

Personnel Hilites

Summer Edition/2004

Published by the WHS/Human Resources Directorate

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HOW TO ACCESS

Personnel Hilites is a quarterly publication. It’s available online at <http://persec.whs.mil/hilites/>

SUBMISSIONS

The deadline for submitting articles for the fall edition of *Personnel Hilites* is September 20, 2004.

INFORMATION

The editor can be reached at rita.rutsohn@whs.mil or on 703/604-5964. Layout and production is done by E.S. Illustration & Design, Inc., Arlington, VA, 703/486-3885 or at es301b@aol.com.

Professional Liability Insurance

By law, civilian Supervisors, Management Officials, and Law Enforcement Officers are eligible for reimbursement for up to one-half of their professional liability insurance premium, not to exceed \$150 per year. Briefly, professional liability insurance is defined for these purposes as insurance that covers tortious acts, errors, or omissions while in the performance of official duties as a DoD civilian employee for—

- (A) legal liability for damages causing injury to other persons; and
- (B) costs and fees in connection with legal representation provided by the insurance carrier in connection with any administrative or judicial proceeding (including any investigation or disciplinary proceeding).

Questions about under what circumstances you would be entitled to representation by the Department of Justice, at no cost, can be addressed to your operating General Counsel’s office. However, they cannot advise you on the advisability of purchasing liability insurance.

Reimbursement is an easy process. Covered employees submit a SF-1164, *Claim for Reimbursement for Expenditures on Official Business*, along with a copy of their premium invoice to Washington Headquarters Services (WHS), Human Resources Directorate (HRD), Personnel Services. The premium invoice must include the annual premium cost, policy number, name of the insurance company, and proof of payment (such as a cancelled check). If you work for an organization that does not receive budget support from WHS, please include the accounting citation on the form. Completed requests for reimbursement should be sent to the WHS/HRD/Personnel Services, Attention S.T. Pettiford. If you prefer to use the U.S. Postal Service, the mailing address is WHS/HRD/Personnel Services, Attention S.T. Pettiford, 2521 Jefferson Davis Highway, Suite 4000, Arlington, VA 22202. Questions may be addressed to Mr. Pettiford at 703/604-6069.

2004 Combined Federal Campaign



You’ve Got the Power to Help!

(See Story on page 6)

From the Human Resources Director—

In my [last column](#), I introduced an idea that the language of leadership involves solid communication—a dovetailing of information sharing and relationship building. This time, I'd like to merge several more thoughts about how the Human Resources Directorate (HRD) is working to communicate—not only within WHS and our customer base, but also within the wider leadership community. HRD has been acting locally and thinking globally (to transpose a familiar phrase) to improve our outreach to you. So first, let me report the local news.

Many readers know that HRD's Strategic Planning and Business Operations Division (recently renamed the Management and Program Support Division), the Personnel Services Division, and the Learning and Development Division moved over Memorial Day from the Army Materiel Command building in Alexandria to the Polk Building in Crystal City. Thanks to lots of good communication and heavy lifting, the move went smoothly! Shuttle and Metro service from the Pentagon and Rosslyn are convenient. I want our

new location to spur increased on-site visits with our customers.

Another organizational update involves the Executive Leadership Development program that HRD is sponsoring for 19 of its GS 13/14 professionals.* A second module, conducted in July, covered "Leader as Coach and Mentor." This session built upon the communication skills begun in the first module on engaging customer service. The third module, "Leader as Change Agent," was conducted in mid-August. The participants are now engaging mentors from either WHS or OSD to serve into 2005. Their mentors will help them build new skills and ways to react to "positive failures" that could occur as they seek out challenging opportunities. A chance to practice will come when participants join a PAT (Process Action Team) this fall, recommending solutions for emerging issues within HRD, WHS, and DoD.

Now, onto our global link. HRD also shapes learning opportunities in communication through our participation as a DoD delegate to the Institute of Management Studies (IMS). This group has been a source of management education around the world for



government and corporations for the last 30 years. See www.ims-online.com. Annual corporate membership dues are rotated among the Army, Navy, Air Force and WHS on behalf of the Defense Agencies and DoD Field Activities. This allows all DoD employees to attend a wide array of focused one-day seminars that are reasonably priced, by using the Form-1556 process through their training coordinators. This past spring, HRD recommended and then voted on topics to be presented during 2005 in the Washington, DC area and at other sites such as Boston and Brussels. I found it interesting that one of the top-vote getters for new seminars in communications training was "influence"—developing networks and internal alliances.

