



CPMS EXPRESS

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August 31, 2009

Job Analysis: The First Step in Managing Job Overload

We have all experienced that appalling sense of having far too much work to do and too little time to do it in. We can choose to ignore this, and work unreasonably long hours to stay on top of our workload. The risks here are that we become exhausted, that we have so much to do that we do a poor quality job and that we neglect other areas of our life. Each of these can lead to intense stress.

The alternative is to work more intelligently, by focusing on the things that are important for job success and reducing the time we spend on low priority tasks. Job Analysis is the first step in doing this. Job Analysis is a key technique for managing job overload – an important source of stress.

To do an excellent job, you need to fully understand what is expected of you. While this may seem obvious, in the hurly-burly of a new, fast-moving, high-pressure role, it is oftentimes something that is easy to overlook.

By understanding the priorities in your job, and what constitutes

success within it, you can focus on these activities and minimize work on other tasks as much as possible. This helps you get the greatest return from the work you do, and keep your workload under control.

Job Analysis is a useful technique for getting a firm grip on what really is important in your job so that you are able to perform excellently. It helps you to cut through clutter and distraction to get to the heart of what you need to do.

To conduct a job analysis, go through the following steps:

I. Review formal job documentation:

- Look at your job description. Identify the key objectives and priorities within it.
- Look at the forms for the periodic performance reviews. These show precisely the behaviors that will be rewarded.
- Find out what training is available for the role. Ensure that you attend appropriate training so that you know as much as possible about what you need to

know.

Look at your performance plan to understand what behaviors will be rewarded.

2. Understand the organization's strategy and culture:

Your job exists for a reason – this will ultimately be determined by the strategy of the organizational unit you work for. This strategy is often expressed in a mission statement. In some way, what you do should help the organization achieve its mission. Make sure you understand and perform well the tasks that contribute to the strategy.

Similarly, every organization has its own culture – its own historically developed values, rights and wrongs, and things that it considers to be important. If you are new to an organization, talk through with established, respected members of staff to understand these values.

Make sure that you understand this culture. Make sure that your actions reinforce the agency's

Continued on page 2

Superior Qualifications Appointments (Advanced In-Hire Rate)

This discretionary authority allows managers to offer a rate above the minimum rate of the General Schedule rate because of the special need of an agency or the superior qualifications of a candidate. The pay flexibility known as the Advanced In-Hire Rate is outlined in DoD 1400.25-M Paragraph 531.3.1 and applies to newly appointed employees. A newly appointed employee is one who receives his/her first appointment as a civilian employee of the Federal Government; or one who is reappointed to a GS position with at least a 90-day break in service. Excep-

tions to the 90-day break in service are found in 5CFR 531.212(a)(3). The authority to use superior qualifications appointments to set advanced in-hire rates was delegated to Components and command channels.

Officials making a superior qualifications appointment must consider a recruitment incentive before providing advanced rates. The justification for each advanced in-hiring rate must include (1) the superior qualifications of the individual or special need of the agency that justified the use of the authority; (2) the factors consid-

ered in determining the individual's existing pay and the reason for setting pay at a rate higher than that needed to match existing pay; (3) and the reasons for authorizing an advanced rate instead of or in addition to a recruitment bonus. The guidelines and documentation criteria for setting advanced in-hire rates of pay is found under 5CFR 531.212(c) (1)-(10).

Please refer to your agency's policy for specific guidance in using this authority.

Inside this issue:

<u>Who May be Considered for Job Announcements</u>	2
<u>Job Analysis: The First Step in Managing Job Overload</u>	2
<u>Superior Qualifications Appointments</u>	2
<u>A Report Card for DoD</u>	2
<u>PPP Evaluations</u>	3
<u>The HR Professional Career Framework</u>	3
<u>Upgrades at Executive Mgmt Training Center Southbridge</u>	4
<u>OPM Retains Time-In-Grade</u>	4
<u>Correction</u>	4
<u>- Warm Up to Giving Food Drive</u>	4

CPMS TRAINING:

The following courses are being offered to Department of Defense Human Resource Specialists at our Arlington, VA Facility:

Retirement Systems & Benefits Programs
September 22-25, 2009
Pay Setting Course
August 26-27, 2009

For more information visit::

<http://www.cpms.osd.mil/forms/fas/trainings/trainings.aspx>



Who May Be Considered for Job Announcements

How does an agency decide who may be considered for a position? This may be confusing for job applicants who must review the information indicated under "Who May Be Considered" (otherwise known as "Area of Consideration") in job announcements, and determine how that information applies to them. Many applicants want to know how the area of consideration is determined and whether it is fair.

