

TOOLS FOR MANAGING EFFECTIVELY



∴ FMA's 2025
∴ Priorities
∴ **22**

∴ Retiree
∴ Matters
∴ **34**



EMPLOYEE
BENEFITS
SPECIALIST



Corporate Sponsor
FMA
Federal Managers Association



Schedule Your Free
Service Today!
866-201-7829
info@gpis4u.org



SAFETY SECURITY OPPORTUNITY

Our goal is to make sure you're protected from all of life's uncertainties.

Over 100+ years of collective insurance experience, we are "client-first".

We represent the top insurance companies in the industry --- this means we will find you the best products at the best prices based on your unique situation.

OUR SPECIALTIES

Life Insurance
Disability Insurance
Dental & Vision
Long Term Care

Retirement Income Planning
Social Security Planning

Maximizing Your Current Workplace Benefits



At no cost to you, we will examine your current situation to make sure you have the right amounts of coverage at the right prices.
We'll also ensure you're on track for the retirement of your dreams.

National Headquarters:
9700 Business Park Drive | Suite 300
Sacramento, CA 95827
Phone: 866-201-7829 | Email: info@gpis4u.org

www.GPIS4u.org



Since 1913, FMA has been a passionate advocate for excellence in public service through effective management, and a forceful champion of its members' legislative agenda.

www.fedmanagers.org

FMA Magazine Staff

Publisher
Craig Carter

Editor
Todd V. Wells

Contributor
Greg Stanford

Advertising
Todd V. Wells

Graphic Design and Production
digit design

FMA Executive Board

National President
Craig Carter

National Vice President
Ronald R. Gryga

National Treasurer
Christine C. Parker

National Secretary
Chris Lombardi

Region 1 Director
Chris LaRose

Region 2 Director
Jason Rossman

Region 3 Director
Doreen England

Region 4 Director
Vincent Stamper

Annual Subscription Rate: \$30
Single Issue Rate: \$8.50

Advertiser/Subscription Inquiries

The Federal Manager
1641 Prince Street
Alexandria, VA 22314-2818
Tel: 703.683.8700
Fax: 703.683.8707
E-mail: info@fedmanagers.org
www.fedmanagers.org

Article Submission

All materials submitted to The Federal Manager should pertain to public service managers. Copy should be double-spaced and no longer than 10 pages. High resolution 300 dpi, color images in JPG or TIF format, as well as charts, or illustrations in EPS vector format, should be included if possible. Text should be submitted by email or on compact disc. Please also include a biography of the author.



COVER

6

TOOLS FOR MANAGING EFFECTIVELY

From Our President 5
Meeting with Congressional Leaders

Achievements 14
FMA Welcomes New Members!

Members in Action 20
Chapter 208 Throws a Pizza Party

FMA at Work 22
FMA's 2025 Priorities

Capital Insights 26

Meet Your Legislators 28
U.S. Senators Rand Paul and Jeanne Shaheen

Did You Know? 30
History of the Centers for Disease Control and Prevention

Retirees 34
Retiree Matters

Corporate Partners:



The Federal Manager (ISSN 0893-8415) is published by the Federal Managers Association, 1641 Prince Street, Alexandria, VA 22314-2818, to inform federal managers of management-related topics, professional development, and legislation affecting them. Statements of fact and opinion are the responsibility of the author alone and do not imply an endorsement by the editor, the officers or members of the Federal Managers Association® 2025. All rights reserved. Redistribution or reproduction of any part of this publication is prohibited without written permission. Printed in the U.S.A.

Checklist

All Lists | In Progress | Completed

2025 Self-Improvement Goals

- 7,500 Steps
- Eat More Protein
- Drink More Water
- Join a vibrant and welcoming association of federal managers, supervisors, and executives who are making an impact and looking out for my professional interests in DC.

Empower Your Career and Interests by Joining FMA Today!

When you join FMA, you will be immediately welcomed into the only professional organization looking out for the interests of every manager, supervisor, and executive in the federal government. Take a positive step for your interests in the workplace, before Congress, and your community.

Whether you decide to join through one of FMA's local or agency-specific chapters, or as a member at large, you will find a welcoming and supportive community in the association.

FMA member benefits include:

- Immediate and impactful representation before Congress and the Administration.
- Access to FMA's Legislative Action Center, which provides FMA members with up-to-date information and initiatives.
- *The Washington Report*, FMA's monthly e-newsletter, summarizes how FMA is looking out for you.
- Access to FMA's Action Letter Library, which empowers you to easily and effectively communicate with your members of Congress through personalized correspondence that can be sent from your phone.
- Leader opportunities at the chapter level, including leadership development training.
- Camaraderie and networking opportunities with fellow managers through FMA's local chapter events.
- Exclusive member perks through our corporate partners providing access to top lawyers, insurance offers, and financial planning at special FMA-only discounted rates.
- A subscription to *The Federal Manager*, FMA's e-magazine, delivered to your inbox every quarter.
- Scholarship opportunities for your dependents.



Join the Federal Managers Association
today! www.federalmanagers.org





From Our President...

MEETING WITH CONGRESSIONAL LEADERS

FMA Family,

I want to start by thanking you for all the hard work and dedication you exhibit everyday as public servants. I believe we can all say that, "yes, there is waste in the federal government." It starts each year on October 1, when our elected representatives fail to fund the government on time to provide the citizens of these United States certainty or stability with appropriations. One of the main jobs for our members of Congress is to pass appropriation bills and send them to the president for his signature. When that does not happen is when the waste starts. At that time, federal agencies/commands have to work on this year's mission with last year's budget. That limits the planning for the current year. That means no buying items in bulk to save money. That means every time the federal government is about to run out of money and shut down, they either pass a continuing resolution (CR), or actually do their job and appropriate funds, but not before agencies have to start contingency plans for furloughs and a possible shutdown. This prevents employees from doing their regular jobs. This is all waste, and taxpayers and federal employees should not have to put up with this several times a year.

Federal employees are not wasteful, but the rules and regulations that we have to adhere to sometimes cause waste. Federal employees take an oath to abide by the Constitution and provide the country with the services we were hired to provide. Federal employees are taxpayers, so when we have to deal with a Congress that escalates waste in the first place, that does not sit well with us, and often brings frustration. We all know that you can't run the federal government like a private business, but there are things that can be done to minimize waste to the greatest extent.

I traveled to Washington, D.C., the week of March 3 to work with the national office and to speak with some of our elected representatives. FMA Director of Government Affairs Greg Stanford and I met with some of our members of Congress on March 5 to discuss FMA's 2025 Issue Briefs, the current status of the 2025 budget talks, and the current continuing resolution, and what is happening within the federal government. As expected, the current situation with the mass Reductions in Force (RIFs), efforts to eliminate entire federal agencies, the firing of probationary employees and the threats to others in the workforce dominated the discussions. Our meeting requests were sent to all of the top Congressional leaders, though not all responded to our request to meet. Our first meeting was with the

staff of Senate Minority Whip Dick Durbin (D-IL). We then met with the staff of Sen. John Fetterman (D-PA), who is the Ranking Member of the Committee on Homeland Security & Governmental Affairs (HSGAC) subcommittee on Border Management, Federal Workforce and Regulatory Affairs. I then attended a lunch with Sen. Jerry Moran (R-KS), who was the lead Republican on the Senate version of the Wounded Warrior Federal Leave Act – legislation that FMA proposed and helped get passed, thus assisting over 100,000 veterans over the last ten years. While I was at the luncheon, Greg met with Rep. Don Bacon (R-NE), who is one of the lead sponsors of the Federal Retirement Fairness Act. Our next meeting was with a policy advisor for Minority Leader Hakeem Jeffries (D-NY). The last meeting of the day was with the staff of House Minority Whip Katherine Clark (D-MA). All of the meetings went well.

As FMA has stated in press releases, and in a letter to the president, we feel that the way the Department of Government Efficiency (DOGE) is trying to reduce waste and downsize the federal government is unprecedented, impulsive, excessive, and dangerous. I believe that most of the general public has no idea of all of the services that federal employees provide, and that their way of life is going to be greatly impacted by the actions of DOGE. We believe the best way to reduce the size of government would be through retirements, Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay (VERA/VSIP), temporary hiring freezes, and transfer offers. Federal employees are loyal civil servants and should not have to endure mass firings and threats.

We will continue our efforts to make even more allies on Capitol Hill who will work with the Federal Managers Association to find practical, common-sense solutions to the many challenges faced by the federal government.

As always, thank you for your continued support of the men and women of our armed forces, your commands/agencies, your communities, the citizens of these United States, and the Federal Managers Association. ●

Sincerely,

Craig Carter
FMA National President

COVER



**TOOLS FOR MANAGING
EFFECTIVELY
THROUGHOUT YOUR
FEDERAL CAREER**

By Tim E. Winchell

This article references theories and tools the author has found particularly applicable to federal operations that can serve as a foundation for individual self-development programs.