We in HRD believe that our move to the Polk Building, our mentoring activities, and our role in providing broad-based training through IMS will influence our customer service in positive ways. On October 26, our HRD All-Hands meeting will focus on communicating during times of organizational transition. As our Transformation efforts continue, I'll keep you posted.

—Janet E. Thompson

◀ *Pictured are the participants in the 2004 HRD Leadership Development Program along with some of the senior HRD leadership.



FEEA Announces 2004 Hurricane Fund



The Federal Employee Education and Assistance (FEEA) Fund announced the formation of a 2004 Hurricane Fund to aid Federal employees affected by the flooding and damage caused by "Charley" or any other hurricanes that occur

this season. Torrential rains and high winds affected Federal employees in southwestern Florida where evacuations due to flooding and wind damage have been widespread. Civilian Federal and postal employees affected by this disaster may contact FEEA at 1-800-323-4140 or at 303/933-7580 to receive information about grants and no-interest loans to help with temporary shelter, clean-up, rebuilding, and other expenses. FEEA is a private, nonprofit 501(c)(3) agency, primarily funded through Federal employee contributions and donations to special relief funds. Since 1986, the FEEA Emergency Assistance Program has provided over \$3 million in financial assistance to Federal families experiencing natural disasters—floods, fires, and hurricanes—and unforeseen personal emergencies such as illness or death in the family. FEEA has also provided more than \$3.5 million in scholarships to civilian Federal employees and their dependents.

For more information about FEEA, go to www.feea.org or call 303/933-7580.

FEHB Premiums

Retroactive Reimbursement Procedures for DoD Employees Called to Active Duty for Contingency Operations

If you're a civilian employee, or a survivor of a deceased Department of Defense (DoD) civilian employee who was called to active duty in support of the contingency operations in Bosnia, Southwest Asia (Iraq), Kosovo, or the 9/11 terrorist attacks, you may be eligible to receive reimbursement for the premiums paid into the Federal Employee Health Benefits (FEHB) program.



In an effort to assist Reserve component members in maintaining affordable health care options, the Deputy Secretary of Defense has established a DoD policy whereby, in addition to the government's share, the employee's portion of the FEHB premium will be paid for all covered employees called to active duty in support of a contingency operation. As the second and final step to this policy, procedures have been developed covering retroactive reimbursement to DoD civilian employees for premiums paid for FEHB coverage while on active duty on or after December 8, 1995.

For assistance in determining your eligibility requirements, contact the WHS/Employee Benefits and Records Division at 703/604-6783. Your servicing Human Resources Office will submit all claims and supporting documentation to the Defense Finance and Accounting Service.

Supervisor's CORNER

Federal Student Loan Repayment Program

The Federal Student Loan Repayment program permits agencies to repay certain types of Federally insured student loans as a recruitment or retention incentive for well-qualified talented candidates or current employees. Agencies may agree to repay as much as \$10,000 for an employee in a calendar year, and up to an aggregate maximum of \$60,000 for any one employee. In return, the employee must sign a Service Agreement to remain in the employing agency for a period of at least three (3) years. According to the Office of Personnel Management, several agencies have indicated that this program has helped them attract and retain high caliber talented individuals. Use of this management incentive tool is encouraged for recruiting and retaining the best and the brightest and to enhance agency workforce planning efforts.

For more information about this program, contact Linda Reed at 703/604-6094 or Jan Padilla at 703/604-6093, WHS/Human Resources Directorate.

Information Assurance Training Takes Off in a New Direction

The Washington Headquarters Services (WHS), Information Technology Management Directorate (ITMD) is involved in a new information assurance training initiative. The goal of this initiative is to raise employees' awareness and to increase their knowledge about how information and the systems used to process it should be treated within the WHS and OSD communities.

The training includes a range of interactive web-based resources. These resources contain all the information needed to learn about the latest developments and guid-

ance related to information assurance. Possessing this knowledge will provide greater security in today's information technology environment. Completion of the training exercises meet DoD, WHS, and OSD information assurance training requirements for employees. As employees begin to apply what they learn in their day-to-day work, they'll be contributing to the integrity of the information and systems used and will enhance "confidence in security."

