budgets are tight, these programs are the first to see their funding cut.

FMA endorsed legislation introduced in the 112th Congress (H.R.1492) requiring agencies to provide supervisors with training on various management topics and urges Congress to introduce and approve similar legislation in the current session. While there are a limited number of legislative days remaining in the 113th Congress, FMA will continue to pursue this critical issue.

FMA on OPM's Employee Engagement Workgroup

The U.S. Office of Personnel Management (OPM) recently created a new Employee Engagement Workgroup, comprised of members of the National Council on Federal Labor-Management Relations and members of the Chief Human Capital Officers Council. This workgroup is examining employee motivation, how managers can engage their employees, and how workforce involvement impacts departments and agencies' ability to meet missions and goals. As a member of this workgroup, FMA has an opportunity to ensure that management's concerns are voiced and its

ideas are part of any solutions the workgroup promotes.

In early organizational meetings, the workgroup formed three subgroups to focus on specific workflows. FMA is serving on two subgroups: Best/Promising Practices and Enablers and Barriers. Best/Promising Practices will evaluate new and existing resources that can be used by federal agencies to drive engagement. The Enablers and Barriers subgroup will focus on organizational factors, such as workplace culture, organizational values, and leadership models, and make recommendations concerning both systemic and structural enablers and barriers regarding federal laws,



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Get involved with FMA-PAC today!

Donations to FMA-PAC help keep fed-friendly elected officials in Congress, fighting for FMA members! FMA exercises great care in deciding which Members of Congress should receive FMA-PAC funds. FMA-PAC looks at Members' voting records, relevant leadership or committee assignments, and relationships with local FMA chapters to decide which campaigns to give to and how much. FMA-PAC contributions allow FMA members to attend political fundraisers for their elected officials, and help put a face on the federal workforce.

If you'd like to make a contribution or have any questions about FMA-PAC, please contact Katie Maddocks, FMA-PAC Treasurer, at kmaddocks@fedmanagers.org or 703-683-8700.



regulations and policies. The third subgroup, Measures and Incentives, will address targets for increasing employee engagement and measures to assess progress in achieving goals. While FMA will not sit directly on this subgroup, the Association will be in close communication with representatives from the Senior Executives Association, which is a member of this group.

Public Service Recognition Week 2014

Public Service Recognition Week (PSRW) was held May 4-10. This year's theme was "Proud to Serve," and kicked off on Sunday, May 4, with the Public Service 5K Run/Walk in Washington, D.C. Nearly 400 runners participated in this successful event – a 50 percent increase from last year's inaugural race.

President Obama wrote a letter supporting PSRW and the men and women who serve daily on behalf of their fellow Americans.

The finalists for the 2014 Samuel J. Heyman Service to America medals, which recognize federal workers who go above and beyond the call of duty for their country, were announced at a breakfast on Tuesday, May 6. FMA's Katie Redmond represented the Association. Nominees were named from eight categories: Management Excellence; Call to Service; Career Achievement; Citizen Services; Homeland Security and Law Enforcement; National Security and International Affairs; Science and Environment; and, Federal Employee of the Year. The winners will be announced at a reception in Washington, D.C., on September 22, 2014. FMA will report on the winners in the winter edition of *The Federal Manager*.

On Thursday, May 8, I joined FMA Executive Director Todd Wells and FMA Government Affairs Representative Katie Maddocks at a town hall discussion

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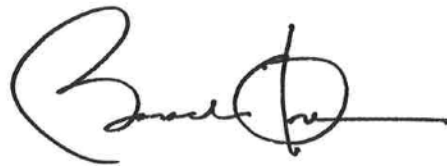
May 2, 2014

I am pleased to join in observing Public Service Recognition Week.

A government of, by, and for the people relies on dedicated citizens eager to carry out the necessary work of self-government. Every day, public employees like you assume this responsibility with passion and professionalism at the Federal, state, county, and local levels.

With unmatched perseverance, you deliver the critical resources and services so many Americans depend on. You defend our country abroad and provide our service members with the care they deserve when they return home. You push the boundaries of science, which keeps America on the cutting edge of innovation. You support small businesses, guard our civil rights, educate our next generation, and help hundreds of thousands experience the wonder of our national parks and treasures.

Each of you has specific duties you perform on behalf of our people, and together, public servants like you form the government our citizens count on and strive to meet the high expectations they set. Whether you recently came to public service to build a brighter tomorrow or you are a career employee who has dedicated your life to this pursuit, I am deeply grateful for your commitment to the American people, and I wish you all the best.



"about the value of government service and the dedicated men and women who deliver that value on behalf of the American people every day." Town hall participants included Secretary of Commerce Penny Pritzker, Secretary of Homeland Security Jeh Charles Johnson, Secretary of Labor Thomas E. Perez and Office of Personnel Management Director Katherine Archuleta, and was moderated by Partnership for Public Service President and CEO Max Stier.

Visit the Public Employees

Roundtable's Facebook page to see what your colleagues had to share through the PSRW whiteboard campaign – I "Heart" Public Service Because... This campaign was a great way to hear from folks across government, as well as citizens who appreciate the work public servants do to make our country great! ■

Greg Stanford is Director of Government Affairs for the Federal Managers Association.

Meet Your Legislators

U.S. Representative Derek Kilmer (D-Washington)



While he is only finishing his first term in the House of Representatives, Derek Kilmer has proven himself a leader among his peers and a constant supporter of Washington's Sixth District and his constituents. During this short time, he has promoted economic development throughout the district, especially for those employed by the Department of

Defense at the Puget Sound Naval Shipyard and the Naval Undersea Warfare Center. Representative Kilmer fought the sequester since its inception, and supports fair pay for all federal employees. In addition, he works tirelessly for the district's local economy, education and job training, and the community as a whole.

Representative Kilmer began his public career while serving as a business retention manager for the Economic Development Board for Tacoma-Pierce County. He further served as a trustee for Tacoma Community College as well as on the board of the Peninsula Schools Education Foundation. He served in his first elected office in the Washington House of Representatives for the 26th District, and later in the Washington Senate. During his time there, he led efforts for a sustainable state budget, and ensured the state properly invested in infrastructure and job creation. When former U.S. House Representative Norm Dicks announced his retirement in 2012, Representative Kilmer threw his hat into the ring and won 59 percent to 41, overcoming former marine Bill Driscoll. During the 113th Congress, Representative Kilmer has shown great bipartisanship, working to promote the needs of Washington's Sixth District. His most noticeable acts of dedication can be seen through his work for those employed by a Working Capital Fund (WCF). While civilian defense employees were furloughed due to the sequester the summer of 2013, Representative Kilmer continually argued the furlough of WCF employees was unnecessary as they are not funded through appropriations. Additionally, he fought to ensure employees furloughed, due to

either sequestration or a government shutdown receive back pay, protecting the financial stability of federal employees.