Three Themes

- **Theme 1:** You cannot behaviorally motivate reporting staff until you stop systemically ticking them off.
- **Theme 2:** Large complex organizations are always dynamic, but often drift toward internal comfort levels that lose customer focus.
- **Theme 3:** Constant environmental scanning is required to think beyond the “is” as you prepare for advancement up the organizational chart.

Identifying Your Dominant Leadership Style

Identifying your dominant leadership style is a good early step for successfully moving forward in your management career. I have found McClelland’s motivation model¹ addressing leadership types in terms of achievement, affiliation, and power dominant needs particularly relevant. The dysfunctional extremes are obvious.

- **Achievement** – Being recognized as a technical expert is gratifying, but becomes dysfunctional when a supervisor satisfies ego needs by micromanaging staff while failing to spend adequate time addressing defined strategic and operational priorities, resource requirements, customer responsiveness, and staff development. A U.S. Office of Personnel Management (OPM) study found that most agencies do not properly evaluate leadership effectiveness, typically evaluating supervisor performance largely in terms of technical competency.²



- **Affiliation** – You cannot lead effectively if you continually acquiesce to staff priorities,

even if they adversely impact mission accomplishment. Your job is to work with staff, explain, develop consensus if possible, and then move forward, not primarily to be their understanding friend.

- **Power** – It will become evident to staff and peers if you clearly value power and control for personal benefit over coherent program execution. The result is often long-term growing resistance. People resent “kissing the ring.” Yet particularly managers at higher levels are paid to make decisions that may be unpopular with staff in the interest of mission execution.

Establishing the tenuous balance of being perceived as a mission-focused, technically competent, strong leader who enjoys the support of one’s staff is an ongoing challenge, requiring constant adjustments to remain aligned to the organization’s culture.

Adjusting to Supervision

Over the years texts have referred to first-level supervisors as the “person in the middle,” often conflicted in meeting the priorities of both their reporting staff and their seniors. Your comfort zone with process ownership, understanding of your organizational culture, and effective use of available human resources (HR) tools will all contribute to your success in developing and maintaining a mission focused, high performance work environment.

¹ A summary is provided in McClelland’s Theory of Motivation - Management Weekly

² <https://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/monitoring/supervisors-in-the-federal-government>



Your Role as Process Owner

Likely, your nonsupervisory federal employment has included positions where local, and sometimes higher authority, instructions required updates to reflect the latest law and higher authority guidance, resulting in inconsistent policy application as staff apply commonsense in lieu of directly applicable current policy. Procedures were unwritten or outdated due to reorganizations or technological changes. New staff had to rely on senior staff to learn how “it’s really done.”

As a first-line supervisor, process leadership is fundamental to gaining staff support. These management science tools may prove

particularly useful in providing your staff with the tools to make appropriate decisions and expedite the processing of actions.

Process Analysis –

Flowcharting symbols are available in MSWORD.³ Training is available on the web. The key is not to miss steps. Talk to your peers. You may be surprised at the small percentage who can describe in detail how work moves from point to point-to-point in their organization and what each employee does with it. Team-based process analysis, and properly teaching your staff to document how they do their work, is particularly effective in defining process flow and identifying decision-making barriers and training deficiencies.

Planning Tools – Simple planning tools such as Gantt Charts⁴ and Cause and Effect Diagrams⁵ are easily learned and applied to plan projects and determine the impact of your organization on mission accomplishment. More sophisticated tools like Program Evaluation Review Technique (PERT)⁶ may be applicable depending on the complexity of the programs you manage.

Remember Theme 1! You cannot motivate staff if you are systemically ticking them off. Particularly avoid inadvertently sustaining operations where employees create “workarounds” after reorganizations or emerging automation significantly changes employee duties and reporting relationships. It is particularly important that delegated decision-making authority, relevant policies,

and updated procedures are in place, aligned to the work environment in order to avoid the emergence of a hunker down fortress mentality where risk-taking is avoided by addressing issues almost solely upon the basis of past precedent, whether the best option or not. Employees will avoid being “wrong” unless the “right” infrastructure is in place for them to justify their decisions.

Align Your Supervisory Style with Your Organizational Culture

As outlined by noted German sociologist Max Weber, bureaucracies are hierarchical structures with rules, are merit based and rather impersonal, staffed by public servants with well-defined competency profiles who operate outside of politics.⁷ Bureaucracy is the reason that, historically, worldwide, when there are violent changes in political leadership, you rarely hear that the water stopped running, garbage stopped being collected, taxes being paid, etc. Public servants keep things moving forward.

Federal organizational cultures vary widely, typically aligning with mission. At one extreme are operational military and first responder organizations with transparent hierarchies and role relationships, often depicted on uniforms, are staffed by personnel in positions with clearly defined authorities and responsibilities supporting quick response to emerging priorities through effective planning and training programs. These are what Burns and Stalker⁸ refer to as classic “mechanistic” systems. The emphasis is on effective response to dangerous, often chaotic environments characterized by strong leadership at each level.

³ Go to [insert/shapes/flowchart](#)

⁴ https://en.wikipedia.org/wiki/Gantt_chart

⁵ What is a Cause and Effect Diagram? Definition, Examples, Benefits, and Analysis ([ideascale.com](#))

⁶ PERT: Definition, PERT Formula, PERT Chart, Technique & Example | PM Study Circle

⁷ Weberian Bureaucracy | Oxford Research Encyclopedia of Politics

⁸ Tom Burns and G.M. Stalker The Management of Innovation (London: Tavistock Publications), 1961.

At the other extreme are research organizations where emphasis is placed upon identifying advances in the targeted state-of-the-art through collaborative team-based organizations that encourage risk-taking and each member to contribute ideas regardless of any supposed superior-subordinate relationships. The emphasis is on maximizing opportunities to expand knowledge, referred to as “organic” systems.

Most federal agencies exhibit Weber’s classic model of bureaucracy demonstrating behaviors that often fall somewhere between the extremes of either a mechanistic or organic system.

It is the supervisor’s job to critically evaluate how best to align his or her dominant leadership motivators with a positively functioning policy and process infrastructure attuned to the priorities of the work culture. Priority one is to productively accomplish the mission.

Effectively Using Your Available Resources

As a first line supervisor your probationary period likely included mandatory general management and human resources training. There are two areas that often are not emphasized.

Training Budgets – Many agencies fund only mandatory training⁹, or training required to perform the immediate technical work of the position (sometimes referred

to as essential or mission essential training). Over the last several years multiple no cost or low cost online training options have become available. Check with your agency training staff, keeping in mind that, should you choose to prepare Individual Development Plans, the Government Employee and Training



Act (GETA)¹⁰ includes restrictions on noncompetitively offering training likely to enhance promotional opportunities to only certain members of your staff. Supervisors are often frustrated by the lack of agency funds available to address non-technical areas of training such as team building, process analysis, etc. This is a barrier that needs to be addressed as you attempt to align

your organizational culture with process improvements.

Performance/Award – Since the passage of the 1978 Civil Service Reform Act,¹¹ agency performance rating systems have typically included specific criteria measured against behaviors (Behavior Anchored Rating Scales – BARS) and/or objectives (Management by Objectives – MBO) – systems designed to recognize and address exceptional, average, and deficient performance.

Motivation literature includes many well-known theories that have not withstood empirical scrutiny as applicable to all work forces. Three common sense theories are particularly applicable to federal environments, regardless of workforce characteristics. Vroom’s

Expectancy Theory states that people are motivated to the extent they believe their efforts will lead to a positive outcome (expectancy), the

belief that success will be rewarded (instrumentality), and to the extent they want something (valence).¹² Most readers are likely already familiar with Skinner’s reinforcement theory as another useful model.¹³ Equity Theory¹⁴ emphasizes the alignment of motivation with a perception among the workforce that awards and punishments reflect merit based criteria.

The challenge to supervisors is to integrate relevant performance standards reflective of management goals with an assessment program concurrently aligned to employee priorities, to the extent possible. Aligning potentially conflicting focus areas with widely

9 Training Options (opm.gov)

10 What is GETA? - OPM.gov

11 Civil Service Reform Act of 1978 | U.S. Equal Employment Opportunity Commission (eeoc.gov) Prior to the CSRA some agencies used “global” rating scales which provided only overall ratings as unsatisfactory, satisfactory, or outstanding.

12 Valence-instrumentality-expectancy theory - Oxford Reference

13 Operant Conditioning In Psychology: B.F. Skinner Theory (simplypsychology.org)

14 <https://www.gartner.com/en/human-resources/glossary/equity-theory>

varying organizational cultures, in a manner deemed equitable by staff as they compare ratings and awards may well prove among your greatest challenges as a supervisor.

Preparing for Middle Management

Mid-level managers confront many of the same priorities as supervisors, but also need to address three additional issues if they are to optimally align their programs to their operating reality: resource management, organizational drift, and change management.

Resource Management

– Managers are often given operating budgets for supplies. Surprisingly few federal managers know how decisions are made relative to labor resource allocations. Their understanding of how the Comptroller allocates Object Class 11¹⁵ labor funds and Full-Time Equivalent (FTE)¹⁶ positions beyond participating in annual, midyear, and end of year unfunded budget calls, is often limited. How labor resources are assigned is often not transparent, left to senior management and comptroller staff. Centralized control of labor resources gives comptrollers flexibility in adjusting FTE positions and transferring labor funds aligned to changing senior management priorities.