All WHS and OSD employees have a shared responsibility for protecting our information assets and using

them responsibly. By understanding the policies and procedures related to information assurance and applying them correctly, all employees will be complying with the law and fostering the core values of their respective organizations and those of the Department. It's hoped that employees will find this new way of meeting a critical requirement both educational and interesting.

For more information about this training initiative, contact Lytwaive Hutchinson, WHS/ITMD, 703/604-5452 or James Cummings, OSD/CIO, 703/697-9707.

Employment of Annuitants

Section 9902 of Title 5 United States Code and section 1101 of the National Defense Authorization Act for Fiscal Year 2004, provides the Department of Defense with the flexibility to attract, develop, and maintain a resourceful workforce, by allowing newly appointed employees who are receiving an annuity from the Civil Service Retirement and Disability Fund to receive their full salary plus annuity benefits. Consequently, options concerning the offset for newly appointed annuitants no longer apply. However, retroactive application of this new authority does not exist.

The employment of annuitants is subject to the following criteria:

- Are needed for hard-to-fill positions as evidenced by historically high turnover, a severe shortage of candidates, or other significant recruiting difficulties; or are critical to the accomplishment of the organization's mission; or are needed to complete a specific project or initiative.
- Possess unique or specialized skills, or unusual qualifications not generally available; or
- Will not be employed for more than 2,087 hours (i.e., one year, full time or two years, part-time) to mentor less experienced employees and/or to provide continuity during a critical organizational transition. Extensions beyond 2,087 hours are not authorized.

More information regarding the application of this flexibility will be out soon. During the interim, contact Linda Reed on 703/604-6094 or Lisa Nicholson on 703/604-6090, from the WHS/HRD with your questions.



Some pearls of wit and wisdom from the great Will Rogers—

- The quickest way to double your money is to fold it over and put it back in your pocket.
- Never miss a good chance to shut up.
- If you're ridin' ahead of the herd, take a look back every now and then to make sure it's still there.
- Good judgement comes from experience, and a lot of that comes from bad judgment.
- When you give a lesson in meanness to a critter or a person, don't be surprised if they learn their lesson.



2004 Workforce Recruitment Program

Since 1995, Washington Headquarters Services (WHS) has worked collaboratively with the U.S. Department of Labor's Office of Disability Employment Policy to coordinate the Workforce Recruitment Program (WRP). This program provides college students with disabilities opportunities to gain enriching summer work experiences. In some instances, these students are hired after graduation for full-time employment.

This year, there was a pool of 1,500 WRP candidates eager to enter the workforce and demonstrate their capabilities. WHS hired approximately 40 of these students, and two of them were selected by the Human Resources Directorate to work within their organization. Ms. Ashley Bramlett was placed with the Equal Employment Opportunity Programs Division, and the Labor and Management Employee Relations Division selected Jonathan Jones. Ms. Bramlett is majoring in Psychology at George Mason University, and Mr. Jones attends Northern Virginia Community College.

For further information about the WRP, contact WHS Disability Program Managers, Carlita Buckmon (703/604-6099) or Sam Nowlin (703/588-0441).

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Confusion is a word we have
invented for an order which is
not yet understood.

—Henry Miller, American novelist



LULAC Celebrates 75 Years

On July 6, 2004, The League of United Latin American Citizens (LULAC) celebrated its 75th anniversary at its national convention held in San Antonio, TX. LULAC is one of the largest and oldest Hispanic organizations in the U.S. Since its inception, the organization has taken the lead in supporting Hispanics in education, employment, economic development, and civil rights. At the top of this year's conference agenda was the topic of the continued under-representation of Hispanics throughout the Federal government. This is a key issue facing the Hispanic population according to LULAC officials. Although more Hispanics are being hired within the Federal government, at higher grade levels, recent statistics reported by the Office of Personnel Management and the Department of Defense (DoD) indicate that Hispanic hiring (within government) overall has not kept pace with their increasing numbers in the labor market. To address this employment issue, the DoD representatives and LULAC officials participated in a round-table discussion to talk about Hispanic recruitment. The participants concluded that the DoD Working Group, established earlier in 2004, would continue to actively address this issue. Additionally, DoD renewed its commitment to work with LULAC to increase the number of Hispanics employed at the Defense Department by signing a Memorandum of Understanding (MOU) pledging their support. Mr. Charles S. Abell, Principal Deputy, Under Secretary of Defense for Personnel and Readiness signed the MOU on behalf of DoD.