Representative Kilmer was born and raised in Port Angeles, where his parents were public school teachers. He earned a Bachelor of Arts degree from Princeton University's Woodrow Wilson School of Public and International Affairs in 1996. He went on to receive a Doctoral of Philosophy degree from the University of Oxford, with a focus on economic development. He currently resides in Gig Harbor, Washington with his wife Jennifer and their two daughters. ■

THE FACTS:

Hometown: Gig Harbor, Washington

Born: January 1, 1974

Family: Married to Jennifer; two daughters

Education: Princeton University, B.A., 1996; University of Oxford, Doctoral of Philosophy, 2003

Career:

- Business Consultant, McKinsey & Company, 2003-2005
- Washington House of Representatives, 26th District, 2005-2007
- Washington Senate, 26th District, 2007-2012
- U.S. House of Representatives, Washington 6th District, 2013-present

Elected: 2012 (1st Term)

Committees:

- Armed Services
- Science, Space & Technology

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U.S. Representative Rob Wittman (R-Virginia)



The people of Virginia's First District elected Rob Wittman in a special election in December 2007, winning 60 percent of the vote. Now in his fourth term, Representative Wittman continuously serves for the interests of his constituency within the Chesapeake Bay area. For the past seven years, he has held a position on the Armed Services and Natural

Resources Committees. In addition to supporting those stationed at the Norfolk Naval Shipyard, Representative Wittman promotes the benefits of reducing taxes and deregulation.

Representative Wittman has served the public interest the entirety of his career, starting out at the Virginia Department of Health, where he was an environmental health specialist and the Division of Shellfish Sanitation Field Director. Here he ensured the safety of Virginia's natural resources, promoting the wellbeing of all Virginia residents. He began his time in elected office serving on the Montross Town Council, and then as town Mayor. Here he continued his work in environmental health by updating the town's sanitation system and improving the town's tax system. Following his time in local government, he became a member of the Virginia House of Delegates for the 99th District.

Representative Wittman was born to Regina and Frank Wittman in Washington, D.C., and raised 80 miles south, in Westmoreland County, Virginia. After graduating high school, he attended Virginia Tech, where he studied biology, was a member of Delta Tau Delta fraternity, and participated in the Army ROTC program. Upon completion of a Bachelor's of Science degree in 1981, he enrolled in the University of North Carolina, Chapel Hill to study public health, and he later went on to earn a Ph.D. in public policy and administration from Virginia Commonwealth University. His wife, and high school sweetheart, Kathryn, remains a consummate source of support. They live in Montross and have two children and three grandchildren. ■

THE FACTS:

Hometown: Montross, Virginia

Born: February 3, 1959

Family: Married to Kathryn; two children

Education: Virginia Polytechnic Institute and State University, B.S., 1981; University of North Carolina, Chapel Hill, M.P.H., 1990; Virginia Commonwealth University, Ph.D., 2002

Career:

- Virginia Department of Health
- Montross Town Council, 1986-1996
- Montross Town Mayor, 1992-1996
- Westmoreland County Board of Supervisors, 1996-2005
- Virginia House of Delegates, 99th District, 2006-2007
- U.S. House of Representatives, 1st District of Virginia, 2007-present

Elected: 2004 (4th Term)

Committees:

- Armed Services
- Natural Resources

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Healthy Meetings: Eating Light and Moving Right

By Lorenita Lucas, MPA, RYT



Be it early in the morning, during lunch or after work, if there is time on the clock, meetings can be scheduled. Given the many meetings on the calendar, it often feels that more time is spent in meetings rather than doing actual work. As they are integral to our daily lives, we should strive to make them more productive by making them healthier.

Eating Light

An easy first step is to plan for eating light. Whether you are picking up snacks from the grocery store on the way to work, or meal planning for a conference, selecting smart and healthy food choices can make a difference well beyond the actual eating time. Yes, high carbohydrate foods such as bagels and pasta are easy, popular and tasty choices. However, while a source of energy, they tend to make you feel tired two to three hours after eating. In contrast, high protein foods can make you more attentive and better able to concentrate. When planning snacks and meals, try adding more protein and

eliminating some of the carbohydrates by:

- Serving bean dip along with salsa and chips, and maybe trading the chips for vegetables
- Taking away the bread when serving pasta at dinner

Moving Right

A second step toward healthier meetings is moving right. In her bestseller, *The First 20 Minutes*, Gretchen Reynolds states that studies have shown that frequent standing breaks significantly decrease your chances of getting diabetes. She says, "If you can also walk around your office, you get even more benefits. You will lose weight, you lessen your chance of heart disease, and you will improve your brain."

Given all the time spent sitting in meetings, they are an opportune time to get people moving more. Here are a few examples:

- Stand, rather than sit, when speaking at normal weekly meetings
- Schedule a five minute stretch break for every hour of a meeting with

movements such as side twists and leg lifts

- Plan for a 15-minute activity break for each day long meeting such as light yoga
- Take a bathroom break on another floor...and use the stairs
- Take a few laps outside and do a walking meeting in the parking lot or around the corner

Planning healthy meetings can show attendees that you not only care for their work output, but for their health outcomes as well. ■

Lorenita Lucas, MPA, RYT, is the Principal of Everyday Work on Wellness (WOW).

Through her WOW programs, she provides a variety of services such as interactive wellness presentations, workplace wellness programs, and lifestyle wellness coaching. Her presentation at FMA's 2013 National Conventions was so well received that she was invited back again to present at the 2014 Convention.



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Federal Sector FYI

As federal agencies have recently come under public scrutiny for lavish conferences across the country, the Senate Homeland Security and Governmental Affairs Committee called a hearing on January 14 to examine how select federal agencies responded to the need for greater restraint and transparency on conference and travel spending. Chairman Tom Carper (D-DE) and Ranking Member Tom Coburn (R-OK) presided over the hearing, titled, "Examining Conference and Travel Spending Across the Federal Government." During the first panel Office of Management and Budget (OMB) Deputy Director of Management Beth Cobert and General Services Administration (GSA) Administrator Dan Tangherlini testified, while the second panel heard testimony from the Inspector Generals of the Department of Justice, Michael Horowitz; GSA, Brian Miller; and, the Department of Treasury, J. Russell George. Throughout the hearing, members of the committee and panelists commented on the need for transparency to ensure funding is spent wisely while ensuring the effectiveness of conference and travel expenses. For more information, please visit: www.hsgac.senate.gov.

After months of delay, the Senate Homeland Security and Governmental Affairs Committee reviewed and marked up part of S. 1486, the Postal Reform Act. Included in the bill, is a provision calling for the reform of the Federal Employee Compensation Act (FECA). S. 1486 calls for cutting compensation in half once those receiving workers' compensation reach the age of retirement, and reduces the compensation rate to 66 2/3 percent of a worker's pre-injury salary, regardless if they have dependents or not. Currently, employees benefiting from FECA receive 75 percent of their salary (66 2/3 percent for those who have no dependents) tax-free. As such, take home FECA income can exceed the injured employee's pre-injury salary, reducing the incentive to return to work. Additionally, FECA benefits continue after the employee would have otherwise been eligible for retirement, at a continuing cost to the agency, and these benefits frequently exceed retirement pensions. In order to combat rising costs, the Federal Managers Association (FMA) has long supported FECA reform as called for in the Senate bill. For more information, please visit: www.hsgac.senate.gov.