Being able to transparently demonstrate through workload analysis that you cannot absorb “fair share” downsizing cuts is the best way to defend your resource requirements

and avoid what Charles Levine refers to at the “efficiency paradox,”¹⁷ where managers who have built some extra capacity into their operations during times of plenty are better able to absorb proportional (vs. surgical workload driven) cuts than managers who have maintained operations able to meet short-term surge requirements but, otherwise, have little additional capacity.



Organizational Drift – There is plenty of literature on organizational life cycles¹⁸ emphasizing that organizations go through stages. One I developed for college students is easily applied to federal environments

as a simple checklist. Is your organization operating in a rational administrative manner with functional established policies and procedures that are customer focused and support timely, effective decision-making? Or is the staff internally focused on their own comfort zone more than the customers'? Do they see change as a threat, evidence decision-making where procedure triumphs over substance, and avoid risk, preferring to cover their backsides? Effectively aligning your emerging strategic priorities and staff performance plans toward positive administrative behaviors should be a focal point of your management strategies.

Change Management

– Theoretical models for managing change tend to fall within organizational development (OD), Total Quality (TQ), or reengineering models. French and Bell wrote about OD in terms of a change agent using action research to drive behavior-based change over a period of years.¹⁹ This model is particularly difficult to implement when senior leadership changes every two to four years as part of military or foreign service rotations, or political turnover. More top-down, strategically and process-focused change models like TQ²⁰ align better with federal cultures and legislation, such as the 1993 (since amended) Government Performance and Results Act (GPRA).²¹ Lean Six Sigma²² and Business Process Re-engineering are also process focused change models particularly useful in federal environments. The more

¹⁵ <https://clintonwhitehouse5.archives.gov/media/pdf/s83.pdf>

¹⁶ <https://www.whitehouse.gov/wp-content/uploads/2018/06/s85.pdf> FTE is defined as “...the total number of regular straight-time hours worked (i.e., not including overtime or holiday hours worked) by employees divided by the number of compensable hours applicable to each fiscal year. Annual leave, sick leave, compensatory time off and other approved leave categories are considered “hours worked” for purposes of defining full-time equivalent employment...”

¹⁷ See C.H. Levine, “More on Cut-back Management: Hard Questions for Hard Times,” *Public Administration Review*, vol.39, No. 2, March/April 1979, pp. 179-83.

¹⁸ A summary on life cycles and historical background is available at *Organizational Life Cycle: Definition, Models, and Stages - AIHR*

¹⁹ ORGANIZATIONAL DEVELOPMENT, Meaning and definition of organizational development (o.d.) (*ebrrary.net*)

²⁰ Total Quality Management (TQM): What is TQM? | ASQ

²¹ Government Performance and Results Act (GPRA) | U.S. Department of Labor (*dol.gov*)

²² Lean Six Sigma - Wikipedia

you effectively adapt relevant change models to your processes and cultures, the more effective you will be in eliminating systemic demotivators and aggressively defending your resource proposals.

In Closing

A federal career offers unending opportunities for learning and personal growth, including working in diverse organizational cultures, overseas assignments, and broadening your intellectual horizons throughout your federal career. Your career progression may well depend upon your ability to avoid the “Peter Principle” through constant environmental scanning and application of an ever-broadening quiver of management tools that have prepared you for advancement. ●

Tim Winchell retired from the federal government in 2007 and has supported multiple consulting contracts since. He has worked for or consulted with multiple DOD and DHS components and agencies with financial, health (including research), international affairs, and other primary missions. He has taught undergraduate and graduate public administration courses and published extensively on federal operations.



Is your organization operating in a rational administrative manner with functional established policies and procedures that are customer focused and support timely, effective decision-making?

Take Advantage of Your FMA Membership Perks!



Visit www.fedmanagers.org/perks

GPIS — Benefits & Retirement Services

The professionals at Gott Professional Insurance Services offer FMA members free federal Benefit and Retirement training classes for both regional and chapter meetings, in addition to free one-on-one personal analysis reviews. Visit www.gpis4u.com today!



BlueCross BlueShield Health Insurance

The Service Benefit Plan proves there is more to your family's health and wellness than benefits and premiums. Check out all the BCBS Federal Employee Program has to offer you as a fed by visiting www.fepblue.org today.



Start Hearing Benefits

In addition to your discounts on hearing aids, you and your family members can take advantage of: FREE annual hearing consultations; up to a three-year supply of batteries; one year of FREE office visits; 60-day trial period; FREE deluxe warranty plan; and financing plans. Save hundreds of dollars!



Visit www.starhearing.com/?st_source=FMA

Professional Liability Insurance

Federal Employee Defense Services provides insurance services to the federal community when accused of misconduct or wrongdoing in the course of rendering a



professional service. When joining at www.fedsprotection.com be sure to note your affiliation with FMA. Use FMA's \$10 Discount Code: **FMA@Work** to save. You can't afford to not have it!

American Military University

Thanks to American Military University, federal professionals can benefit from high-quality, affordable, career-relevant education through 200+ online degree and certificates. FMA members enjoy a 5% Tuition Grant, a Family Member Tuition Grant, and no-cost ebooks for undergraduate students. To learn how AMU proudly helps federal and state government professionals, including those in intelligence and security roles, achieve their higher education goals visit <https://tinyurl.com/amu-fma>.



Shaw, Bransford & Roth Federal Employment Law

Shaw, Bransford & Roth (SBR) provides legal services to FMA Members.

Members receive:

- One free 30-minute phone consultation on legal issues concerning federal employment, retirement, estate planning, or taxation.

To contact the law firm, please write to hotline@shawbransford.com or call 202.463.8400.



Hotel and Car Rental

Take advantage of savings on hotels and car rentals at over 30,000 worldwide locations! Book your next trip through the FMA portal at www.fedmanagers.org/travel.



FMA-FEEA Scholarship Fund

The Federal Managers Association has awarded academic scholarships to deserving candidates for more than two decades. All FMA members, dependents, and spouses are eligible for FMA scholarships. Visit <https://feea.org/our-programs/scholarships> for more information. Support the Scholarship Fund with a donation at www.feea.org/givefma.



FMA Updates

The Federal Manager

Members receive a free subscription to FMA's informative quarterly e-magazine, which updates federal managers on management-related topics, professional development, and current or potential legislation affecting them.



The Washington Report

A must have for federal managers! FMA's monthly e-newsletter details the latest developments on Capitol Hill and other matters that affect your career.

FMA Grassroots Update

This monthly e-newsletter alerts you to issues FMA recommends you address through action letters and calls to your elected representatives, as well as other strategies to protect your interests as a federal manager.

for a complete member perks listing!



**FMA WELCOMES MEMBERS
WHO JOINED IN 2024**

The Federal Managers Association welcomes our newest members! Whether you are a part of a chapter or a Member-at-Large (MAL), we look forward to working together and to be your partner throughout a successful career as a federal manager.

With the generous support of our partners at GPIS Employee Benefits Specialist, FMA held two successful membership recruitment campaigns, with many FMA members recruiting a diverse group of new members into our association. Of course, members are the lifeblood of any association, and we are very thankful to both the recruiters and new members for helping to keep the Federal Managers Association a force to be reckoned with, and well respected by Congress and the administration.

We hope your chapter is meeting in-person, or utilizing Zoom, Teams, or another virtual meeting program, to meet regularly. It is vital that the FMA National Office hears from our chapters to ensure we know what is happening in the field. We count on our members and chapters to ensure we are aware of the issues you and your colleagues are confronting. Please let us hear from you.

Help FMA Grow! If every FMA member recruited just one person to join our association each year, just think of how much stronger

federal managers' voices would be before leaders in Washington, D.C. Please invite your colleagues who are not already members of FMA to join today. If you need membership brochures to share, just give us a call at 703.683.8700, or write to Carol Green at cgreen@fedmanagers.org. Or you can always download membership recruitment materials at: www.fedmanagers.org/kit.

If you have not already provided the FMA National Office with your personal e-mail address and cell phone number, or you would like to update your contact information, please do so to take full advantage of the offerings of the Association. You can update your contact information by clicking "Login" at the top right of FMA's website: www.fedmanagers.org. If you do not know your password, just click on "Recover Your Password" to gain access to your profile. If you have any questions, shoot us an email at info@fedmanagers.org.