For further information about the LULAC conference, contact Renata Robinson, Equal Employment Opportunity Programs Division, 703/588-0443. She attended this year's conference as the WHS/Human Resources Directorate representative.



FEGLI Celebrates 50th Birthday

The Federal Employees' Group Life Insurance (FEGLI) program is celebrating its 50th birthday. To celebrate this golden milestone, the U.S. Office of Personnel Management Office will conduct an "Open Season" from September 1 – 30, 2004. The last FEGLI "Open Season" was conducted in 1999. During the upcoming "Open Season," the types and amounts of coverage available aren't changing. The FEGLI program consists of basic life insurance coverage and three options that include coverage for up to five times an employee's base salary plus coverage for family members. All employees are eligible to participate in the "Open Season" unless one's appointment is excluded from coverage by law or regulation. During the September "Open Season," employees will be eligible to make any changes without having to take a physical exam or answer questions about their health. However, the earliest that the newly elected coverage will be effective is September 1, 2005.

For additional information, contact the WHS/HRD/Employee Benefits and Records Division at 703/604-6783.

From the Chairman of the WHS

2004 Combined Federal Campaign

The kick-off for the Defense Department's 2004 Combined Federal Campaign (CFC) — including our own WHS Campaign — is just weeks away. Soon, we'll be announcing the WHS events that will help lead us to what we expect will be our best year ever. As always, the campaign's ultimate success depends upon individual commitment and the generosity of each of us!

The theme for the 2004 CFC is **You've Got the Power to Help!** As the famous anthropologist Margaret Mead once said, "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

I'm honored to serve as the WHS Campaign Chair this year, the fifth year that WHS has conducted its own campaign. I have some very big shoes to fill. Our past four Campaign Chairpersons — Jan Thompson, Director of the Human Resources Directorate; Ralph Newton, Director of the Defense Facilities Directorate; Joe Friedl, former Director of Budget and Finance; and Mary George, Director of the Information Technology and Management Directorate — all did an outstanding job. However, this year's campaign is the first one since WHS' reorganization, making it an excellent



opportunity to raise the bar even higher! Also, the Pentagon Memorial Fund will be included in the *2004 CFC Catalog of Caring* so your CFC donations may be made directly to the Fund.

Global Impact has again been chosen to administer the Combined Federal Campaign/National Capital Area (CFC/NCA) for the second year and to manage the CFC-Overseas (CFC-O) for the eighth year. Last year, was the first time *Global Impact* administered both campaigns.

Through its oversight, the CFC/NCA campaign raised \$50.7 million—a seven percent increase over the previous year—and the CFC-O raised over \$14 million, making it the second largest campaign after the NCA. For its work, the CFC/NCA

was one of five recipients of the U.S. Office of Personnel Management's Innovators Award. This recognition is bestowed on only the most innovative and outstanding campaigns.

WHS is an organization of dedicated, committed, and generous people. I look forward to working with each of you to make this year's campaign the best ever. Visit the CFC/NCA website at www.cfcnca.org to get a preview of the plans for this year's campaign.



Thousands upon thousands of decent, deserving folks in our communities are in need of your generous support and **You've Got the Power to Help!**

– Larry Curry
Director, Executive Services and
Communications Directorate

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How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant of the weak and the strong. Because someday in life, you will have been all of these.

–George Washington Carver

APSD Unveiled

Providing Customer Service with a WHS Focus

Formerly known as the Administrative Services and Program Support Office, the newly named Administration and Program Support Directorate (APSD) was officially established by the Deputy Secretary of Defense on January 7, 2004. This eight-month-old office has been operating two distinctive divisions under its Director Larry Barlow and is providing numerous services across all the Washington Headquarter Services (WHS) directorates. Once fully staffed, the *Administrative Services Division*, managed by Frank Wilson, will be responsible for correspondence and directives for the Directors of WHS and the Director Administration and Management, Federal advisory committees and legislative programs, facility services management, human resources, and security and fiscal management. Mr. Jim Freeman oversees administrative support for the Federal advisory committees and is currently supporting 18 committees, a record number. Headed by Bobby Anderson, the *Program Support Division* oversees communication management, manpower management, management reporting, contingency management, and special programs and projects. This past April, Mr. Anderson led a series of continuity of operation exercises with the Emergency Planning Coordinators from each directorate. Ms. Jackie Sellers is tracking and controlling government billets with a WHS-only Manpower Database.