Following a report from the Department of Veterans Affairs (VA) Office of the Inspector General (IG) which outlined falsified reports regarding treatment delays, President Barack Obama accepted the resignation of VA Secretary Eric Shinseki on May 30. Prior to his resignation, Secretary Shinseki announced that Senior Executive Service (SES) members within the VA would not receive bonuses for the year as he believes the problems the department faces are not limited to one facility, but department-wide. Additionally, Shinseki provided support for Senator Bernie Sanders (I-VT) and his legislation calling for greater power to remove SES members within the VA. For more information, please visit: www.va.gov.

While General Schedule and wage-grade employees received a one percent pay raise for 2014, select members of the House of Representatives viewed this as falling short of providing adequate compensation, and as such introduced a bill providing a 3.3 percent raise for 2015. On March 26, Representative Gerry Connolly (D-VA) introduced the Federal Adjustment of Income Rates (FAIR) Act (H.R. 4306), and it is cosponsored by Representatives Jim Moran (D-VA), Elijah Cummings (D-MD), John Tierney (D-MA), Matt Cartwright (D-PA), Michelle Lujan Grisham (D-NM), Stephen Lynch (D-MA), Dutch Ruppersberger (D-MD), Eleanor Holmes Norton (D-DC), and Chris Van Hollen (D-MD). For more information on H.R. 4306, please visit: <http://thomas.loc.gov>. ■



Meet the FMA Executive Board

Our National Executive Board consists of some of the most dedicated members in our Association. It is this group of dedicated volunteers who assure that FMA continues to strive for its brightest future.

We are elated to welcome Ron Gryga and Pauline Coleman-Sutton to our Executive Board as the Directors of Regions 1 and 3, respectively. To introduce our newly assembled board, we asked each board member to expand upon the following:

- Tell us a little about yourself;
- Tell us about your federal career; and,
- Tell us your plans for FMA in the upcoming year.

We never lose sight of the fact that we're a member-fueled organization. Our Executive Board is dedicated to providing the leadership needed to assure the best possible membership experience, and they continue to assure that the federal manager's voice remains viable and vigorous in our ever-changing world. Thank you, Executive Board, for all that you do to help our Association flourish as it enters its second century of dedicated service to America.

Patricia Niehaus National President

I am honored to continue serving as your National President for another term. Being the first woman to hold this office has been one of the top experiences of my life, both professionally and personally. One of my favorite things about being FMA President is getting to know our members, particularly through chapter visits. I hope to be able to do more of that



in the last two years of my tenure. In my "day job" at Travis Air Force Base, in Northern California, I'm the Chief of Labor and

Employee Relations, which makes my appointment to the National Council on Federal Labor-Management Relations a good fit. Also as an active federal employee, I can relate to the issues facing my fellow managers and I think that makes me more effective as your President.

My goal for this year is to increase our membership – hopefully by forming some new chapters as well as increasing the membership in our existing chapters. I will be reaching out to you for your help in accomplishing this goal. The mission of our Association is too important *not* to share it with as many of our fellow managers as possible!

In the past two years, I've been blessed by my three grand-daughters with four new great-grandchildren to spoil. Life is good.

George Smith National Vice President

I joined FMA in 1983 while working in Norfolk, Virginia at the Naval Air Rework Facility. I'm married to a wonderful woman named Joyce, and we have one son, Daniel, who also resides in



Jacksonville. I spend my free time indulging in my hobbies: golf and surfing. My passion in FMA has allowed me to achieve goals in enhancing the federal government over the years.

I started my career in 1983 in Norfolk, Virginia, and within seven months I was a first line supervisor in production. Today, I am the deputy director for production support, overseeing the acquisition group for all procurements and gross demand planning at the same depot I started in 1983. During my tenure, I have held many positions in FMA, ranging from Chapter President to my current role as National

Vice President.

I aspire to grow FMA in the next year, allowing as many of our members to be a part of our changing political world. Many new federal managers have no idea they have the opportunity to be on the cutting edge of molding tomorrow's federal government. I want to give them the key to join the association who is paving the way.

Katie Smith National Treasurer

I have had the privilege of being a member of FMA for 25 years as a part of Chapter 28 – the Naval Warfare Center Weapons Division (WCWD), in China Lake, California. During my time with FMA, I



have held several chapter officer positions, and am currently the Chapter 28 Treasurer. I'm married to my best friend. We share 6 kids and 7 grandkids. We spend our time enjoying various concerts and movies, and love to take road trips, especially on our Harley Ultra Classic.

I retired with 33 years of Department of Defense and Department of the Navy experience as a Configuration Manager, Quality Assurance Engineer, and Program Manager. I continue to work in a consulting capacity for NAVAIR in these areas.

Since being elected to the National Treasurer position in 2011, I have focused my efforts on collaborating with the National Office Staff to streamline our processes and make our financial reporting less cumbersome. We will continue to work out the kinks in 2014, with efficiency of operation as our ultimate goal!

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Continued from page 17

Ron Gryga Region 1 Director



I am happily married to my best friend, Mollie. Together, we have five beautiful children, ranging in

age from five to twenty. I love spending time with my family. In addition, I am a huge sports fan. Lastly, I have a passion for investing in real estate, although thus far I have only dabbled due to a lack of time.

I have worked for the Social Security Administration for over 23 years. I have been a front line manager for the last fourteen years, and I have been a member of the ODAR Management Association the entire time. I held the position of Executive Officer for over six years and I have been our Chapter President for the last four. I am proud to have served as the SSA Conference Chair for the last two years. I also recently completed a seven month detail as our Regional Management Officer where I learned a great deal, and intend to use this knowledge to better execute my responsibilities.

My decision to seek this position was motivated by my strong desire to learn more about how FMA works and to serve all FMA members. I am passionate about my desire to serve and I believe that I bring a lot to the table. I am focused, self-motivated, an over achiever, an outside-the-box-thinker and I am willing to do the dirty work.

Dora Quinlan Region 2 Director

I am a native of Hollywood, Maryland, and I have fond memories of growing up in St. Mary's County where most of my family still resides. For 37 years, I have worked for the Department of Navy (DON), beginning in 1977 at Patuxent

River, Maryland, working in financial management positions.

I am married to Wesley Quinlan of Silver Spring, Maryland; we have two grown children. My family and I relocated to Jacksonville, Florida in 2001. Today I serve as the Industrial Business Office director at Fleet Readiness Center Southeast, an aviation maintenance depot in Jacksonville, responsible for long-range strategic planning that requires extensive knowledge of business management operations.

Prior to serving as Region 2 Director, I also served FMA as Region 2 Vice Director and Chapter 11 President/Vice President. I am honored to have been recognized by FMA as 2008 Manager of the Year and 2011 Gil Guidry Outstanding Chapter President, and received the 2013 Odell Green Memorial Award for outstanding member of the executive board. I am also proud to be named the 2013 Naval Air Systems Command Fleet Readiness Center Southeast Mentor of the Year.