The area of consideration used in advertising employment opportunities, is determined by a number of factors--some are decisions made by management and human resources specialists based on a job analysis which takes into consideration the difficulty in filling the particular type of position and the historical yield of applicants for the same or similar positions. Other considerations may be based on regulations, policies, and procedures. In addition, whether the position to be filled is in the competitive service or in the excepted service affects how applicants may be considered.

Agencies may use different terminology to describe the area of consideration. For example, some agencies' vacancy announcements may state that "All U.S. Citizens" may be considered, while others may state "All

Sources." Applicants should read the vacancy announcement thoroughly to ascertain the specific application requirements and eligibility criteria since this information varies. Agencies' vacancy announcements provide contact information and procedures for applicants to use if they have questions or need additional assistance.

In determining how to fill positions, 5 CFR Part 7.1, states that in the competitive service, management has the discretion to use competitive appointments from civil service registers or noncompetitive selection of present or former Federal employees in accordance with Civil Service Regulations. These selections shall be made on the basis of merit. In addition, 5 CFR Part 335.103(b)(2) states that "areas of consideration must be sufficiently broad to ensure the availability of high quality candidates." Further, section 103(b)(4) allows for management's right to select from a variety of appropriate sources, such as "reemployment priority lists, reinstatement, transfer, handicapped, or Veterans' Recruitment Act eligibles or those within reach on an Office of Personnel Management (OPM) certificate."

When agencies accept applications from

outside their own workforce, additional recruitment requirements may apply. For example, when agencies accept applications under merit promotion procedures from outside their own agency, eligibles under the Veterans Employment Opportunities Act may apply and be considered as "status" applicants [See the OPM Web site www.opm.gov/veterans for additional information]. Another effect of agencies conducting external recruitment is that procedures under the Interagency Career Transition Assistance Plan apply (reference 5 CFR Part 330). Recruiting agencies also adhere to local merit promotion policies and procedures, as well as bargaining unit agreements, when applicable.

OPM's USA Jobs web site describes how Federal jobs are filled, providing explanations of the competitive and excepted services and area of consideration, as well as sources of eligibles that agencies use to fill jobs. This information may be found at <http://www.usajobs.gov/E155.asp>.

A Report Card for the Department of Defense's Human Capital

Accomplishments:
2009 and Beyond

Job Analysis

Continued from page 1

culture, or at least do not go against it. Looking at it through the lens of culture, will the organization value what you do?

3. Find out who the top achievers are, and understand why they are successful:

Inside or outside the organization, there may be people in a similar role to you who are seen as highly successful. Find out how they work, and what they do to generate this success. Look at what they do, and learn from them. Understand what skills make them successful, and learn those skills.

4. Check that you have the people and resources to do the job:

The next step is to check that you have the staff support, resources and training needed to do an excellent job. If you do not, start work on obtaining them.

5. Confirm priorities with your boss:

By this stage, you should have a thorough understanding of what your job entails, and

what your key objectives are. You should also have a good idea of the resources that you need, and any additional training you may need to do the best you can.

This is the time to talk the job through with your boss, and confirm that you share an understanding of what constitutes good performance in the role. It is also worth talking through serious inconsistencies, and agreeing how these can be managed.

6. Take Action:

You should now know what you have to do to be successful in your job. You should have a good idea of the most important things that you have to do, and also the least important.

Where you can drop the less-important tasks, do so. Where you can de-prioritize them, do so.

Where you need more resource or training to do your job, negotiate for this.

Summary:

By using the Job Analysis technique, you

Each year the Accountability and Evaluation Division (AED) prepares the DOD Human Capital Management Report (HCMR) for submission to the Office of Personnel Management.

The HCMR is more than just a reporting requirement. It serves as an annual evaluation of the Department's existing human capital management policies and programs, as they relate to the overall mission. It's like a DoD-wide report card of all things related to human capital and we all have a stake in the process. The HCMR is intended to be a useful tool for DoD to align its human capital activities with DoD's overall strategic direction.

Report Card

Continued on page 3

(Continued from previous column):

should gain a good understanding of how you can excel at your job. You should also understand your job priorities. This helps you to manage the stress of job overload by helping to better prioritize work.