Since its inception, APSD has been working to unify WHS into a cohesive

and efficient entity and supporting WHS customers. Mr. Brett Eaton, WHS Information and Communications Officer, has created a Communications Working Group (CWG), with representatives from each directorate, to facilitate communication through-

out WHS. He is also the editor of the new WHS weekly publication, *WHS Pipeline*.

If you have questions about APSD and how it can support your office, email the staff at information@whs.mil. Look for more information about APSD in upcoming issues of the WHS Pipeline.

Career Civilian Corridor Dedicated in the Pentagon

"Their work often unheralded, career civil servants provide the continuity to an ever-changing work force," said the OSD/ Director of Administration and Management, Raymond F. DuBois. On May 25, 2004, a corridor was unveiled and dedicated to Department of Defense career civilians.



The Pentagon corridor is located at 2A300. Civil servants have always played important roles in conducting the business of government by providing scientific, technical, managerial, and administrative support to the military.

The exhibit begins with the year 1789, when the Federal government was formed. It highlights significant accomplishments of civil servants over the last 225 years. The exhibit's acrylic panels incorporate photographs, artifacts, and relics that tell the stories of DoD's civil servants. The exhibit singles out nine Defense civilians as "exemplars" of Federal service. Some of the honored civilians include "Doc" Cooke, formerly known as the "Mayor of the Pentagon," Judith Gilliom, a disabled worker who manages the DoD's disability programs, and Charles Nemfakos, a former Navy financial and budget manager who won three Navy Distinguished Civilian Service Medals. Every 10 years, the most senior civilians from the Military Departments and the Office of the Secretary of Defense will meet and select additional "exemplars" to be honored.

Submitted by Graphics and Presentations, WHS/Executive Services and Communications Directorate, Brenda White, 703/695-4266.

EEO Programs Division Celebrates Its 10th Birthday

Prior to 1994, the Office of the Secretary of Defense (OSD) didn't have a dedicated equal employment opportunity (EEO) program. But, David O. "Doc" Cooke, former Director, Administration and Management, who was committed to the principles of equal opportunity and diversity and sensitive to customer complaints in this area, asked Renée Coates to accept the challenge of establishing an EEO program. She did and was appointed the Assistant Director of the Equal Employment Opportunity Programs Division (EEOPD) on June 20, 1994. As the newest function of Washington Headquarters Services (WHS), she mobilized a staff to implement the new EEO vision.

The first major task handled by Ms. Coates involved conducting a system-wide EEO assessment within OSD. The assessment indicated a need for improvement in training, complaints processing, and support from senior management in the principles of diversity management. To effect these changes, a training expert in diversity was hired. He developed an innovative curriculum advocating cultural diversity as a business necessity.

The EEOPD established a precedent by sponsoring highly visible special emphasis events. The annual Dr. Martin Luther King, Jr. Breakfast each January is one example. This is the only DoD event celebrating Dr. King's life and legacy as a civil rights leader. Senior leaders, including the Secretary of Defense, support this annual event and attend the early morning breakfast.

Recently, Ms. Coates reflected on some of the major changes since her appointment as Assistant Director 10 years ago. "I'm happy with the progress we have made as an Agency, and the steps our leaders have taken to embrace the principles of diversity." In fact, WHS was honored with the 2003 Secretary of Defense Trophy for Achievement in Employment of People with Disabilities. However, according to Ms. Coates, "The Equal Employment Opportunity Commission (EEOC) recently made significant regulatory changes that have altered the way we do business by putting more responsibility and accountability for EEO in the hands of the Agency leadership."

One of the newest changes in the way we do business is by providing information to the public about the EEO complaint process on our Agency's website. This is mandated by the *Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002*, commonly known as the "No Fear Act." This Act provides strong language protecting individuals that participate in the EEO complaint process. You can find a link to this Act on the WHS home page at www.whs.pentagon.mil.