Thank you for supporting the work of FMA. Your membership means your voice is joined with thousands of other federal managers to ensure your and your colleagues' concerns are heard before Congress and the administration. Team FMA is looking out for you. *Welcome!*

Region 1

Chris LaRose, Director

chris.nocal@gmail.com

Chapter	New Member	Recruited By
6	Kimberly Aucella	Jeremy Barton
6	Dustin Bateman	Chris LaRose
6	Thomas Beaudoin	Chris LaRose
6	Michael Butt	Christopher Lombardi
6	Michael Chase	David Mehrtens
6	John Gironda	Jeremy Barton
6	Andrew Gough	Jeremy Barton
6	Michael Green	Jeremy Barton
6	David Hawk	Jeremy Barton
6	Sean Jackson	Chris LaRose
6	Todd Kaichen	David Mehrtens
6	Oliver Kia	Jeremy Barton
6	Raymond Mondor	Jason Sargent
6	Diana Oldenburg	David Mehrtens
6	Elizabeth Peabody	Jason Sargent
6	Patrick Sleeper	David Mehrtens
6	Matthew St. Pierre	Jeremy Barton
6	Tracy Swanick	Jeremy Barton
6	Paul Van de Meulebroecke	Jeremy Barton
6	William Webber	Jeremy Barton

Chapter	New Member	Recruited By
41	Saa Banaci Sr.	Ken Puller
41	William Bittner Sr.	Weldon Legg
41	Kenneth Brickell	Tim Behan
41	Steven Moon Sr.	Ken Puller
198	Ron Carbonneau	Dee Lyness
198	Brenda Dean	Edward O'Brien
198	Adrienne Howley	David Doherty
198	Sean McFarland	David Doherty
198	Timothy McPherson	Lynda Diamond
198	Tanya Torres	Tim McKenna
208	Syerita Avant	John Charalabidis
208	J. B. Carson	John Charalabidis
208	Megan Cavanaugh	Tom Orlando
208	Georgios Charalabidis	John Charalabidis
208	Patrick D'Amico	John Charalabidis
208	Russ Gray	Nancy Marczley
208	Alyssa Greco	John Charalabidis
208	Brandee Haynes	John Charalabidis
208	Timothy MacDonald	John Charalabidis
208	Stephen Mellett	John Charalabidis
208	Kelly Mitchell	John Charalabidis
208	Richard Oliva	John Charalabidis
208	Andrew Park	John Charalabidis
208	Duc Quang	John Charalabidis

continued on next page

ACHIEVEMENTS

Chapter	New Member
208	Nicole Stephanani
208	Karla Williams
213	Evelina Estrin
228	John Caruso
228	Sharon Morgan
228	Amy Zhou
234	Susan Chevalier
MAL	Jonathan Barger
MAL	Ivy Donahue
MAL	Eric Flecha
MAL	Benjamin Helwig
MAL	Jennifer Herrmann
MAL	David May
MAL	Marilynn Noble
MAL	Donald Weyler

Recruited By
John Charalabidis
John Charalabidis
Edwin Renard
Alla Reyfman
Lauren Troderman
Lauren Troderman
Kari Salvador
FMA Website
Charles Polinger
Diane McCary
FMA Website

Chapter	New Member
3	Sheila Lawrence
3	Telia Lewis
3	Stephanie Lindsey
3	Vanessa Manning
3	Tanisha Manson
3	Mychelle Marriner
3	Sheryl Matthews
3	Amanda May
3	Jonitrius Moore
3	Mervin Nicholson
3	Nicolaos Ousaklidis
3	Roy Owney
3	Tarene Parker
3	Anjelica Patterson
3	Dallas Pritchett
3	Mark Ragsdale
3	Steven Reid
3	Robert Rich
3	Montie Ridley
3	Sarah Ringo
3	Margaretta Rodgers
3	Heather Scott
3	Jarvis Seward
3	Laurie Simon
3	Erin Small
3	Nicole Sparrow

Recruited By
Anthony Hylton
Kelly Brownson
Sabrina Peet
Faith Jones
Ebony Manier
Jessica Younger
Faith Jones
Brenda Cook
Jeris Smith
Jeris Smith
Jeris Smith
Sabrina Peet
Faith Jones
Jessica Younger
Aisha Clark
Keith Wilson
Karen Ruby
Elroy Brown
Blake Kalaikai
Craig Carter
Craig Carter
Nicholas Boyle
Brenda Cook
John Nichols
Jeris Smith
Jeris Smith

Region 2

Jason Rossman, Director

jasonrossman@verizon.net

Chapter	New Member
3	Jimmie Anderson Jr.
3	Donald Banks Jr.
3	Cheri Best
3	Tatiana Boyd
3	Bonnie Brady
3	Kerrylynn Bryant
3	James Buchanan
3	Alan Burford
3	David Campbell
3	Peter Campbell
3	Victor Carden
3	Kimberly Carey
3	James Davenport Jr.
3	Sherece Falkins
3	Jimmy Faulks
3	John Foster
3	Charles Gipson
3	Ciara Goodman
3	Regina Hall-Haclair
3	Curtis Harper
3	Arthur Hinton Jr.
3	Lawrence James
3	Tabitha Jones
3	Natasha Joseh
3	Quentin Kigler
3	Lillian Kwong
3	Mark Landry

Recruited By
Anthony Edwards
Faith Jones
Jessica Younger
Jeris Smith
Kelly Brownson
Jeris Smith
Louis Andrews
Jessica Younger
Sabrina Peet
Craig Carter
Jon Echols
Craig Carter
Jeris Smith
Jeris Smith
Jessica Younger
Lateisha Robinson
Gerard Bell
Jeris Smith
Vanessa Manning
Maurice Deloach
Alicia Rodgers
Sabrina Peet
Tanya Brown
Jeris Smith
James Breckenridge
Jeris Smith
Craig Carter



continued on page 18

Federal Managers, Supervisors and Executives are the backbone of government ... and the **Federal Managers Association has your back!**

Since 1913, FMA has been looking out for managers like you, and been your advocate before Congress and presidential administrations. FMA empowers its members to communicate with their elected officials and work with thousands of managers across government to address issues to improve the federal workplace. FMA members also enjoy cost-saving perks, like discounts on professional liability insurance, legal advice, and higher education.



FMA



**Join
Today!**



Join us today and be part of the team
that is Advocating Excellence in Public Service!

www.fedmanagers.org

ACHIEVEMENTS

Chapter	New Member	Recruited By
3	Brehonda Spence	Brenda Cook
3	Steven Turner	Jeris Smith
3	Gregory Waters	Anthony Doss
3	Tevin White	Jeris Smith
3	Jatora Whitfield	Brenda Cook
3	Peggy Wilkins	Jeris Smith
3	Sharon Woodley	Faith Jones
11	Cameron Adams	Savanna Massey
11	James Clark	David Valentine
11	Latrice Davis	Angela Veasey
11	Justin Elliott	Savanna Massey
11	Pamela Hill	David Valentine
11	Gordan Lohman	Savanna Massey
11	John Marcil	Savanna Massey
11	Lazaro Mayor	Savanna Massey
11	Justin McCarthy	Savanna Massey
11	Edgar McEachern	Savanna Massey
11	Aaron Powers	Savanna Massey
11	Steven Schedlbauer	Greg Daniels
11	Marvin Thiele	Savanna Massey
396	Alison Goeke	Linda Lentjes
MAL	Ebony Miller	FMA Website
MAL	Maxim Naporko	FMA Website
MAL	Bryan Nowak	FMA Website
MAL	David Platt	FMA Website

Region 3

Doreen England, Director

FMAChapter170@gmail.com

Chapter	New Member	Recruited By
19	Pernell Aipoalani	Varney Range
19	Kamuela Alesna	Melissa Lamerson
19	Mitchell Batin	Thomas Chow
19	Gary Casino	Thomas Chow
19	Natalie Fujimoto	Thomas Chow
19	Katherine Gonzalez	Allen Couture
19	Jerel Lee	Varney Range
19	Ben Manuel Jr.	Thomas Chow
19	David Minnick	Allen Couture
19	Evan Ogata	Thomas Chow
19	Sterling Oili	Thomas Chow
19	Yvette Oyape	Varney Range
19	Elliott Purcell Jr.	Thomas Chow
19	Tamara Romero	Thomas Chow
19	Darris Sumile	Erlene Sumile
19	Erlene Sumile	Enrique Sabal
19	Derek Takahashi	Thomas Chow



Chapter	New Member	Recruited By
19	Yvonne Young	Varney Range
34	Andrew Scherman	Brad Rutledge
34	William Tollett	Brad Rutledge
187	Zachary Pang	Brenda Nagaoka
252	Tammy Herrera	Rose Shay
375	Louis Blume	Mike Beedle
375	Estrella Calvo	Mike Beedle
375	Rosita Clarke	Mike Beedle
375	Ariel Cook	Mike Beedle
375	Saray Cubacub	Mike Beedle
375	Brian Dickens	Mike Beedle
375	Sharon Jaffess	Mike Beedle
375	Karen Kirchner	Mike Beedle
375	Alexandra (Sasha) Letuchy	Sarah Marshall
375	Allen Melcer	Farah Martinez
375	Jay Shipman	Rhonda Flynn
385	Siva Bozarth	John Thawley
385	Aubri Masterson	Evangelina Hernandez
385	Mark Mendola	Evangelina Hernandez
385	John Mills	Shreese Wilson
385	Wynne O'Brien-Persons	Evangelina Hernandez
385	Sasha Paternoster	Evangelina Hernandez
385	Romona Scales	Evangelina Hernandez
385	Robert Schriver	Mike Devlin