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Priority Placement Program (PPP) Evaluations

Did you know that the Civilian Assistance and Re-Employment Division (CARE) regularly evaluates Priority Placement Program (PPP) operations throughout the Department of Defense (DoD)? The overall purpose of these evaluations is to determine whether the DoD Components are meeting program objectives and administering the PPP in accordance with established departmental policies.

CARE evaluations focus on seven major areas of PPP. **Program support** encompasses commanders' efforts to foster support for PPP from subordinate managers and supervisors and to educate them about the program. Evaluators ensure the human resources (HR) staff is aware of pertinent **regulatory materials** and knows how to access them. The teams review **PPP records** for proper maintenance and disposition, and **training records** to assess the level of classroom, Web-based, and on-the-job PPP training for HR staff members. A major portion of the evaluation is devoted to reconstructing a sample of "**fill actions**" to determine if vacancies were properly cleared through the PPP, and reviewing **PPP registrations** for timeliness, accuracy, and proper management. Finally, evaluators assess the format and results of the activity's **self-audit** program.

In addition to the seven major PPP areas, evaluation teams also review the activity's use of the **Voluntary Separation Incentive Pay (VSIP)**, or "buyout," authority. PPP evaluations afford the best opportunity for CARE to exercise its oversight responsibilities for this important workforce reshaping tool. Although this is a relatively new addition to the PPP evaluation process, findings so far have not been encouraging. When buyouts are used to restructure or avoid involuntary separations, they

must be consistent with the policies in DoDI 1400.25-V1702, "Voluntary Separation Programs," and appropriate justification and supporting documentation must be maintained. Further, care should be exercised to ensure buyout recipients are not reemployed in violation of statutory and DoD policy restrictions.

While there is no simple formula for ensuring effective PPP operations, the activities with the most successful programs, of those evaluated to date, had several practices in common:

Standard Operating Procedures (SOPs) provided a benchmark for consistency. Activities that fared best in CARE evaluations invested the time and effort to develop, publish, and maintain SOPs that clearly delineate program responsibilities and outline business processes.

Operational checklists ensured that PPP transactions were systematic and timely and that no program requirements were overlooked.

Self-audits were conducted on a regular basis and problems were corrected before they became systemic or required CARE intervention.

PPP responsibilities tended to be de-centralized and "hand-offs" (i.e., the sequential movement of PPP transactions from one person to another) were kept to a minimum.

Information on the PPP, PPP assessments and VSIP may be found on the CARE website at <http://www.cpms.osd.mil/care/>.



USING THE HR PROFESSIONAL CAREER FRAMEWORK TO DRIVE YOUR HR CAREER

Are you wondering what's next for Human Resource professionals in the Department of Defense? Are you looking to advance your HR career? If so, utilizing the HR Professional Career Framework (HRPCF) is the first step to take.

If you're not familiar with the HRPCF, the HRPCF is a tool and guide that will help HR professionals drive their own career development. The HRPCF supports more empowered and focused careers and opportunities for HR professionals.

The impetus behind developing the HRPCF was to enable department HR personnel to begin to address their portion of Goal 4 in the DoD Civilian Human Capital Strategic Plan 2006 – 2010 of having an HR workforce that is cutting-edge and that human capital processes are delivered efficiently and effectively in a joint environment.

The Civilian Personnel Management Service developed the HRPCF to support the changing tactical and strategic roles of the civilian HR business advisor serving in a rapidly changing and challenging strategic environment. It offers a vision of the emerging roles and competencies required to deliver quality HR support and advice today and into the future.

The HRPCF will help align and shape the focus of HR professionals' knowledge and skills within the roles of HR Specialist, HR Advisor, and HR Strategic Advisor. This will lead to better HR products and services for the DoD workforce.

If you are curious as to what role you best align to, visit the HRPCF website and take the self-assessment. http://www.cpms.osd.mil/forms/fas/hr_self_assessment.aspx. To learn more about the HRPCF visit the website at: <http://www.cpms.osd.mil/fas/hrpcf/>

Please also join us in a webinar session about the HRPCF during one of the times below. Please

visit <http://www.cpms.osd.mil/fas/hrpcf/> for registration information.

