



# CNFJ REGIONAL HUMAN RESOURCES OFFICE (HRO) “SHINBUN”

## Director's Corner – Sarah B. Overstreet

Over the last year, many changes have taken place in the Human Resources Office. As we move forward into 2009, we will continue to evaluate our products and services to ensure that we are meeting the needs of our customers. One of the initiatives that will begin shortly is the establishment of local compensation review boards (CRB). These boards will exist at the installation level and will give the individual installation more control and oversight of the compensation decisions being made within their organization.

NSPS has significantly changed the way employees are compensated throughout DoD. To assist Commands with compensation management, the Department of Navy's Office of Civilian Human Resources Office (OCHR) issued guidance that included compensation models for the majority of positions within the Department. Over the next few months, the HRO will expand the use of use of the compensation models and explore the possibility of further utilizing the compensation models by evaluating each position in the organization individually and assigning the appropriate pay range for the position.

Further utilizing the compensation models designed by OCHR, accompanied with the establishment of local compensation review boards at the installation level, will further enhance each organization's understanding and management of the compensation philosophy inherent to operating effectively under the NSPS. Stay tuned for more on these initiatives and others as we continue to strive to provide ***“HR Services That Enable the Fleet.”***

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### Mock Pay Pools

A mock pay pool is a “performance rating and pay pool reconciliation **exercise**. DoD pay-for-performance organizations assert that mock pay pools are essential for organizations converting to a pay pool process. Mock pay pools provide the time necessary to make adjustments to business rules, job objectives, or other tools impacting upon the fairness, equity, and/or effectiveness of the pay pool reconciliation process. Organizations who fail to conduct a mid-cycle mock pay pool will find there is insufficient time to make corrections necessary to a fair and equitable pay pool at the time of the “real” pay pool. Completing a full mock pay pool process provides real-life opportunity to test the efficacy of more than just the systems, processes, and procedures of NSPS. It also puts the strength and clarity of performance objectives, measures, and proof of achievement to the test. For questions regarding mock pay pools, or to request assistance on best approaches, please contact your servicing performance management consultant.



To find out more about NSPS visit:

<http://www.cpms.osd.mil/NSPS>

## CORNER

### UPCOMING NSPS TRAINING – Yokosuka/Atsugi

POC: 243-8182

<a href="#">11 Feb 09</a>	<a href="#">Navigating NSPS for Employees/Supervisors at Yokosuka</a>
<a href="#">17 Feb 09</a>	<a href="#">Navigating NSPS for Employees/Supervisors at NAF Atsugi</a>
<a href="#">15-17 Apr 09</a>	<a href="#">NSPS Pay Pool Management at NAF Atsugi</a>
<a href="#">5 Mar 09 (AM class)</a>	<a href="#">NSPS Performance Appraisal Application (PAA) at Yokosuka</a>
<a href="#">5 Mar 09 (PM class)</a>	<a href="#">NSPS Performance Appraisal Application (PAA) at Yokosuka</a>
<a href="#">11 Mar 09</a>	<a href="#">Navigating NSPS for Employees/Supervisors at Yokosuka</a>
<a href="#">16-17 Mar 09</a>	<a href="#">NSPS Pay Pool Management at Yokosuka</a>
<a href="#">19 Mar 09 (AM class)</a>	<a href="#">NSPS Performance Appraisal Application (PAA) at Yokosuka</a>
<a href="#">19 Mar 09 (PM class)</a>	<a href="#">NSPS Performance Appraisal Application (PAA) at Yokosuka</a>
<a href="#">25 Mar 09</a>	<a href="#">Writing Job Objectives at Yokosuka</a>
<a href="#">7 Apr 09</a>	<a href="#">Writing Job Objectives at Yokosuka</a>
<a href="#">16 Apr 09 (AM class)</a>	<a href="#">NSPS Performance Appraisal Application (PAA) at Yokosuka</a>
<a href="#">16 Apr 09 (PM class)</a>	<a href="#">NSPS Performance Appraisal Application (PAA) at Yokosuka</a>