Also, the EEOC passed the *Management Directive (MD)-715* in 2003, entitled "Model Agency Title VII and Rehabilitation Act Programs," in order for Federal agencies to implement EEO best practices. Specifically, MD-



PHOTO CREDIT: RUDI WILLIAMS, AFPS

715 was intended to increase agencies' EEO effectiveness by identifying and eliminating barriers to equal opportunity, as well as demonstrating and communicating the Agency's commit-

ment to EEO from the top down.

The Model EEO program outlined in MD-715 consists of six elements required for implementation of a successful EEO program.

In March 2001, Ms. Coates implemented a new program entitled the Collaborative Resolution Program (CRP). The CRP offers informal and confidential processes such as mediation and facilitation, for resolving complaints. *The Administrative Dispute Resolution Act* and *DoD Directive 5145.5* require the use of alternate forms of dispute resolution whenever appropriate. Not only does the CRP address EEO complaints, but also it considers every dispute, regardless of subject matter, as a potential candidate for informal dispute resolution. According to Ms. Coates, "Using an impartial third party to facilitate a win-win outcome has proved to be highly effective in WHS. The faster employees and managers use the CRP after difficult issues arise, the quicker they can schedule mediation, which ends with a resolution approximately 80% of the time."

For more information about the EEO Programs Division, go to <http://persec.whs.mil/eoo/index.html> or call 703/588-0451.

Telework – One Way To Keep Working in an Emergency

In the aftermath of September 11, telework has become more than a nice recruitment and retention tool. It's now an essential element in emergency operations planning. In an emergency situation, displaced workers may be left without offices. Road closings and/or increased security precautions may exacerbate already severe traffic congestion. Many Federal agencies have begun to look at telework arrangements as a way to plan for large-scale emergencies and the more mundane situations that can disrupt work. The most common of these are weather-related closures. Telework is a way of allowing "business as usual" even in unusual circumstances!



equipped, could fulfill their duties from remote locations, which may include home offices or telework centers. Rather than have emergency employees travel to an alternate site, essential functions could continue seamlessly from the designated telework site.

Weather Related Emergencies.

Imagine waking up in the morning to a foot of snow on the ground. Emergency employees are still expected to report for work on time. But, if they can't make it out of their neighborhood—not a problem if they're set up to work from home. What if a hurricane is expected later in the day? Agencies need to close early so employees can arrive home before the storm. But, not everyone has to stop work early. Teleworkers can stay on through their regular schedule as long as it's specified in their telework agreement and the electricity stays on!

Think of the possibilities. By allowing employees to telework, we're opening the door to enhanced productivity even under the most trying of circumstances. The advantages of telework can far outweigh the discomfort of learning new management and supervisory styles. After all, supervision involves the same basic steps whether employees are located with you or not.

Supervising Teleworkers. Maintaining performance levels and meeting improvement goals in a telework environment require the same supervisory skills used in a central office location—

- **Planning the work.** Supervisors and employees should clearly define what's to be accomplished.
- **Setting expectations.** Supervisors should clearly communicate their expectations. If employees know what they're supposed to do, and how well they're supposed to do it, the supervisor has set the stage for successful performance—whether employees work inside or outside the office.
- **Monitoring performance.** In telework (as in any work situation), measuring the results of employees' efforts, rather than their activities, is far more effective. Good communications between supervisors and employees is essential for successfully completing work in any situation, but it's especially necessary in a telework environment. Supervisors can and should require teleworking employees to provide verification of the work they've accomplished.

- **Rewarding Performance.** All employees want to feel that their work is appreciated. Recognition should always be part of the supervisor's performance management tool bag. Instead of thinking of telework as a necessary activity to fulfill a statutory requirement, view it as a win-win for the agency and the

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employees. For example, the Office of the Secretary of Defense is able to continue its mission, even during difficult times, and employees are able to balance work and family responsibilities. Even when there's no way for employees to get to the central office, they can always commute a few steps to the "home" office or to another convenient location.

A copy of the DoD telework policy is available at <http://www.telework.gov/agencies.asp>. The Washington Headquarters Services policy is near completion and should be out for comment by November 2004.