I served on the board of directors for the Cedar Point Federal Credit Union in Patuxent River from 1993-2001.

I am a member of the St. Vincent's De Paul Society and lifetime member of the Veterans of Foreign Wars Ladies Auxiliary.

I plan to spend my time on the FMA Executive Board increasing membership; my goal is to add two new chapters to my region in 2014. I am excited to host an FMA luncheon at Naval Air Station in Patuxent River, Maryland, in June of 2014.

Pauline Coleman-Sutton Region 3 Director

At the time of my January 2013 retirement from the United States Railroad Retirement Board (RRB), a career which spanned over 37 years, I served as a division chief within the Office of Programs; there I worked with a staff of systems analysts to calculate retirement,

survivor and disability benefits for the nation's railroad workers and their families. I also served as the agency's liaison to the Social Security Administration, coordinating the payment of social security benefit for eligible railroad retirement beneficiaries. In this role, I received many accolades and awards.

On a personal level, whether organizing



one of the three family reunions that I attend each year, providing pastoral care to seniors and working with the

homeless as an ordained deacon in my local church, or hosting a festive themed meal for family and friends, the three driving forces in my life continue to be: a strong sense of Faith, love and devotion to my Family and commitment to my Friends (and FMA, of course).

I reside in the Chicagoland area with my husband of 24 years, George, two daughters, Alise and Candice, and four grandsons: Myles, Ellis, Cameron and Amir. I am an avid reader, and even with my busy schedule I endeavor to read at least four books per week.

In a recent introductory letter to the Region 3 members and chapters, I stated that I looked forward to working with the chapters to explore new and innovative ways to: increase and retain membership; encourage the sharing of ideas and best practices between the chapters; and, unite the region in ways never thought possible, despite the differences in agency missions and geographic locations.

Leonard Lew Region 4 Director

I am a native of Sacramento, California. I served 33 years as an Air Force civilian at McClellan Air Force Base, California. For the first thirteen years of my career, I was an operations research analyst. My next fourteen years were in the F-111 System Program Management Division



where I was first assigned as a logistics management specialist in foreign military sales. My first supervisory position was as the chief of the F-111 Materiel Support Section. I later was the chief of the F-111 Production Management Branch. My last assignment in the F-111 division was as Program Director for the F-111F Pacer Strike modification program. The last six years of my career were in the Space and Command, Control, Communications and Intelligence Directorate where I served as Chief, Program Management Branch; Chief, Space Sustainment Support Division and Chief, Management Division. I retired from federal service in May of 2001.

Now I volunteer in my free time, teaching seniors how to use computers. My wife and I have one daughter, and we enjoy traveling. I am an avid fan of sports cars from the 1950's and 1960's, and I try to find time to pursue my long-time photography hobby.

This year, I plan to work with the smaller chapters within Region 4 to help them flourish. Ideally, this will produce ideas that can be used throughout FMA. FMA has so much to offer; we must keep finding new ways to show potential members the benefits because no single strategy works consistently.



In Memoriam: Pat Spade, National Secretary

The FMA family was deeply saddened by the passing of one of our long-time Executive Board members, National Secretary Patricia Spade. Pat's big heart, which was always filled with her love for FMA, gave out in mid-May and she passed on surrounded by her family.

Pat retired from the Social Security Administration in July 2012 after over 45 years of federal service. She will also be remembered as the first President of FMA Chapter 312. She served in that capacity from 1995 until she retired. Additionally, she was the first Region 3 Director, following her service as Zone 4 President, and served as the Retiree Committee co-chair for the past two years. Pat was elected National Secretary at our National Convention in March.

Following are the answers she provided for the previous article introducing the new FMA Executive Board. Out of respect for all Pat did on behalf of FMA and our country, we felt it was appropriate to share her bright outlook on the future. We will miss her dearly.

I had the good fortune to marry my husband, Rick, 40 years ago. He has encouraged me in my every pursuit. We have one daughter, Kris, and a granddaughter, Ciera, who is 6 years old. Our second grandchild will be born this August.

I enjoy finding solutions to problems – improving the situation. Consequently, I have served on my town's Economic Development Commission and Citizen's Budget Committee. I have also served on my church's Parish Council.

My federal career began while attending college. I was a part-time clerk typist for the Civil Service Commission. Upon graduation, I accepted a benefit authorizer position with the Social Security Administration. I quickly moved up the technical ladder and entered management. I thoroughly enjoyed the challenge of meeting workload deadlines and developing the staff. I had the privilege of managing the paperless pilot that successfully took the agency from working with paper files to electronic files. I ended my career as a module manager, retiring July 1, 2012.

As National Secretary, I will faithfully execute my assigned duties: prepare minutes, administer the awards program, and conduct the resolution process. I will be an active participant in the decision-making process of the Executive Board and in composing the Issue Briefs. With the other board members, I will actively advocate on behalf of our members on the Hill and with the Administration. ■

FMA's 76th National Convention and Management Training Seminar

Federal Managers Show Dedication to Their Country

After a year of the sequester, furloughs, and a partial government shutdown, federal managers and the rest of the federal workforce continue to show dedication not only for their work, but also for their fellow Americans by continually meeting the demands of federal agencies' missions and goals. Members of the Federal Managers Association (FMA) met March 10-12, at the Doubletree Hotel Crystal City in Arlington, Virginia for the organization's 76th annual National Convention and Management Training Seminar. Members from across the country discussed not only internal Association business, but also how managers can ensure the sustainability of the federal workforce during these times of financial restraints and dwindling morale. The convention also gave members the opportunity to meet with their elected officials in Congress to discuss the goals of the Association and concerns for the remainder of the 113th Congress. During

the training day, FMA members, as well as federal managers throughout the D.C. area, heard from federal leaders on how to create a more engaged workforce, and how to improve morale as a means to promote efficiency and effectiveness throughout the federal government.

FMA kicked off the first day of the convention with a report from FMA National President Patricia Niehaus, who reported on outreach events FMA took part in over the last year, connecting the FMA National Office with chapters, ensuring members are fully informed as to how FMA works for them, and how the Association is working to improve the federal work environment. The day also provided an opportunity to acknowledge the hard work of FMA members who promote FMA throughout their federal agencies. Because of chapters' hard work and dedication, the Association continues to be a strong voice for managers and supervisors.

The day concluded with a legislative update from FMA Director of Government Affairs Greg Stanford and Government Affairs Representative Katie Maddocks, who spoke in detail on how the Association is pushing Congress to invest in the federal workforce. The day also saw the introduction of three new Executive Board members, and the reelection of Patricia Niehaus as National President. Patricia Spade, former Region 3 Director, was elected by her peers as the new National Secretary; Dick Oppedisano decided to step down this year after spending a decade occupying the position. Region 1 elected Ron Gryga of Chapter 275, Office of Disability Adjudication and Review (ODAR) to lead as Region 1 Director Mike Donovan retired from the Board after many years of leadership. Region 3 chose Pauline Coleman-Sutton of

Chapter 191, Railroad Retirement Board, to lead the region. Congratulations to all! (Read more about the newly assembled FMA Executive Board on page 17.)