### UPCOMING NSPS TRAINING- SASEBO

POC: 252-3661

<a href="#">16 Jan 09</a>	<a href="#">Navigating NSPS for Employees/Supervisors</a>
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### UPCOMING NSPS TRAINING- OKINAWA

POC: 634-6224

<a href="#">12 Feb 09</a>	<a href="#">Navigating NSPS for Employees</a>
<a href="#">19 Feb 09</a>	<a href="#">Navigating NSPS for Supervisors</a>
<a href="#">9 Apr 09</a>	<a href="#">Navigating NSPS for Employees</a>
<a href="#">16 Apr 09</a>	<a href="#">Navigating NSPS for Supervisors</a>
<a href="#">11 Jun 09</a>	<a href="#">Navigating NSPS for Employees</a>

18 Jun 09	<a href="#">Navigating NSPS for Supervisors</a>
13 Aug 09	<a href="#">Navigating NSPS for Employees</a>

### **Americans with Disabilities Act (ADA)** **Amendment**

The American's with Disability Act (ADA) of 1990 offers protection from disability discrimination for American workers. On 25 September 2008 the ADA was amended. The amendment becomes effective on January 1, 2009. Listed below are the major revisions to the ADA:

- Directs the Equal Employment Opportunity Commission (EEOC) to revise that portion of its regulations defining the term "substantially limits";
- Expands the definition of "major life activities" by including two non-exhaustive lists: (1) the first list includes many activities that the EEOC has recognized (e.g., walking) as well as activities that EEOC has not specifically recognized (e.g., reading, bending, and communicating); and (2) the second list includes major bodily functions (e.g., "functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions");
- States that mitigating measures other than "ordinary eyeglasses or contact lenses" shall not be considered in

assessing whether an individual has a disability;

- Clarifies that an impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active;
- Provides that an individual subjected to an action prohibited by the ADA (e.g., failure to hire) because of an actual or perceived impairment will meet the "regarded as" definition of disability, unless the impairment is transitory and minor;
- Provides that individuals covered only under the "regarded as" prong are not entitled to reasonable accommodation; and
- Emphasizes that the definition of "disability" should be interpreted broadly.

Above information available at [www.eeoc.gov](http://www.eeoc.gov). For more information on the changes to the Americans with Disability Act please contact the EEO office at 243-8163.

### **MLC/IHA ANNUAL LEAVE** **SCHEDULING**

Annual leave for Master Labor Contract (MLC) and Indirect-Hire Agreement (IHA) workers is designed to be used within a calendar year or contract year. It is very important that approving managers

and supervisors adequately and diligently plan and schedule annual leave for their employees since concentration of leave at the end of the leave year may result in the loss of leave entitlement for the employee. Employees, supervisors and managers are highly encouraged to prepare a Tentative Annual Leave schedule at the beginning of each calendar year in order to avoid the aforementioned situation. Managing your employees' leave schedule enables management to plan workload accordingly throughout the leave year. It is both employees' and supervisors' responsibility to monitor leave usage. While supervisors are expected to make it possible for employees to use their annual leave, supervisors also reserve the right to consider rescheduling employees' requested annual leave for operational necessity. Rescheduled leave must be agreed upon by the employee. Detailed procedures on how to handle denied leave requests and how to monitor rescheduled leave is available at your local servicing HRO.

### **Employee Engagement-Vital To the Continued Success of Agency Missions**

Employee engagement is a heightened connection between employees and their work, their organization, or the people they work for or with. In many cases, engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them.

Competitive pay and benefits along with a healthy work-life balance all help to increase employee satisfaction. But, unless employees feel a special bond with the employing organization, they may not be highly engaged and may not put forth the extra effort typically needed to improve organization results.