For questions regarding the telework policy and procedures, contact the Labor and Management Employee Relations Division at 703/588-0421.

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The way to get good ideas is to get lots of ideas and throw the bad ones away.

—Linus Pauling, American chemist

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National Security Personnel System



The Department of Defense senior leadership has approved a comprehensive design and implementation process for the National Security Personnel System (NSPS). The implementation effort will be DoD-wide, event-driven, and include all stakeholders. Employees, managers, and exclusive representatives will have an opportunity to provide their ideas, views, and concerns. The NSPS Program Executive Office (PEO) is established and is working with senior DoD and the Office of Personnel Management leadership and Component Program Managers in a deliberative, collaborative approach. Over the next few months, the NSPS PEO staff will be working with human resource (HR) professionals and managers to design an agile, responsive, and flexible HR system that retains the core civil service principles and values.

Town Hall meetings are now being held and will continue over the next few months as a way of sharing the NSPS implementation plan with employees throughout DoD. Focus groups were recently conducted to solicit ideas and opinions from employees, supervisors, managers, and practitioners (EEO, legal, HR, and financial). The information collected will be added to the data collected by the NSPS Work Groups (WG) for use in designing the system. The WG started meeting in late July and will be in session through mid-September. Collaboration with the unions will continue throughout the process. The first phase of NSPS implementation is scheduled to begin in July 2005.

The NSPS PEO staff has developed a website that is an excellent source of information and a good tool for communicating with them. It can be accessed at www.cpms.osd.mil/nsps/. Your questions and ideas are always welcome.

Ms. Cathy Welsh of the WHS/Human Resources Directorate, Management and Program Support Office, is the 4th Estate Program Manager (PM) for NSP. This 4th Estate responsibility covers the Office of the Secretary of Defense, the Defense Agencies, and DoD Field Activities. She also updates and advises the OSD/Director of Administration and Management and WHS leadership on the status of the NSPS design and implementation and participates fully with the NSPS PEO in a variety of planning and execution activities.

If you have questions about NSPS, Ms. Welsh can be reached at 703/604-5960 or at cathy.welsh@whs.mil.

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Things don't go wrong and break your heart so you can become bitter and give up. They happen to break you down and build you up so you can be all that you were intended to be.

—Charles "Tremendous" Jones

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RESUMIX *Corner*

Resume Preparation Briefings

All monthly Resume Preparation Briefings presented by the WHS/ Human Resources Directorate (HRD), Personnel Services Division will now be held at the new Crystal City site in the Computer Training Room on the 4th floor. The Polk Building/NC2 can be reached using the Route 3, Crystal City DoD shuttle bus that departs from the Pentagon every 15 minutes (Stop G). The briefings are an excellent way to gain first-hand knowledge about the electronic application process. Each briefing covers use of the *Resume Writer* to prepare your resume plus other information contained on the web page that can help you with the application process.

2004 Briefing Dates

For the remainder of the calendar year, briefing dates scheduled are September 30, October 28, November 23, and December 21. **Note:** Briefing dates are subject to change. To confirm the date, contact Avis Wilkins at avis.wilkins@whs.mil. Seating for each briefing is limited to 30 participants and is on a first-come basis.

Resume On-Line Assistance

The *Resume Writer* on the web page is the best method to use for submitting your resume. The advantages of submitting your resume electronically are 1) you're assured it's in the correct format; 2) it's downloaded directly into the database; 3) you get

immediate confirmation when your resume is received; and 4) you have until midnight of the closing date on the job announcement to submit your application without worrying that it won't be received in time. If you've established your Personal Identification Number (PIN) and know the job announcement number, you can go to the website <http://persec.whs.mil> to check the status of your application by clicking the *Check Receipt* option. When you use this option, you can view your resume, make changes, and resubmit it.

Resume Access On-Line

It's as easy as ever to edit your resume through the HRD home page, <http://persec.whs.mil/hrsc/>. Once you access the home page, select *Employment Information* and then select *Edit Resume*. Sometimes when trying to use *Edit Resume*, you may experience difficulty especially if your organization has a security "firewall." However, you shouldn't have a problem accessing it from your home computer. If you encounter problems or forget your PIN, you can get assistance Monday through Friday between 8:30 a.m. and 5:00 p.m. by calling the employment line at 703/604-6219.