Federal Managers – True Patriots

FMA was excited to start the management training seminar by hearing from newly sworn in Office of Personnel Management (OPM) Director Katherine Archuleta. The Director noted the hard work federal managers do on a daily basis, serving their country at home and abroad. This hard work is completed despite fiscal restraints and struggling morale. However, the President's Fiscal Year 2015 Budget addressed the need for a fully-funded federal workforce, as it focuses on the need for training and tools to provide excellent services to the public at large. She further touched upon the need for employee engagement and the vital role managers play to encourage their workforce. By doing so, employees and managers feel more involved, morale is increased, and missions are more efficiently accomplished.

Effective Human Resources Metrics

The morning training session included Department of Agriculture (USDA) Chief Human Capital Officer (CHCO) Billy Milton, who spoke of the importance of metrics in progress reviews and performance appraisals. Through quantifying these measures, it is easier for federal managers to better judge how well employees function in the workforce. It also provides a better means of measuring how to improve on best practices for carrying out congressionally-mandated missions and goals.



President Niehaus and OPM Director Katherine Archuleta



(l-r) Fred Steckler, Jody Hudson, Brodi Fontenot, Mary Bohman, and Karlease Kelly discuss how to engage employees.

Strategies to Increase Employee Engagement

In a panel led by Dr. Karlease Kelly, Provost of the USDA's Virtual University, Mary Bohman, of the USDA Economic Research Service, Brodi Fontenot, Department of Transportation CHCO, Jody Hudson, Deputy CHCO for the Nuclear Regulatory Commission, and Fred Steckler, Chief Administration Officer of the U.S. Patent and Trademark Office discussed the keys to their agencies' high ranking within the Federal Employee Viewpoint Survey. The panel noted that while there are challenges making it difficult to motivate and engage the workforce, clear communication, either formal or informal, is a key factor to improving labor-management relations.

Strategies Managers Can Use to Effectively Manage in a Telework Environment

To promote commitment to workplace



Mika Cross provides strategies managers can use to effectively manage teleworkers.

flexibility, Mika Cross, USDA Work/Life and Wellness Program Manager, spoke to how many federal agencies and departments are looking to telework as an alternative method to accomplish missions and goals. Federal managers, however, need to be aware of challenges for implementing telework in order to ensure its effectiveness. Managers need to examine the mission of the agency and department and whether or not telework would actually be beneficial to completing daily duties. Once it is determined that telework is advantageous to the agency or department, the development of a culture of trust is imperative. This ensures that duties are being fulfilled, expectations are clarified to all employees, and positive communication protocols are established. Once goals and best practices are established, telework can be beneficial to management and labor alike.

True Patriots Work on Wellness Every Day!

Lorenita Lucas of Everyday Work on Wellness (WOW) got FMA members up on their feet, moving and discussing the importance of physical well-being. Ms. Lucas shared many useful stretches that can be done at one's desk to improve flexibility and circulation, and offered insight into how to successfully establish wellness programs at little to no cost to your installation. A repeat presenter, FMA members are always excited to hear from Ms. Lucas and learn new and innovative ways to promote wellness and healthy lifestyles throughout the federal government.

The Importance of Diversity and Inclusion in the Workplace

Training day was concluded with a moving and entertaining presentation from Bruce Stewart, Deputy Director,

Training, Compliance, and Strategic Initiatives in the Office of Diversity and Inclusion, Office of Personnel Management. Mr. Stewart addressed the problems of retreating into personal comfort zones. Often individuals will take for granted the power of communication and the value of perspective. By reaching out to others and asking for their ideas and viewpoints, ideas, problems, and solutions can be identified. An environment of diversity and innovation leads to a more efficient and effective federal workforce that thinks outside of the box.

Awards

The annual awards ceremony at the National Convention provides an opportunity to recognize individuals and chapters that made significant strides over the last year to advance excellence in public service. FMA National President Patricia Niehaus and National Secretary Dick Oppedisano honored those who most embodied FMA's mission of promoting excellence in the federal government.

The President's Award

The President's Award for Outstanding Chapter acknowledges the FMA chapter that best displayed outstanding leadership and service to its facility, community, agency, and nation during the past year. This year, the award was presented to Chapter 99, Naval Commands, Keyport/Bangor, Washington, and accepted by Chapter President Sherm Williams, for the chapters' dedicated service to its community and its members.

Odell Green Award

The Odell Green Award recognizes exceptional service to the Association by a member of the Executive Board over the course of the year. It was established in memory of Mr. Odell Green, who served for two years as Zone 8 President and as president of Chapter 16, Mare Island Naval Shipyard. Odell passed away in 1992. National Secretary Dick Oppedisano was named the 2013 Odell Green Award winner for the constant dedication he showed to FMA. Mr. Oppedisano announced his retirement from the board earlier in the year, and his presence will be greatly missed.

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Gilbert N. Guidry Award

The Gilbert N. Guidry Award is presented to an outstanding Federal Managers Association Chapter President in memory of Mr. Gilbert N. Guidry, President of Chapter 4, Philadelphia Naval Shipyard, whose leadership represented the finest tradition of service to the United States of America and to the principles of FMA. In recognition of his/her excellent leadership and dedication to FMA, the Gil Guidry Award winner receives a lifetime membership with the Association. We are proud to announce Gerald Beyl of Chapter 14, Puget Sound Naval Shipyard, Washington, is the 2013 Gil Guidry Award winner for his dedication and work on behalf of FMA.

Manager of the Year

The most prestigious award presented at the National Convention is the Manager of the Year Award. The annual Manager of the Year Award is presented to the member of FMA who displays the highest commitment to advancing the interests of his or her agency, the Association, and local community. We are proud to announce Gene Dalrymple of Chapter 14, Puget Sound Naval Shipyard, Washington, is the 2013 Manager of the Year! His workplace accomplishments, contributions to his community, and dedication to his chapter and its members is a exemplary. Read more about Gene’s myriad accomplishments on page 3.

Membership Recruitment Awards

Super Recruiter Award

This award is presented to the individual FMA Member who recruits the most new members. This year’s award was presented to Gordon Roberts, President of Chapter 6, Portsmouth Naval Shipyard. The Association sincerely appreciates Gordy’s efforts!

Chapter Recruitment Awards

The Chapters with the largest net gain in recruitment in FMA’s four regions as well

as throughout the entire Association, were recognized for their achievements. A big “thank you” to this year’s winners:

- Large Chapter: Chapter 6, Portsmouth Naval Shipyard;
- Region 1: Chapter 234, Internal Revenue Service – Connecticut;
- Region 2: Chapter 186, Federal Labor Managers Association;
- Region 3: Chapter 191, Railroad Retirement Board; and,
- Region 4: Chapter 167, Travis Air Force Base, California.

