



U.S. ARMY LEGAL CAREER PROGRAM NEWSLETTER



Greetings CP-56 Attorneys and Paraprofessionals,

Over the last year much changed with regard to the way we work. Many of us spent the year working predominately from home, conducted our weekly office meetings remotely via MS Teams, and mastered the use of VPN...sort of.

While there were many challenges we faced, one thing that remained constant throughout is that I continue to receive reports from across the Army about the superior work legal careerists provide to meet the needs of the Army, and I am so proud and grateful for your great work and for your continued effort!

While we hope we are well on our way to returning to more normal operations in the coming months, I know the legal careerists will continue to rise to meet the needs, whatever they may be. I very much enjoyed reading about the awards/recognitions and the paralegal features in this month's newsletter, and know that these represent just a sliver of the good work being done by our legal teammates. Keep up the great work! Also make sure you heed the advice of Mr. Tere-sinski's resiliency article and continue to "hunt the good stuff".

This year also brought the stand-up of the Army Civilian Career Management Agency (ACCMA), where career management operations are integrated under one organization and the 32 individual Career Programs have been consolidated into 11 Career Fields. The Legal Career Program is now part of the Professional Services Career Field, along with the Inspector General Career Program and the Public Affairs and Com-

munications Media Career Program. Read more specifics about the ACCMA re-organization and mission inside.

We are also excited to celebrate the one year (ish) anniversary of our Fort Riley Centralized Attorney Recruiting Cell (CARC). My original intent for the CARC was to streamline processes, ensure continuity and consistency with offices and the qualifying authorities, and "grow" HR Specialists with expert skills in civilian attorney hiring. I know many of our legal offices have reaped the benefit of our centralized approach. In case you have not had the chance to meet our excellent Lead Specialist, Mr. Tadd Sarver, he has shared information in this edition about the CARC and its mission.

Please feel to reach out to me, or my team, if you have any questions concerning any of the ongoing changes. Thanks for the work you do each and every day!

William J. Koon

Director, Civilian Personnel,
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Office of The Judge Advocate General
Functional Advisor, CP-56

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INSIGHTS ON RESILIENCY

“To tame the savageness of man and make gentle the life of this world....” Aeschylus



Mr. Jerry Teresinski
March 22, 2021
Shaker Heights, Ohio

I am deeply honored to write a little something about “resiliency.” I had written in the past for a series, *“From my home to yours...”* as a Master Resiliency Trainer for my USAR unit during the onset of the COVID-19 pandemic. Someone liked it so they let me keep writing. My opinions are wholly my own. I am apolitical and write in my civilian capacity. With this lawyer-like disclaimer placed up-front, I write. Hopefully, my words will resonate with some of you.

I was all set to fire off what I hoped would be an insightful message for CP-56 – you – the great Civilian staff that makes up one of the most critical elements of the U.S. Army. Without you, really, there is no Army, for if our NCO’s are the “backbone of the Army,” you are the heart that pumps strength into our bodies to make us all collectively strong. This month, we have passed the milestone that is the one-year anniversary of the COVID-19 global pandemic. It is important to take a deep breath, pause, and try to fight the tendency to gloss over this reality as we deal with the madness of our world. I know that some of us are like, “I am done...I am at my breaking point...I can’t do this anymore...I can’t work and take care of kids and home school any more...I need human interaction...Why can’t I go out to eat, or go to church services? How long do I have to wear a mask? Why is it that we can’t all just get our

COVID vaccines already...? Enough....” So, given what we are all going through, collectively yet separately, you can imagine that I desperately wanted to inspire with this message. Truth be told, I wrote one version right after the New Year, and was all set to send it off, but then the events of January 6th occurred, and I was frozen. I could not write. I took deep breaths, practiced my inner-grounding techniques (which I am not very good at), and in my triggered discomfort (as I watched the assault it felt like I was back in a combat zone), I asked myself, “Ok, now what do you say?” To answer that question, I frame today’s message, one that I have struggled to find. For that is all I have...this moment, in this time, and at this place from where I write in Ohio where it has been a balmy high 30’s for a few days. That message is: Take time to hunt the good stuff; seek inspiration; and, practice mindfulness.