ACHIEVEMENTS

Chapter	New Member	Recruited By			
385	Dirk Selland	John Thawley	14	Richard Otto	Jessica Klinkert
385	Gregory Smith	Evangelina Hernandez	14	James Patterson	Ryan Cooper
385	Claudia Travis	John Thawley	14	Michele Roberts	James Cappa
MAL	Sara Hassenger	FMA Website	14	Joshua Sedeno	James Cappa
MAL	Monica Herod	FMA Website	14	Kyle Stone	Jennifer Froderberg
MAL	Anthony McCowan	David Williamson	14	Lori Treves	Dawn Kegler
MAL	William Session	FMA Website	14	Joshua Van Meter	James Cappa
			14	John Wilson	Jennifer Froderberg
			14	Kevin Woods	Mark Candaso
			167	Shirley Collins	Debbie Patterson
Region 4			167	Dustin Gier	Diane McCary
Vincent Stamper, Director			167	Antionette Mitchell	Jon Berginnis
<i>vcstamper@gmail.com</i>			MAL	Georgina Espinosa	FMA Website
			MAL	Alan Mason	FMA Website
Chapter	New Member	Recruited By			
14	Shelby Dailey	James Cappa	MAL	Yolonda Monique	FMA Website
14	Lynn Grellner	Jennifer Froderberg	MAL	Rawlin Swanson	FMA Website
14	Jesse Hannawacker	James Callahan	MAL	Frank Warren	Kemys Worley ●
14	Jason Kehm	Jennifer Froderberg			
14	Patrick La Berge	James Cappa			
14	Ricky Lukkasson	James Cappa			
14	Rachel Montoy	Jennifer Froderberg			

**You are Invited
to use the FMA Member discount to get
FEDS Professional Liability Insurance**

\$10 Discount Code: FMA@Work

Today's federal managers simply can't afford NOT to have FEDS Protection.

Do you know your agency will reimburse up to half the cost of this insurance? This is a benefit you should not ignore since your premium could be as low as \$140 per year with agency reimbursement and the FMA discount.

Do you know FEDS does NOT charge an additional \$100 for manager EEO/EPLI coverage? Since claims of harassment, discrimination, retaliation, and whistleblower reprisal are risks inherent to federal managers, unlike other carriers, FEDS considers these exposures part of the job and will not charge you additional premium.

Do you know FEDS is endorsed and recommended by FMA? FEDS understands how critical it is to have experienced, tenacious, and objective legal counsel to defend the sensitive matters involving today's federal managers.



Professional Liability Insurance
www.fedsprotection.com
866.955.FEDS

Enrollment takes just 5 minutes!
Call 866.955.FEDS or
ENROLL ONLINE NOW

MEMBERS IN ACTION

CHAPTER 208 THROWS A PIZZA PARTY – RECRUITS NEW MEMBERS

Yvonne Poplawski, vice president of FMA Chapter 208, Defense Logistics Agency – Philadelphia, dropped us a line to share about their most recent recruitment event – a pizza party! She reported they had 30 pizzas and about 80 folks stopped by.

Yvonne and chapter president John Charalabidis have been working hard to increase their chapter member numbers and to inform all federal managers and supervisors about the benefits of the Federal Managers Association. Thank you Yvonne, John, and all Chapter 208 members! ●



SHOW YOUR FMA PRIDE!

Visit www.fedmanagers.org/Products to order FMA polo shirts, magnets, umbrellas, and a perennial favorite – the FMA embossed leather portfolio! You'll also find FMA flash drives, lapel pins, lanyards and more.

They make great gifts!



A photograph of the United States Capitol building in Washington, D.C. The building's iconic white dome and neoclassical architecture are the central focus. In the foreground, there are vibrant pink azalea flowers in full bloom, partially obscuring the lower part of the building. The sky is a clear, bright blue. The overall scene is bright and clear, suggesting a sunny day in spring.

FMA AT WORK

FMA'S 2025 PRIORITIES – PROTECTING FEDERAL MANAGERS

By Greg Stanford

In the first week of January 2025 I attended a bill signing ceremony at the White House and witnessed the Social Security Fairness Act – legislation to repeal the government pension offset (GPO) and windfall elimination provision (WEP) repealed. This was a long-time FMA issue brief and the event at the White House was the culmination of decades of work. It was a mountaintop moment, a signature professional achievement and a big win for millions of Americans.

However, federal employees have faced unprecedented challenges ever since, with a flurry of activity out of the White House: Large-scale widespread reductions in force (RIFs) – including up to 65 percent of the staff from the Environmental Protection Agency (EPA), hundreds of thousands of terminations of probationary employees, return-to-office directives eliminating telework for many, the infamous “Fork in the Road” buyout offer, directives to move many agency headquarters out of the District of Columbia, and more.

FMA members have expressed fear, panic and sorrow for their fellow employees. Feds are rightfully feeling condemned and humiliated for performing their congressionally mandated jobs. As one member put it, “every day is a fresh punch to the face.”

There is a distressing and astounding myth that federal employees are faceless “bureaucrats” who are overpaid, pampered, or get paid for doing nothing. Nothing could be further from the truth.

At FMA, our mission is to advocate for excellence in civil service. We do that by educating members of Congress and the administration that federal managers are hard-working American families. We constantly remind our elected officials that federal managers are American taxpayers, too,

every bit as concerned as their fellow citizens about how taxpayer dollars are spent.

We know times are trying and tough as federal managers attempt to navigate the sloppy, unprofessional, reckless, and often contradictory communications, emails and directives that have only instilled a culture of fear in the federal workforce. Our goal with this article is to introduce FMA’s legislative agenda for the year and outline our 2025 Issue Briefs for those interested in governing in the 119th Congress. And we share how you can help us accomplish our goals and advocate for your career, your agency’s future from around the country.



FMA’s 2025 Issue Briefs

1. Congress should treat federal employees with dignity and respect, recognize the important work they do on behalf of the American people, while embracing targeted cost saving proposals that do not put our country at risk through misguided mass layoffs.

2. Congress should preserve due process for all federal employees and prevent the politicization of the civil service.

3. Congress should promote accountability consistent with merit system procedures, and provide managers with tools to deal with poor performers, while also pursuing hiring reforms.

4. Congress should protect federal employees’ compensation, health, and retirement benefits.

5. Congress should provide agencies and departments the resources they need and pass all appropriations bills in a timely manner.

6. Congress should pass bipartisan legislation to ensure proper utilization, and safeguard against potential risks, of Artificial Intelligence (AI) in the federal workforce.

7. Congress should pass legislation to enhance training, support, accountability, and reporting with respect to remote work and telework.

8. Congress should pass legislation to establish and fund initial and ongoing mandatory training requirements for all managers and supervisors across the federal government, and provide for a dual-track system to allow technical experts to rise without taking on management roles.

9. Congress should authorize capital investments across the federal government to restore and/or modernize facilities to meet their operational needs.

10. Congress should allow Federal Employees Retirement System (FERS) employees to make deposits for non-deduction federal service performed, in the same manner as Civil Service Retirement System (CSRS) employees and former military personnel.

11. Congress should pass legislation to make cost-of-living-adjustments (COLAs) more accurate and fair, and allow FERS employees access to the Voluntary

continued on next page

Contribution Program available to CSRS employees.

First and foremost we need to affirm basic truths in the dignity of public service, the need to treat federal managers – and all federal employees with respect – and end the unjust tarnishing of career civil servants. Elected and appointed leaders need to stop the full-throated assault on federal employees, scapegoating them as villains and a burden on America. Full stop.

Our issue briefs reflect this statement of values and take that on front and center. The widespread, mass reductions in force (RIFs) agencies have designed would do nothing but cripple the services Americans rely on and jeopardize American national security. We are in a fight for your careers and livelihoods, which have been denigrated. FMA will do our best to educate members of Congress and the administration on the good work you do every day on behalf of your fellow citizens.

We remain ever vigilant in guarding your hard-earned benefits, including proposed threats such as increased pension contributions, elimination of the FERS annuity supplement, a shift from the High 3 to the High 5 for retirement calculations, and

more. And we'll fight for the best possible pay raise in 2026.

The next issue briefs oppose the politicization of the workforce while supporting accountability and improved performance management consistent with merit-system principles. We voice our opposition to the renewal of Schedule F – now known as Schedule Policy/Career, arguing against a return to the spoils system.

The remaining briefs outline our positive agenda, investment in federal management as a profession and the men and women of the workforce. We are working to make COLAs more accurate and fair. FMA supports the Equal COLA Act (H.R. 491 / S. 624), introduced by Rep. Gerry Connolly (D-VA) and Sen. Alex Padilla (D-CA), which would provide Federal Employees Retirement System (FERS) retirees with a full COLA. We also continue to support the Federal Retirement Fairness Act (H.R. 1522). We support the bipartisan Telework Reform Act (S. 82) and critical infrastructure investment at our public shipyards and across the country.

New Issue Brief on Artificial Intelligence

A new issue brief addresses Artificial Intelligence (AI) and the need for continued bipartisan oversight and legislation to ensure proper utilization in the federal workforce while safeguarding against the dangers – known and unknown.