Day on the Hill

As federal managers continue to fight limited budgets, dwindling morale, and vitriol directed at the federal workforce, it is important to convey to elected officials the obstacles they face and what they need in order to fulfill agencies and departments’ congressionally-mandated missions and goals. The annual *Day on the Hill* provides FMA members with the opportunity to share their personal experiences working for the federal government, and address the FMA national legislative agenda. FMA members kept the conversation alive with their Representatives and Senators about the importance of the federal workforce, and all the work they do for the American people. The Association is committed to working with Members of Congress from both sides of the aisle on federal workforce management issues. Find

FMA’s 2014 Issue Briefs on the Association’s website: www.fedmanagers.org.

Following their time on Capitol Hill, attendees and special guests celebrated at the Windows over Washington evening reception, where National President Niehaus thanked FMA members and presenters for their participation in yet another successful Convention. Community leaders joined FMA delegates for the farewell event, which featured a raffle held by the association’s political action committee – FMA-PAC. President Niehaus remarked on how she is continuously impressed by the dedication of FMA members not only to their work, but to the Association as well.

Finally, a special thank you goes out to Glenn Todd, president of Chapter 187, and Valerie Allen, president of Chapter 191, for hosting this year’s hospitality suite. Chapter 191 members Pauline Coleman-Sutton and Kimberly Price Butler were also instrumental in making sure FMA members had an excellent experience. The visiting time the hospitality suite provides is invaluable. Thank you!

FMA encourages its members to visit the Association’s website (www.fedmanagers.org) on a routine basis to stay informed on the issues of importance to FMA members as we finish the second session of the 113th Congress. FMA’s ability to effectuate positive change in the federal government depends on you! ■



Members of Chapter 21 visit with Representative Kay Hagan (D-N.C.)

FMA Renews Memorandum of Understanding with U.S. Department of Agriculture



Prior to signing a Memorandum Of Understanding (MOU): (l-r) U.S. Department of Agriculture (USDA) DM Deputy Assistant Secretary for Administration Malcom Shorter, FMA National President Patricia J. Niehaus, USDA Assistant Secretary for Administration Dr. Gregory Parham, FMA Executive Director Todd Wells. Witnessing the signing are (standing l-r) DM Assistant Secretary for Administration Chief of Staff Curtis Wiley, Deputy Director Bobbi Jeanquart, and Office of Human Resources Management Provost Karlease E. Kelly.

The Federal Managers Association (FMA) proudly renewed its Memorandum of Understanding (MOU) with the U.S. Department of Agriculture (USDA). Dr. Gregory Parham became the Assistant Secretary of Agriculture for Administration in June 2013 and to keep our MOU and professional relationships current, FMA National President Patricia Niehaus and Executive Director Todd Wells visited Dr. Parham and his leadership team at USDA headquarters in Washington, D.C. on November 21, 2013 to sign a new memorandum.

A direct result of reenergizing this MOU was the coordination and implementation of FMA's National Convention Training Day by USDA Virtual University Provost Dr. Karlease Kelly. The speakers Karlease brought together from across government were second to none and

attendees agreed that the training was some of the best in which they had participated. Our heartfelt thanks to Dr. Kelly as well USDA Chief Human Capital Officer William Milton who was the day's lead-off presenter.

FMA sincerely thanks Assistant Secretary Parham for his leadership and for sharing his team's many talents to better FMA members' ability to be effective leaders. We look forward to furthering our work together to the benefit of both organizations.

FMA continually reaches out to agencies and departments to build stronger relationships across all of government. If you have ideas or contacts that may assist us in our efforts, please contact FMA's executive director, Todd Wells (twells@fedmanagers.org), to share your thoughts. ■

FMA Chapter 19 of Pearl Harbor Naval Shipyard Helps Local Children

By Varney Range,
Chapter 19 President

FMA Chapter 19's 2013 annual fundraiser was a great success. The Chapter was blessed with donations from their membership that enabled them to present toys and a check for \$2,500 to Toys for Tots representatives Garret Wilson and Kelly Anderson. Each year Chapter 19 donates to a local charity to help others that are less fortunate.

We were very pleased and honored to work with the Marines and their mission to help children who would otherwise not have a Christmas.

Over the past years, Chapter 19 has donated over \$90,000 to local charities. ■



The Chapter 19 Executive Board members: (standing l-r) James McClellan, Allen Couture, Clement Lopez, Vicky AhQuin, Marine volunteers Garret Wilson and Kelly Anderson, Ileen Wong (Fundraiser Chair), Pedro Quintal, Kaipō Punahale, (kneeling l-r) President Varney Range, Lloyd Fujimoto and Alan Ishida.

National President Niehaus Visits Chapters 14 and 99



National President Pat Niehaus presents the President's Award to Chapter 99 President Sherm Williams.

Federal Managers Association (FMA) National President Patricia Niehaus had the pleasure of meeting with chapter members of Chapter 14, Puget Sound Naval Shipyard (PSNS), and Chapter 99, Naval Commands, on April 8 and 9, 2014. The visit gave President Niehaus the opportunity to address and hear directly from members in Washington State, and to better understand what they accomplish on a daily basis. This is a part of the job that she most enjoys.

Kicking off her trip, President Niehaus met with members of Chapter 14 during a dinner at the Bremerton Elks Lodge, overlooking Mount Olympus. Over 200 people were in attendance, including Commander PSNS & Intermediate Maintenance Facility Captain Stephen F. Williamson and Commanding Officer Naval Intermediate Maintenance Facility Captain James H. Jones. While Niehaus discussed matters that affect members throughout FMA, she also recognized new Chapter 14 members, as well chapter

super recruiter Michelle Miller.

The highlight of the night was when Niehaus presented several awards to members of Chapter 14. The Association recognized Gene Dalrymple as Manager of the Year, as he best exemplifies FMA's mission to promote excellence in the federal workforce. Next, as a surprise to him, Gerald Beyl was honored with the Gil Guidry Award for Outstanding Chapter President of 2013.

The visit also gave current Chapter 14 President Terry Towns an opportunity to discuss federal workforce issues with President Niehaus, who addressed these concerns during her presentation. President Towns reflected on the event, stating, "Our members had the opportunity to ask and get their questions answered. Everyone remarked on how they enjoyed hearing from and meeting Pat that night. As a result of Pat coming to dinner, which we held off-base, we had one of the largest attended dinner nights in recent history. We also had one very

surprised Gil Guidry winner! The excitement of her visit resulted in fourteen managers coming down front to join FMA that night. I would like to thank Pat for always being there to support Chapter 14 and all of FMA." In return, FMA would like to thank Chapter 14 for continually empowering its members to strive for excellence.

The following day, President Niehaus met with members of Chapter 99, Naval Command in Keyport, Washington. There, she was given a walking tour of the Keyport Underwater Weapons Center, where she got to see where torpedoes for the United States and its allies are made and refurbished. Additionally, Keyport is home to amazing technical facilities where it is leading the way in 3D printing and reverse engineering. President Niehaus was in awe of the Naval Command's mission, the duties the federal workforce undertakes for the nation, and its ability to save the federal government millions of dollars through the expert use of technology. At a chapter meeting later in the day, President Niehaus, in front of Chapter 99 members, Commander Captain David K. Kohnke and Acting Division Technical Director Alan D. Kent, presented the chapter with the President's Award for Outstanding Chapter. Throughout the year, Chapter 99 worked closely with Members of Congress to promote Naval Command, awarded scholarships to students throughout the community, and ensured the stability of the federal workforce. President Niehaus was overwhelmed by the hospitality and generosity of both Chapters 14 and 99.