For additional information about editing your resume on-line, contact Avis Wilkins, WHS/HRD, 703/604-6199 or avis.wilkins@whs.mil. For information about RESUMIX, contact Pat Harris-Harrison, Acting RESUMIX Program Manager, WHS/HRD, 703/604-6180 or pat.harrison@whs.mil.

The Top 10 Allies of Wisdom

1. **The still, small voice within.**
Remember, the ego speaks first and loudest and doesn't wish us well. It's the still, small voice within that guides with wisdom.
2. **Patience.**
The reward of patience is ... patience.
3. **Non-action.**
The ability to refrain from taking action can take lifetimes to develop. It's a rare quality.
4. **Understanding that the fastest way is often the opposite way.**
This principle is related to the metaphysical law of rhythm. "All things are always changing to their opposites."
5. **Timing.**
It's not what you say, or how you say it. Mostly what counts is WHEN you say it.
6. **Applying an appropriate amount of force.**
Don't kill a fly with a hammer.
7. **The ability to stand alone.**
Sine qua non.
8. **Integrity.**
Do you act the same when no one is looking?
9. **Realize that those you wish to impress will do what you do, not what you say.**
10. **Don't ask anyone to do something you are not willing to do yourself.**

And ... do it first!

(Submitted by Nancy R. Fenn, parklnanancy@hotmail.com or go to topten.org. This site is a service of CoachVille.com, the leader in coach training. Copyright 2000-2004 CoachVille, LLC.)

Pentagon 9/11 Quilts to Be Exhibited

A permanent quilt exhibit is in the process of being installed on the first floor of the Pentagon, fourth corridor. It's anticipated that the exhibit will be installed by September 3. The exhibit features quilts donated in the aftermath of the terrorist attack on the Pentagon. Mr. Raymond F. DuBois, OSD/Director of Administration and Management, approved the plan for this exhibit in June 2004.

Quilts began arriving at the Pentagon shortly after September 11, 2001, and the collection continues to expand. Currently, there are over 100 quilts. These quilts depict a variety of themes, expressing condolences to the families touched by the tragic events. They offer thanks to the fire, safety, and medical workers who aided in the rescue and care of the survivors. Lastly, the quilts offer comfort, encouragement, and hope for a brighter tomorrow!

A myriad of colors and patterns come through in this art form, reflecting the diversity of the caring individuals who created them. Quilting clubs, school children, church groups, private companies, and many others contributed to this collection. These quilts serve as historical records and symbols of family and community. They are works of art that will be on display for Pentagon workers and visitors to see and enjoy. These quilts will be a reminder of the compassion and humanity that inspired them.

Periodically, the quilts will be rotated so that over time most of the collection will be displayed. Efforts are

underway to find additional venues for displaying the quilts.

Some will be loaned to presidential libraries and others may eventually be displayed at the Smithsonian Institute or various textile museums.

The quilts were most recently displayed at the Women in Military Service for America Memorial at Arlington National Cemetery.

For more information about this exhibit, contact Cathy Zickafoose, Chief, Graphics and Presentations, 703/695-4266. Her organization is preparing the exhibit and will be involved in the quilt rotation. GPD is part of the WHS/Executive Services and Communications Directorate.



Civilian Employees' Participation in Political Activities

DoD guidance on the Hatch Act, the law governing political activities of civilian employees, can be found at http://www.defenselink.mil/dodgc/defense_ethics/. At this site, go to the Ethics Resource Library, then DoD Guidance, and under guidance find the Deputy Secretary of Defense memo dated January 21, 2004. The law prohibits civilian employees from soliciting funds and from participating in political activities during official duty time. The law has different restrictions on Federal employees depending upon their level and the agency for which they work and are paid. The DoD guidance explains the prohibited and permitted activities for these classes of Federal employees. The penalty for violating the Hatch Act is removal from service. DoD guidance regarding military personnel can be found in DoD Directive 1344.10 and is available at http://www.dtic.mil/whs/directives/corres/pdf/d134410_080204/d134410p.pdf.

Questions related to this timely subject should be directed to Don Perkal, Deputy General Counsel, 703/693-7374 for WHS employees and to the Office of the Deputy General Counsel for Legal Counsel, 703/695-6710 for OSD employees.