FMA applauded the work of the Bipartisan Senate AI Working Group, culminating with its Roadmap for AI policy in the U.S. Senate issued in May 2024. As AI and its use evolves and grows, it is vital for Congress and the administration to work together to ensure proper utilization of AI in the

federal workforce while safeguarding against potential long-term and short-term risks.

FMA endorsed bipartisan legislation in the 118th Congress, the AI LEAD Act (S. 2293 / H.R. 8756), which would have established the Chief Artificial Intelligence Officers Council, Chief Artificial Intelligence Officers, and Artificial Intelligence Governance Boards to provide structure and accountability in the government's management of AI. This legislation should be reintroduced and passed early in the 119th Congress.

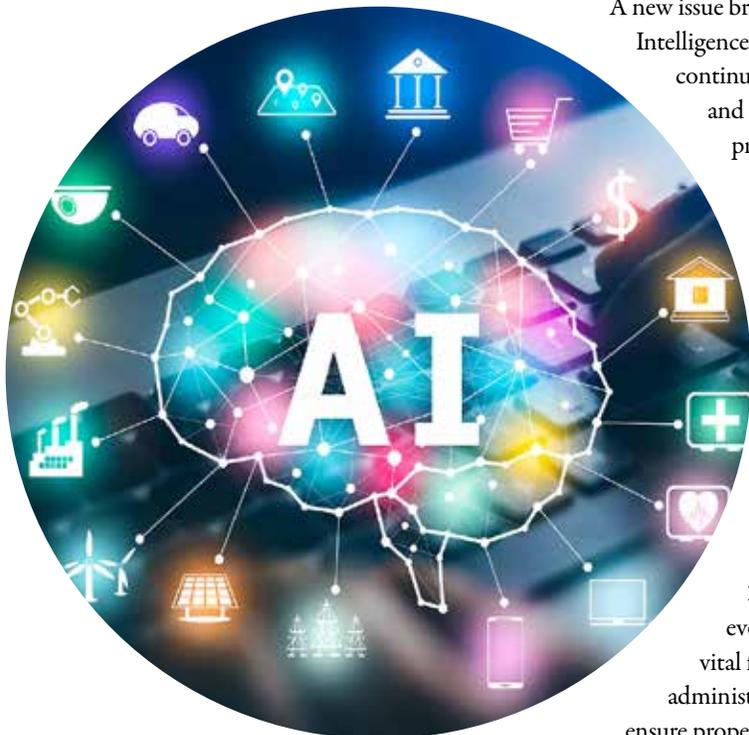
FMA also supported bipartisan bills such as the Promoting Responsible Evaluation and Procurement to Advance Readiness for Enterprise-wide Deployment (PREPARED) for AI Act (S. 4495), sponsored by Sens. Gary Peters (D-MI) and Thom Tillis (R-NC), to help guide the federal government's activities, personnel, and processes to effectively and responsibly procure and use AI. S. 4495 passed the Senate Homeland Security and Governmental Affairs Committee in July 2024, but was not considered by the full Senate. This legislation should be reintroduced and passed early in the 119th Congress.

Finally, FMA supports the policy of President Trump's January 23, 2025, Executive Order, *"Removing Barriers to American Leadership in Artificial Intelligence"* and the administration's work to "sustain and enhance America's global AI dominance in order to promote human flourishing, economic competitiveness, and national security." We will work with the administration as it continues to develop its approach to AI.

Conclusion

These are just some of the highlights of FMA's legislative program for 2025. To review FMA's 2025 Issue Briefs in their entirety, please visit: <https://fedmanagers.org/Issue-Briefs>. We are proud that FMA has been successful in getting members of Congress to introduce legislation addressing our issues in the 119th Congress. In fact, bills have been

continued on page 27

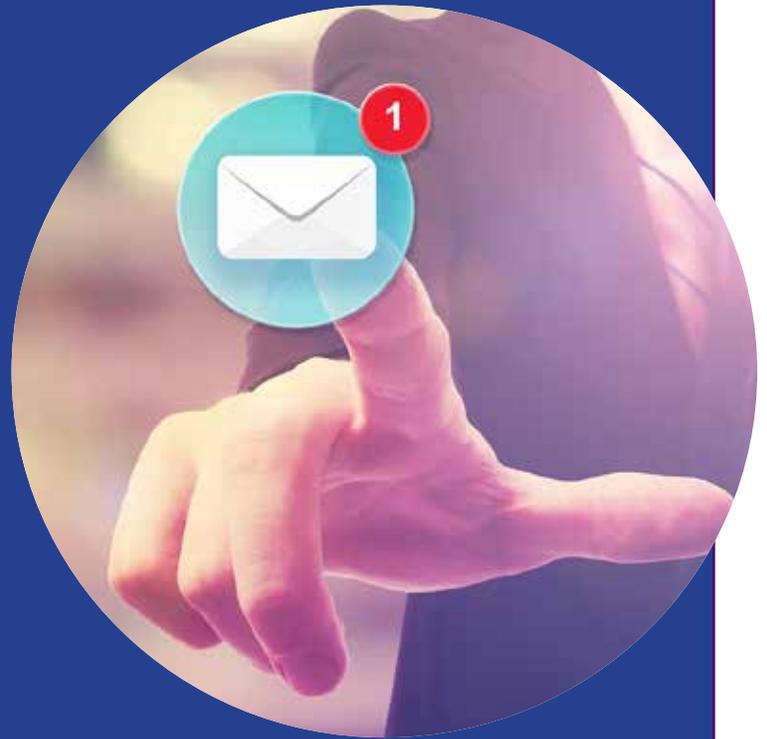


SEND ACTION LETTERS

Do you want to get involved and help the FMA national office make a difference for you and your fellow managers on Capitol Hill? A key way is to send action letters to your Representatives and Senators on issues that matter to you.

These letters, prepared by FMA staff, are available in the legislative action center on our website: <https://fedmanagers.org/Action-Letters>. Letters can be easily sent to both of your U.S. Senators and your Representative, and are ready to send in a matter of seconds.

All action letters are ready to send, but can be edited to allow you to personalize and insert any anecdotal information you would like to add. Action Letters are a great way to make your voice heard on issues important to federal managers. It is important that you and fellow FMA members maximize our strength in numbers and let your elected officials know what matters to you as a federal manager. ●



News. Expertise. Insight.



Don't miss out. Subscribe now.

FEDmanager.com

The FREE weekly e-report for federal executives, managers and HR representatives.

www.fedmanager.com

Stay Connected.  



CAPITAL INSIGHTS

On January 16, 2025, House Oversight and Accountability Committee Ranking Member Gerry Connolly (D-VA) introduced the Federal Adjustment of Income Rates (FAIR) Act in the 119th Congress, which would provide an average 4.3 percent raise to the federal workforce in 2026. FMA endorsed the legislation, applauding Congressman Connolly for his steadfast support of the federal workforce.

Federal pay has not kept pace with inflation, and retention of feds is at a severe risk. According to the Federal Salary Council, federal employees on average earned 24.72 percent less in 2024 than their private sector counterparts, a disparity that will only force more of the best and brightest out of federal service. FMA urges Congress to provide for a fair and reasonable pay raise that reflects the needs of the workforce for 2026, particularly as feds did not receive the traditional pay parity with the uniformed military for 2025. FMA is pleased to give strong support to the FAIR Act.

To read Congressman Connolly's press release on introduction, [click here](#). ●

The Social Security Administration (SSA) announced the Cost-of-Living Adjustment (COLA) for monthly Social Security benefits, Supplemental Security Income payments, and Civil Service Retirement System (CSRS) retirees, which will be 2.5 percent for 2025. This is down from 3.2 percent in 2024, and the COLA took effect in January. It also means Federal Employee Retirement System (FERS) annuitants will therefore receive a 2.0 percent COLA.

The process for calculating the annual COLA is provided in the Social Security Act. The Act ties the annual COLA to the increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) as determined by the Department of Labor's Bureau of Labor Statistics.

The COLA was 5.9 percent in 2022 and 8.7 percent in 2023. The lower increases for this year and 2025 reflect the Federal Reserve's success in reducing inflation. The 2.5 percent COLA for 2025 will fall just shy of the average 2.6 percent increase over the last 20 years.

FERS retirees' COLA is modified based on the size of the CSRS COLA. If the CSRS COLA is over 3 percent, as in 2024, FERS receive 1 percent less. If the COLA is between 2 and 3 percent (like 2025), the FERS COLA is 2 percent. If the CSRS COLA is less than 2 percent, FERS annuitants receive the full amount. On January 16, 2025, Rep. Gerry Connolly (D-VA) introduced the Equal COLA Act, which would provide FERS retirees the same COLA as earned by CSRS retirees. FMA endorsed the legislation immediately. ●

Internal Revenue Service (IRS) Commissioner Danny Werfel stepped down following President Trump's inauguration in January 2025, although his term was not scheduled to expire until 2029. Trump had earlier announced his intention to replace Werfel with former Representative Billy Long (R-MO).