Chapter visits are a great opportunity to connect with FMA leaders and develop a better understanding of how FMA advocates on behalf of its members. If you or your chapter would like to invite a member of the FMA Executive Board or the National Office to attend your meeting either in-person or virtually, please e-mail FMA at info@fedmanagers.org. ■



FMA's New Approach Regarding GPO and WEP

By Patricia Spade

You are probably very familiar with how the Government Pension Offset (GPO) and the Windfall Elimination Provision (WEP) unfairly reduce your benefits. Under GPO, the benefits of Social Security spouses, widows, or widowers are reduced by two-thirds of the federal, state or local government pension received based on work where Social Security taxes were not paid.

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The WEP employs a modified formula to calculate the Social Security benefit amount, resulting in a lower Social Security benefit. This modified formula affects people who earned a pension from working for a government agency and also worked at other jobs where they paid Social Security taxes long enough to qualify for retirement or disability benefits.

Year after year, FMA has called for the total repeal of both GPO and WEP. Congress acknowledges the inherent unfairness of these provisions; legislation to completely repeal both GPO and WEP is reintroduced in every new session of Congress, with significant bi-partisan support. However, the legislation is never called for a vote due to its projected cost upwards of \$80 billion over 10 years.

The reality is that total repeal will never occur. Thus, FMA has developed a new approach to secure sensible relief to those who need it most.

After a lifetime career of government service, no retiree should be participating in federal “safety net” programs. Instead, he/she should receive the Social Security benefits earned through the payment of FICA taxes. FMA proposes that 185% of the federal poverty threshold be used as a means test. The threshold for one person would be used if the retiree has not provided a survivor benefit; the threshold for two persons would be used if a

survivor benefit has been provided. If the retiree’s annual gross pension is at or below the appropriate threshold both GPO and WEP would be waived.

The 2013 federal poverty thresholds were:

	One Person	Two Persons
48 Contiguous States & D.C.	\$11,490	\$15,510
185% of threshold	\$21,256	\$28,693
Alaska	\$14,350	\$19,380
185% of threshold	\$26,547	\$35,853
Hawaii	\$13,230	\$17,850
185% of threshold	\$24,475	\$33,022

The current Congress has demonstrated a strong desire to reduce the monies devoted to “safety net” programs. Hopefully, the logic of FMA’s new approach will resonate. This legislation would restore Social Security benefits to thousands of retirees with modest pensions. ■

Pat Spade was FMA’s National Secretary and Co-Chair of FMA’s Retiree Conference until her passing in May 2014.

Retiring from Federal Service – Congratulations!

Retiring from FMA – Big Mistake!



Your CSRS or FERS annuity and your health insurance are the cornerstones of a comfortable retirement. In these tough economic times, you need FMA to continue to protect these benefits by advocating on your behalf before Congress and OPM.

As a retiree, you have a choice to either pay reduced dues to your chapter or pay a one-time payment of \$250 to the national office for Lifetime membership. Life membership is best, but either choice is the best choice since you’ll remain a member of Team FMA!



Bring Your Own Device Policies

Managing in an Age
When Agencies Blur the
Traditional Lines Between
Work and Personal Lives

By Julie Perkins

In August 2012, the White House issued a “toolkit” prepared by the Digital Services Advisory Group and the Federal Chief Information Officers Council to support federal agencies’ Bring Your Device (BYOD) programs. In January 2013, Mobile Work Exchange (formally known as Telework Exchange), a public-private partnership with which Federal Managers Association is affiliated, issued a survey of federal employees in which 55 percent said they used their personal smartphones or tablets for work.

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Just 11 percent of them, however, said their agency has an official BYOD policy. Security concerns raised by employees' use of their personal devices for work purposes are widely discussed, but there remains little guidance for managers coping with the challenges likely to arise from a BYOD policy. Let's discuss a few foreseeable challenges and ways you effectively can address them.

Initially, you may welcome the idea of being able to use your smartphone or tablet for work. No more worrying about keeping track of two devices or wondering whether you can or should use the work-issued device for a personal communication. For those who were never before issued a government-owned device, it seems like a bonus that you could access your government emails or conduct work from the comfort of your couch rather than stay late at the office. However, if you are not one of the 11% who works in an agency with an official BYOD policy, or a manager at an agency who has made it clear that such activity is forbidden, e.g. certain military and intelligence agencies, then you may be surprised to learn what could happen if you sign onto a BYOD program.

First, under most suggested policies, once you begin to use your smartphone or tablet for government business, your employer may access your smartphone at any time to seek substantive information and/or to ensure compliance with its BYOD policies. For example, according to the White House's toolkit, one agency's pilot-program BYOD policy made clear that employees had to agree to have a third-party software installed on their personal devices that allowed the employer to manage security settings on the devices and to remotely wipe devices

clean of government emails/data if they are lost or stolen. The White House toolkit's sample policies also suggest limiting an employee's ability to allow others to use their personal device, including family members. Once you choose to enter into a BYOD agreement, your device is no longer truly personal. Know what policies your agency has on BYOD to ensure you comply with its terms. Ignorance of a policy is rarely a justifiable defense to a charge of misconduct.

Second, your agency or your work-related duties may catch the oversight attention of Congress, so be prepared for Congress to seek access to information on your personal device because you use it for work purposes. Currently, Congress is pursuing access to government officials' personal email accounts used for work purposes, so it would not be surprising for Congress to one day seek access to your personal device to review it for government-related downloads or communications. This means not only will they see your work emails and any work documents downloaded on your device, but they can sift through personal emails, photos and apps, all in the search for work-related content. While you may feel it is a fair tradeoff for your employer to have access to your device to ensure your work is conducted securely, you may not have the same feelings should congressmen and their staff obtain access to your personal device to review work information related to their inquiry.

Third, when you use a shared device on a personal basis, such as accessing the internet, posting to social media or sending emails to friends, you should keep in mind that your employer now has access to your device. I am not suggesting that your employer will intentionally search your personal data, but it would be

naïve to believe that mistakes don't happen. Data meant to be shared with your friends may also be seen by your employer.

Also challenging is managing employees who sign up for your agency's BYOD program or, like a large percentage of the federal work force, who use their personal device for work even though your agency has no written policy. Try to ensure that your employees' use of their personal devices is not running afoul of any collective bargaining agreement or federal wage hour law. Make sure that any after-hours communications or work is accounted for, to the extent it is required to be by law, office policies or by the agreement with the union. For example, for the non-exempt worker who requests overtime for work performed during his or her off duty hours—first confirm that the work was performed as claimed, and then make sure the worker is appropriately compensated. Where preapproval is required, let your employees know that just as when they are staying late or working at the office on the weekends, they need to obtain your advance approval for any work performed through their personal devices. This has long been an issue with employees who are issued government-owned devices, but for those employees who never had a government-owned device, they may not have been properly counselled on when/if to work while off-duty.