In an atmosphere of continued management focus on improving results within tight budgets, increasing numbers of retirement-eligible employees, and an increasing struggle to find and attract top talent, developing work environments that attract that talent—and engaging it once it is in place—is vital to the continued success of agency missions. Below are examples on how to engage employee's from the first day they arrive to work and continue to keep them engaged throughout their tenure:

**Show employees they are valued from their first day on the job.** If seemingly little things are done correctly during the start of an employee's tenure, the employee will most likely be easier to engage. For example, is there someone to greet the new employee and show him or her the ropes for the first several days? Does the new employee have meaningful work to do on the first day of work?

**Stimulate employee commitment.** Supervisors should inspire employee commitment by showing employees how important their work is, demonstrating an interest in developing their employees, and encouraging them to take ownership of their work.

**Manage performance with the attention it deserves.** Supervisors must provide the appropriate guidance and feedback to employees during each of the different performance management phases to include providing informal feedback on an adhoc basis.

**Establish a clear line of sight from the employee to the larger work unit.** Managers should use their agency's performance management process to establish a clear line of sight from the employee to the larger organization so

individual employees know the organization's mission and goals and how they contribute to their fulfillment.

**Mentor employees.** Organizations should put mentoring programs in place to help employees define their role in the organization and to better assimilate new employees into the organization.

**Recruit and select supervisors to supervise.** Organizations should recruit and select supervisors based on their supervisory-related abilities or potential rather than simply being a subject matter expert —part of which should be the ability to engage subordinates.

First-level supervisors are an important influence on their subordinates' level of engagement in several ways. Most importantly, first-level supervisors have a direct effect on the input an employee provides to the organization. For instance, supervisors who are successful in communicating job expectations, making good use of their employees' skills and abilities, appropriately rewarding and recognizing employees, and treating employees with respect while valuing their opinions will in most cases lead a work force that is more highly engaged; thus, improving the overall performance of the organization.

In any organization, a clear focus on good daily management practices may become lost among ever-shifting priorities and increasing pressures for improved results. By understanding and examining the link between employee engagement and organizational effectiveness, managers can refocus attention and energy on management practices that can increase the level of employee engagement. In an environment where turnover and competition for talent is high, it's essential

that each organization strive to engage each an every one of their employee's as it's one of the key ways to maintain an effective and constantly improving organization with low turnover.

It is important to remember that different approaches will increase the level of engagement of different employees, and that not every recommendation may be a good fit with every organizational culture. A collaborative approach between managers, employees, and human resources professionals can assist in determining the best approach for each individual organization.

### **Current and Future PAA Enhancements**

PAA version 3.0 was recently released for use for the FY09 performance cycle. Below is a list of the current and future enhancements to the PAA.

#### **Current Enhancements:**

- New look and feel
- Improved character counter
- Assessment by Job Objective
- Improved copy and paste functionality
- Enhanced Email notification process
- Easy and standardized approvals and acknowledgement processes
- Ability to copy plans from year to year
- Track Progress page
- Mass Update functionality
- Better Reports

**Future Enhancements:**

- Ability to transfer PAA records between component/agencies
- Pay Pool Manager/Panel View PAA Information (to support pay pool deliberation process)
- Trusted Agent
- Multi-tiered PAA Correction Process
- PAA Mass Approvals functionality
- Special Purpose Rating
- Mock Pay Pool Tab with purge capability
- My Journal (Employee)
- Guest Rater/Reviewer

For question regarding the enhance or any questions related to the PAA, please contact your servicing performance management consultant.

**HR Program and Site Contact Info**

Operations (US Staffing and Classification Division) 243-9343

EEO Division 243-8163

Okinawa Satellite Manager:  
634-6224

Labor and Employee Relations  
Division 243-8187

JN Employment and Classification  
Division 243-8155

Sasebo Satellite Manager 252-3661

HR Information Systems Division  
243-8191

Atsugi Satellite Manager 264-3422

**We are on the web!**

**Visit us at**

<http://hro.cnfj.navy.mil/>