"While I had always intended to complete my full term as commissioner, the president-elect has announced his plan to nominate a new IRS commissioner," Werfel said. "I have been touched by those who have reached out to me to share how they were hopeful that I could remain in seat and continue the important work underway. But as civil servants, we have a job to do, and that job is to now ensure a new commissioner is set up for success." ●

introduced reflecting elements of every issue brief we have. While we anticipate playing a lot of defense to protect the workforce, our advocacy mission will also be to further advance FMA's legislative priorities through advocacy. The issue briefs are a guiding, living document that can be updated as executive orders from the administration and the legislative process dictates.

As always, please be sure to stay in touch with the FMA National Office about issues affecting federal managers that arise throughout the year and demand attention. You can reach me at gstanford@fedmanagers.org.

Sidebar: provide box or page with a different color background, framed, so that it stands as a complement to the above article, but not part of it.

Get Involved!

Did you know you can help the FMA National Office make a difference for you

and your fellow managers on Capitol Hill? A key way is to send action letters to your Representatives and Senators on issues that matter to you. First, stay current on the bills FMA is working on via our legislative tracker. Then, visit our action letters page to add your name to FMA's efforts!

FMA's Legislative Tracker

Visit FMA's legislative tracker for information on introduced legislation that is vital to feds. We also provide FMA's stance on each particular bill as it moves through the legislative process. The page is updated regularly as legislation is introduced, gains cosponsors, and moves through Congress. Check the tracker regularly to stay up to date on critical issues impacting you!

Action Letters

Action letters prepared by FMA staff are available in the legislative action center on our website: <https://fedmanagers.org/Action-Letters>. Letters can be easily sent to both of your U.S. Senators and your Representative, and are ready to send in a matter of seconds. They are needed now more than ever before. Make your voice heard, and show Congress and the administration how policies will impact you and your community.

All action letters are ready to send, but can be edited to allow you to personalize and insert any anecdotal information you would like to add. Action Letters are a great way to make your voice heard on issues important to federal managers. It is important that you and your fellow FMA members maximize our strength in numbers and let your elected officials know what matters to you as a federal manager. ●

Make an Impact: Donate to FMA-PAC

PAC funds allow FMA to send you and your colleagues to intimate events with your Senators and Representative to educate them about what it is like to be a federal manager in their state and district.

Visit www.fedmanagers.org/FMA-PAC for info on how you can contribute!

To learn more about FMA's government affairs and FMA-PAC related activities, contact Director of Government Affairs Greg Stanford at gstanford@fedmanagers.org, or call 703.683.8700.



MEET YOUR LEGISLATORS



U.S. SENATOR RAND PAUL, M.D. (R-Kentucky)

Dr. Rand Paul is the junior Senator from the state of Kentucky. In the 119th Congress, Senator Paul became chairman of the Homeland Security and Governmental Affairs Committee, which has jurisdiction over many FMA-related issues. He posted on X he “chose to chair this Committee over another because I believe that for the health of our republic, Congress must stand up once again for its constitutional role. This Committee’s mission of oversight and investigations is critical to Congress reasserting itself.” In the 119th Congress, Dr. Paul also serves on the Senate Foreign Relations Committee, the Health, Education, Labor and Pensions Committee, and the Small Business and Entrepreneurship Committee.

First elected in 2010, Senator Paul is known as a principled champion of constitutional rights and fiscal responsibility. He aims to significantly reduce military spending and the Pentagon’s budget, maintaining the country’s armed services while cutting costs. “We spend more as a country than the next 10 countries combined,” Paul said. “There’s a lot of waste in the military.”

A son of longtime Representative and presidential candidate Ron Paul (R-TX), Senator Paul excelled in pre-med courses at Baylor University and received an M.D. from Duke School of Medicine. Dr. Paul specialized in ophthalmology and has practiced in this field since 1993 in Bowling Green, Kentucky. Senator Paul continues to perform pro-bono eye surgery in his free time in Kentucky and has restored the vision of more than 400 children in medical mission trips to Haiti and Guatemala.

Dr. Paul has maintained a political presence throughout his life, from heading his chapter of Young Conservatives for Texas while at Baylor to active assistance in many of his father’s campaigns. He brings that experience with him to the Senate, where he describes his service as “a desire to diagnose problems and provide practical solutions, whether in Bowling Green, Kentucky, or Washington, D.C.”

Dr. Paul and his wife Kelly have three children. ●

THE FACTS:

Birthplace: Pittsburgh, Pennsylvania

Born: January 7, 1963

Education: Duke University School of Medicine, M.D., 1988; Baylor University, attended 1981-1984.

Career:

- U.S. Senate, Kentucky (2011-Present)
- Ophthalmologist (2013-2019)

Elected: 2022 (3rd term)

Committees:

- Homeland Security and Governmental Affairs (Chairman)
- Foreign Relations
- Health, Education, Labor and Pensions
- Small Business and Entrepreneurship

Contact Information:

U.S. Senate
295 Russell Senate Office Building
Washington, DC 20510
Phone: 202.224.4343
Website: <http://paul.senate.gov>

U.S. SENATOR JEANNE SHAHEEN (D-New Hampshire)



Jeanne Shaheen is the senior Senator from New Hampshire. Prior to her election to the Senate in 2009, Shaheen led New Hampshire from 1997 to 2003. She is the first woman to be elected to the U.S. Senate who was also a governor. Shaheen represents many FMA members from Chapter 6, (Portsmouth Naval Shipyard), also known as the Wolf Pack. Currently serving in her 3rd term in the U.S. Senate, Senator Shaheen is the Ranking Member of the Senate Foreign Relations Committee and a senior member of both the Armed Services and Appropriations Committees, which directly impact FMA members across the country. She also sits on the Ethics Committee and the Small Business and Entrepreneurship Committee.

A former small business owner, Shaheen's storied career of public service began after working on several presidential campaigns. She was elected to the New Hampshire State Senate in 1990, where she served the 21st District until her 1996 election as governor. In 2005 she was named Director of Harvard University's Institute of Politics at the Kennedy School of Government, where she worked before her election to the U.S. Senate. She is currently in her third term in that chamber, where she has been recognized as one of the top 10 most bipartisan senators.

In addition to her public service, Shaheen has worked as a jewelry store owner and high school teacher.

Born in Saint Charles, Missouri, Senator Shaheen received a bachelor's degree in English from Shippensburg University, and a master's degree in political science from the University of Mississippi. She and her husband Bill reside in Madsbury and have three daughters and seven grandchildren. ●

THE FACTS:

Birthplace: Saint Charles, Missouri

Born: January 28, 1947

Education: Shippensburg State College, B.A., 1969;
University of Mississippi, M.S.S., 1973

Career:

- U.S. Senate, New Hampshire (2009-Present)
- Director, Harvard University Institute of Politics, Kennedy School of Government (2005-2008)
- 78th Governor of New Hampshire (1997-2003)
- New Hampshire State Senate, 21st District (1990-1996)
- Teacher
- Campaign Aide

Elected: 2022 (3rd term)

Committees:

- Appropriations
- Armed Services
- Foreign Relations
- Small Business and Entrepreneurship
- Select Ethics

Contact Information:

506 Hart Senate Office Building

Washington, DC 20510

Phone: 202.224.2841

Website: <http://shaheen.senate.gov>

DID YOU KNOW?

THE HISTORY OF THE CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)



The Centers for Disease Control and Prevention (CDC) is one of the foremost public health institutions in the United States and the world. Established to combat infectious diseases, its history reflects significant milestones in public health, disease prevention, and health policy. The Federal Managers Association is proud of its CDC chapter members and the important work they do on behalf of our country.

Origins: The War Against Malaria

The CDC was founded in 1946 as the Communicable Disease Center (CDC) in response to the urgent need to control malaria in the southern United States. After World War II, the U.S. faced significant public health challenges, particularly in areas affected by the war's aftermath. The initial mission focused on malaria eradication, leveraging the expertise of military epidemiologists and public health professionals.

In its early years, the CDC worked closely with state health departments to implement widespread mosquito control measures, utilizing insecticides and other methods. By the 1950s, these efforts significantly reduced malaria incidence, paving the way for broader public health initiatives.

Expansion and Rebranding

In 1960, the CDC expanded its scope and rebranded itself as the Centers for Disease Control. This change reflected a broader mission beyond malaria, including the monitoring and control of various infectious diseases. The agency began to tackle diseases like tuberculosis, sexually transmitted infections, and, eventually, the emerging threat of chronic diseases.

The 1960s marked a critical era for the CDC, particularly with the introduction of the National Immunization Program, which aimed to eradicate polio. The successful vaccination campaign led to the disease's near elimination in the U.S., showcasing the power of coordinated public health efforts.

Responding to Emerging Threats

As the decades progressed, the CDC's role evolved to address new public health challenges. The outbreak of AIDS in the 1980s prompted the agency to intensify its focus on infectious diseases and their social implications. The CDC established the Division of HIV/AIDS Prevention and worked to combat stigma and improve treatment accessibility.