Thursday

August 20th 11 am to 12 pm

Wednesday

September 2nd 1 pm to 2 pm

Wednesday

September 16th 10 am to 11 am

Thursday

October 1st 3 pm to 4 pm

Thursday

October 15th 2 pm to 3 pm

Report Card

(continued from page 2)



In 2007 and 2008, DoD met the intent of the HCMR by integrating the OPM requirements with DoD's strategic priorities. Thanks to the concerted efforts of the entire agency, we have made tremendous progress in the reporting process. However, there is still much work to be done.

AED will coordinate the efforts of multiple stakeholders across DoD to ensure the most accurate, up-to-date information is presented in the 2009 HCMR submission. The 2009 HCMR will raise the bar by including extensive reporting on metrics and results of initiatives. Look for further information from AED as we transform the way we capture and portray our successes in human capital management.



Upgrades at Executive Management Training Center Southbridge, MA

The Civilian Personnel Management Service is happy to announce the Executive Management Training Center (EMTC) located in Southbridge, Massachusetts will be receiving several architectural; and next generation equipment upgrades. A summary of key upgrades coming in the next few months is below:

New computer desktop workstations, audio interfacing units, electronic interactive whiteboards with LCD projection capability and new electronic projection screens will enhance productivity in 14 training classrooms.

Portable LCD projection systems, laptop computers, color printers and a high capacity shredder will provide flexibility to help staff and attendees accomplish their training and conference goals simply and easily during future visits.

A video teleconferencing unit in the Prism Auditorium will enable visiting agencies to collaborate

with command staff or other presenters who cannot otherwise travel to Southbridge

DVD players will be furnished in all lodging rooms.

The EMTC is a state-of-the-art residential training center, built for training, educating and developing Department of Defense (DoD) future leaders. It can also accommodate virtually any type of conference or meeting for any official use by DoD organizations. **DoD organizations can use the conference center and lodging rooms at no cost;** the only charge is \$24.15, automatically billed to each room for breakfast and lunch.

The EMTC offers over 48,000 square feet of executive meeting space, providing the optimum environment for meeting-focused events far away from work enticements.

The Center offers a large audito-

rium, ballroom, classrooms, break-out rooms, audiovisual support, high speed internet, catering, and ample free parking.

The Visions restaurant comfortably accommodates up to 216 guests with two private dining rooms. There are 195 well-appointed guest rooms furnished with the executive in mind, featuring large work areas with high speed internet and all the amenities of a four-star hotel room.

After hours, DoD guests can unwind and enjoy a game of billiards or darts in the Game Room, conveniently located near the Shades Lounge, or reenergize with a complete workout in the fully equipped Focus Fitness Center. Free evening shuttle service is available to all guests for local dining, entertainment and shopping.

The EMTC is conveniently located between two major airports, Logan

International Airport, Boston, MA and Bradley International Airport, Hartford, CT. Free limited shuttle service to and from Bradley and Logan Airports is available for your event. Take advantage of this free, first-class facility and schedule your next education, training or conference at our facility.

Additional information is available: www.cpms.osd.mil/jldd/southbridge/emtc_homepage.aspx.

Warm Up to Giving Food Drive

United States Office of Personnel Management kicked off a federal workers' drive to gather one million pounds of food this summer for the Capital Area Food Bank and other food banks across the country. The Feds Feed Families is a government-wide campaign to bring non-perishable food items to work throughout the summer months. Contributions of food items will be collected for pickup on the last Friday of the months of July and August 2009. For additional information visit: www.fedsfeedfamilies.gov.



Correction

CPMS Express article "New Legislation Allows Military Retirees Credit for Academy Time" dated June 1, 2009, should have read as follows:

or cadet, contact your servicing personnel office and provide documentation of academy time served to have your SCD-Retirement corrected to reflect this service.

OPM Retains Time-In-Grade

After several delays, the Office of Personnel Management (OPM) published in the August 10, 2009 Federal Register, its decision to retain the one year time-in-grade (TIG) requirement competitive service employees serve before becoming eligible for promotion to the next higher grade.

OPM received many comments on issues of law and policy raised by the final rule. After carefully considering all of the comments, OPM has determined that "it would be more productive to consider the merits of the time-

in-grade issue as part of a more comprehensive review of pay, performance, and staffing issue that OPM, and the Administration are conducting in various contexts than to regulate one isolated issue in a piecemeal fashion." This means that the TIG rules remain in effect for the time being.



House Committee Approves Benefits for Domestic Partners

House committee recently approved H.R. 2517, bill to extend some benefits to the domestic partners of fed-

eral employees, but voted down extending to all unmarried couples