You may also have concerns that your subordinates are using their personal devices during work hours on personal matters, and it is more difficult to make that determination when their smartphone has dual purposes: work and personal. Like you, using their personal devices for work has blurred their work and personal lives, and they may need counselling or coaching on how to keep them straight.

Remind them that even though they don't have a government-owned personal device, certain restrictions still apply during work hours or while on government property, such as any applicable Hatch Act restrictions. The use of a personal device for partisan political purposes won't shield an employee who used his or her own device while at work or on duty.

Finally, remember that you might not have realized the effect a BYOD policy or practice has on your privacy expectations; your employees might encounter this same problem. Talk to them to ensure they are aware of what could happen if they used their personal device to conduct work. We have counselled many federal employees who are surprised to learn that under their employer's policies, they have

no expectation of privacy with respect to their work email account. Those same employees may express outrage and cause strife in the workplace when told their employer likely will be able to gain access to their personal devices to retrieve or review work-related information. As with most personnel policies, communication is key to ensure that your employees have the necessary information to make informed choices. We can't guarantee some of your staff later won't complain about an "unlawful intrusion" into their personal device, but we hope by talking these matters through at the onset, you can keep it to a minimum of complaints.

BYOD is a relatively new concept that is likely here to stay. As with any new program, there are pitfalls that managers can avoid by understanding agency

policies and communicating with employees. BYOD to work, but do so with caution. ■

Julie Perkins is a partner at Shaw, Bransford & Roth, where she has practiced federal personnel and employment law since 2009. Prior to joining the firm, she was a Senior Counsel for Employment at the United States Senate, representing Senate offices on labor and employment law issues. Julie also has extensive litigation and counseling experience representing private entities and state and District of Columbia governmental entities on employment law matters.

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FMA Welcome New Members!

The Federal Managers Association (FMA) is proud to welcome its newest members who joined the Association in 2013. Whether you are a part of a chapter or a Member-at-Large (MAL), we look forward to working together to make your career as a federal manager the best that it can be. During these difficult days when federal employees are under constant attack by many in Congress, each new FMA member makes our collective voice that much stronger.

Come Grow With Us! Please invite your colleagues who are not already members of FMA to join today. If you need us to send you some membership brochures to share at the office, just give us a call at (703) 683-8700, or write to FMA's membership coordinator, Katie Redmond, at kredmond@fedmanagers.org. If you have not already provided the FMA National Office with your personal e-mail address, or you would like to update your contact information, please do so to take full advantage of the offerings of the Association. The FMA National Office Staff welcomes your questions and suggestions.

Thank you for supporting the work of FMA. You can be assured that your membership makes a difference and that Team FMA is looking out for you. Welcome! ■

Region 1		148	Scott Young	228	Marianne Wat
Ron Gryga		198	Vidalia Aguiar	234	Susan Honan
Region 1 Director		198	Kathleen Craig	234	Ronald Mele
<i>fmareg1ron@comcast.net</i>		198	Richard Duarte	234	Wendy Schnubel
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MAL	Matthew Travis	208	Richard Gervasi	298	Christopher Pisarski
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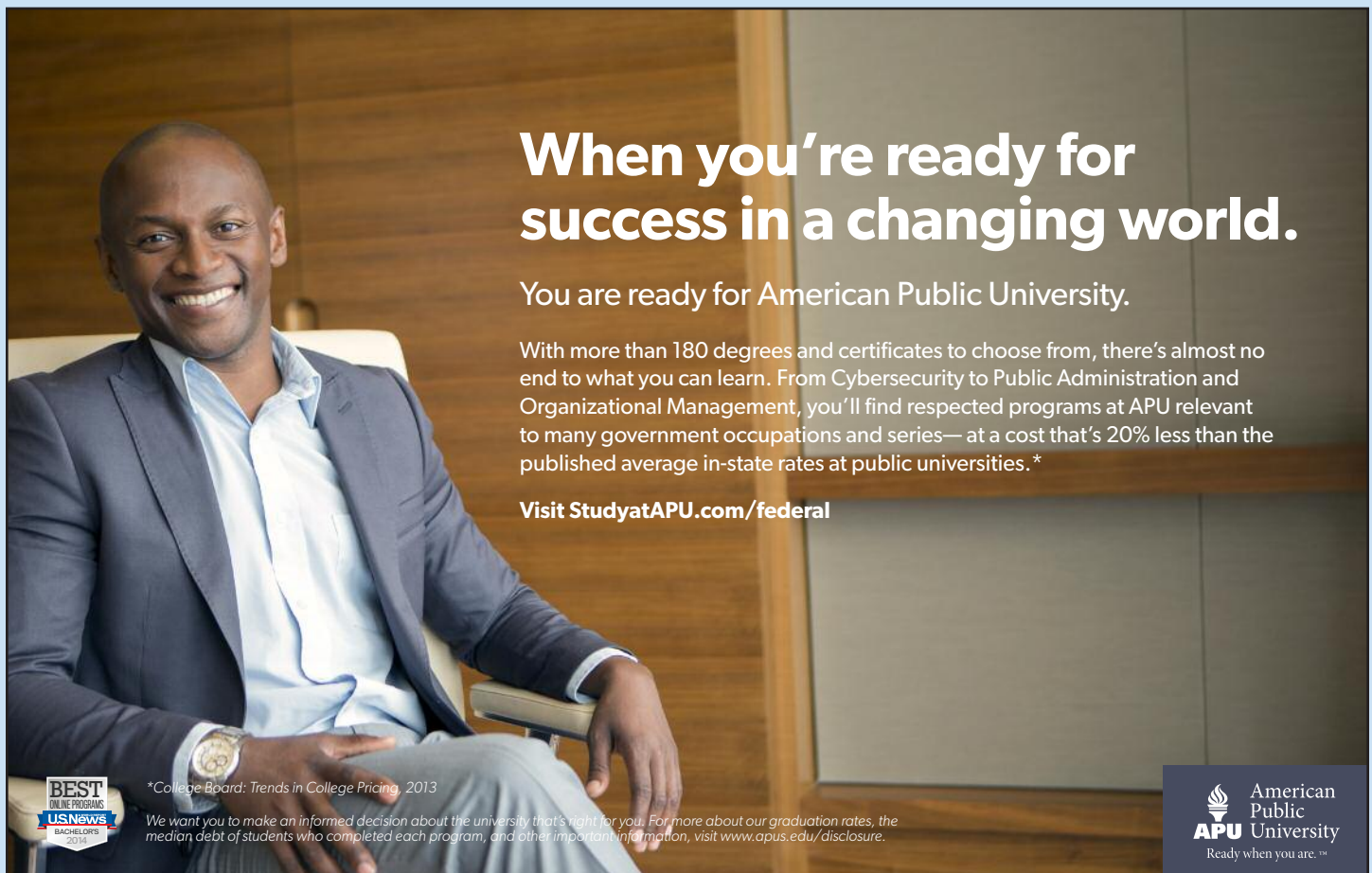
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