The agency also played a crucial role during outbreaks of diseases such as Ebola, Zika, and H1N1 influenza. Its rapid response capabilities and commitment to research have made it a global leader in public health. The CDC has developed guidelines for

The National Immunization Program, which aimed to eradicate polio ... led to the disease's near elimination in the U.S., showcasing the power of coordinated public health efforts.



continued on next page

DID YOU KNOW?

disease prevention and control, conducted vital epidemiological research, and provided training for health professionals worldwide.

The 21st Century: A Global Health Leader

In the 2000s, the CDC further expanded its international presence. The agency's Global Health program focused on strengthening health systems worldwide and improving response capabilities to infectious diseases. The CDC has partnered with international organizations, governments, and non-governmental organizations, to tackle health challenges in developing countries, particularly in areas affected by epidemics and natural disasters.

The agency's pivotal role in responding to the COVID-19 pandemic in 2020 highlighted its importance in global health security. The CDC developed guidelines

for prevention, conducted extensive research on the virus, and provided critical data to inform public policy decisions. The pandemic underscored the need for robust public health infrastructure and the agency's adaptability in addressing emerging health crises.

The history of the CDC is a testament to the evolving landscape of public health. From its origins focused on malaria eradication to its current status as a global leader in health security, the agency has adapted to meet the challenges of an ever-changing world. As it looks to the

future, the CDC continues to be at the forefront of efforts to protect and improve public health, emphasizing the importance of science, research, and community engagement in safeguarding health for all. ●



Client Focused Results Driven

We are a leading federal employment law firm focused on creating winning strategies for our clients nationwide. We provide legal services in the following areas: adverse actions, performance issues, security clearances, FOIA & Privacy Act litigation, and more.

As a member of FMA, you receive one FREE 30 minute phone consultation each year.

SB &R

Attorneys at Law

Shaw Bransford & Roth PC
1101 Connecticut Ave NW
Suite 1000 | Washington DC 20036
hotline@shawbransford.com



DONATE TODAY!

SUPPORT THE FMA-FEEA SCHOLARSHIP FUND!

FMA members and their families are eligible to apply for scholarships to help with higher education costs. One application will place the applicant under consideration for both FMA scholarships and FEEA scholarships!

CONTRIBUTIONS ARE NEEDED!

You may make individual contributions, or Chapter contributions. Chapters might consider holding fundraisers and making contributions in honor of an individual for special recognition.

For more information, visit: FEDMANAGERS.ORG/SCHOLARSHIPS

All donations are tax deductible.

RETIREES

RETIREE MATTERS

By Christine Parker





Fellow FMA members and prospective members, thank you for reading what I have to share with you about federal retirees and our retirement benefits.

There are many topics that affect retirees, and this column is by no means all-inclusive. Keep an eye on your e-mail and FMA's website for continuing news on issues important to our community, including legislative updates. And always feel free to contact me or Greg

Stanford, Director of Government and Public Affairs, at FMA Headquarters if you have any questions or concerns.

Social Security Fairness Act

The big news these days is the signing of the Social Security Fairness Act into law. As I write this, Social Security has not published the plan or timeline for implementation. Fingers crossed that by the time this article is published, we will have concrete information about implementation and details relative to each person affected. Keep an eye on the Federal Managers Association website at www.fedmanagers.org, the FMA Facebook page, or the Social Security Fairness Act page on the Social Security Administration website: <https://www.ssa.gov/benefits/retirement/social-security-fairness-act.html>.

continued on next page

EMERGENCY LOANS | DISASTER RELIEF | SCHOLARSHIPS | CHILDCARE SUBSIDIES

Have you heard about FEEA?

Founded in 1986, the Federal Employee Education and Assistance Fund (FEEA) is the only independent, nonprofit 501c3 national charity by federal employees and for federal employees. Over our thirty year history we have helped more than 50,000 families.



FEEA

FEDERAL EMPLOYEE EDUCATION & ASSISTANCE FUND



YES! I am proud to support FEEA: THE FEDERAL EMPLOYEE EDUCATION AND ASSISTANCE FUND and federal public servants and their families. Enclosed is my gift of:

\$25 \$75 \$100 \$250 \$500 Other: _____

Please make check payable to FEEA or donate by credit card via our website: www.feea.org/give

NAME: _____ PHONE NUMBER: _____

ADDRESS: _____

EMAIL: _____

MAIL TO:

Federal Employee Education And Assistance Fund, 1641 Prince Street, Alexandria, VA 22314

Donations to FEEA are tax deductible to the fullest extent allowable under the law.



For more information about FEEA's programs, please visit www.feea.org

DONATE TODAY AT: WWW.FEEA.ORG/GIVE

Contact: fedshelpingfeds@feea.org | 202-554-0007



Federal News Network.com 2025 COLA will be 2.5 percent, but some federal retirees get a smaller percentage

You may ask, why do FERS retirees get less?

The FERS system was based on different assumptions and a different model. FERS employees receive Social Security and the full Social Security COLA every year.

So, while they do not receive the full COLA for

their pension or annuity, they do receive the full COLA for Social Security. When FERS was created, the reduced FERS COLA was a compromise aimed at cost concerns and deemed sufficient for retirees in conjunction with Social Security and Thrift Savings Plan (TSP) benefits.

FERS employees also have the ability to invest for their future retirement through the Thrift Savings Plan (TSP) for their entire career with the federal government. The federal government provides an extra matching amount that goes into the TSP to provide a greater income stream during retirement. Reference: Federal News Network.com 2025 COLA will be 2.5 percent, but some federal retirees get a smaller percentage

Changes to Benefits in 2025

Federal employees and retirees will experience significant changes in their benefits for 2025, including increased health insurance premiums, the introduction of the Postal Service Health Benefits (PSHB) Program, and expanded coverage options.

Understanding these changes and actively

participating in the Open Season enrollment period is crucial to ensure your benefits align with your healthcare and financial needs.

As a federal employee or retiree, your benefits play a central role in your financial planning and access to quality healthcare. With 2025 bringing several notable changes to federal benefits, it's more important than ever to stay informed. These adjustments could affect everything from your monthly healthcare costs to the coverage you rely on for specialized services.

You can read more about the most significant updates here: [PSRRetirement.com](https://www.psrretirement.com) *The Federal Employee Benefits That Are Set to Change the Most in 2025 | Public Sector Retirement*

Cost of Living Adjustments

Starting in January, many federal retirees saw a 2025 COLA of 2.5 percent added to their Social Security benefits and federal retirement annuities – but not everyone will receive the full adjustment.

Retirees in the Federal Employees Retirement System (FERS) usually receive a smaller cost-of-living adjustment each year for their annuities, though the exact difference depends on how big the COLA is in a given year:

- COLA is over 3 percent: FERS annuitants receive 1 percent less than the full COLA
- COLA is between 2 percent and 3 percent: FERS annuitants receive a 2 percent COLA
- COLA is less than 2 percent: FERS annuitants receive the full COLA

For 2025, based on those specifications, FERS retirees will receive a “diet” 2025 COLA of 2 percent for their retirement benefits beginning in January. Reference:

Make Your Voice Heard!

Use your freedom of speech as a retiree to speak up and get involved. Check out the Legislative Action Center on the FMA website. And please take the time to send Action Letters to your Representatives and Senators. The FMA website makes it easy and efficient to send communications to Capitol Hill. To send prepared Action Letters, visit: [fedmanagers.org/Action-Letters](https://www.fedmanagers.org/Action-Letters). And make sure to visit your elected representatives at their local offices or schedule a virtual meeting.

As always, thank you for reading this column! It is my absolute pleasure to share useful and interesting information with my fellow retired federal managers, and I welcome your feedback, questions, and ideas for future topics. Please reach out to me anytime at FMA121Parker@gmail.com.

Christine Parker is FMA's Retiree Conference Chair and National Treasurer.

START HEARING

An exclusive hearing benefit for
Federal Managers Association
Members and their families



 **Up to 48% off** on hearing aids for you
and your family

 **Today's latest technology**, including
rechargeable hearing aids

 **Risk-free 60-day trial**
...and more!

To get more information, call
us at **(888) 764-2851** or visit
starhearing.com/partners/FMA



With a qualified health insurance plan, you may be eligible for a hearing aid allowance.
This could mean \$0 cost for your hearing aids, including SoundGear Phantom!*

*Your current health plan may or may not include a hearing aid allowance. Please contact Start Hearing to find out more.



PHANTOM

The world's first custom, Bluetooth® compatible and
rechargeable hearing aid and protection device.



Bluetooth

Stream calls, music or
other audio wirelessly
from your phone.



Rechargeable

One, overnight charge
ensures they're
powered all day long.



Hearing Protection

Automatic protection
from loud sounds and
gun shots.



Hearing Enhancement

Hear conversations, game
and environmental sounds
with ease.



Custom Fit

Custom-molded to your
ear for a comfortable,
personalized fit.

**Visit SoundGear.com or call (888) 764-2851 to schedule a
custom fitting with a hearing professional near you!**

TOGETHER, **WE CAN** REWARD YOU
FOR REACHING YOUR HEALTH GOALS



BlueCross
BlueShield

Federal Employee Program.

fepblue.org