Hunt the Good Stuff

After some thinking on the issue, I remembered something I wrote in the Summer of 2020 which is just as applicable now as it was then. We should strive to “Hunt the Good Stuff” by practicing daily gratitude. Research shows that the deliberate act of listing just three things that we are grateful for each day promotes positive emotions, increases creative thinking, and helps to overcome the “negativity bias” (the tendency to pay more attention to the bad than the good). By hunting the good stuff, we become more resilient. The reality is though that in the challenges we face, we still have to figure out a way to be “uncomfortable” in the unknown and our daily challenges. This is not easy. Life is messy. It always has been. But it is life. We are alive and we feel, we hurt, we laugh, we feel joy, we cry, we experience moments of doubt, we try to control it all, but can’t – yet somehow, we endure. By carving out time for gratitude, we are better prepared to navigate life’s challenges.

Seek Inspiration

The words of John and Robert Kennedy about leadership, courage, seeking excellence, and giving back to society inspired me to go into public service. All these years later I find that when I am running on fumes, it is hard to stay focused on my original intention of serving the greater good. The words and writings of personal role models, such as Dr. Martin Luther King, who had the most incredible ability to reach down into our souls with

his emphatic delivery of words, serve as a reminder to seek to remedy injustice. But inspiration can also be found in the words and actions of those around us. For me, these everyday influencers include the crossing guard at my kids' school, a retiree, who goes out there in snow, rain, and sleet to make sure that all the kids on his watch are safe crossing the street; my fellow Soldiers; Moms and Dads; coaches; teachers; health-care workers; and, even my kids whose innocent questions and words cut right to the heart of the matter and remind me of my humanity. You do not have to look far to find inspiration to know what to "do with the moments we are given."

Slow Down

Indeed, some present-day inspiration comes from the words of Dr. Janell MacAuley, a U.S. Air Force veteran, who encourages practicing mindfulness as a means to achieve high performance under stress.¹ Dr. MacAuley defines mindfulness as "paying attention to the present moment intentionally in a non-judgmental way." Practicing mindfulness helps us to better focus on the present task so that we don't miss what matters most in our lives: our children, our families, our friends, our health, those we love, our messy selves, and our better selves. Indeed, a critical part of being a resilient person is all about being able to bend, not break, to live in the unknown amidst uncertainty. But, because mindfulness is a mental exercise akin to doing pushups for our brains, Dr. MacAuley notes that the more you practice it, the more it is available in times of stress.

And so, in light of recent events, the last sentiment that I leave you with is one inspired by the American University Commencement Address delivered by President John F. Kennedy wherein he challenged each of us to examine our own inner attitudes about the problems we are facing. Dealing with the unknown challenges about the reality of nuclear war with the Soviet Union, JFK urged us (and I paraphrase) to realize that our differences as individuals are not unsolvable if we are not blind to them while still paying attention to our common interests. By focusing on the areas of our lives that we have in common, we may at least make the world safe for diversity....

"...For in the final analysis, our most basic common link is that we all inhabit this small planet."

We all breathe the same air. We all cherish our children's future. And we are all mortal."

— John F. Kennedy, June 10, 1963

Through mindfulness, optimism, our own discomfort, and gratitude for being where we are, in this moment, at this place, and in this time...we can work towards making the place where each of us reside and work, just a little bit better for ourselves, our children, our co-workers, those we disagree with, and for all those we encounter. In our resiliency, we can bounce back, and help those who need our help, and enable our great country to continue to always bounce back from its challenges, to bend, and not to break. Indeed, we all are mortal and through our humanity, each of us can try "to make gentle the life of this world...."



Mr. Teresinski retired in December 2020 after 21 years as a Reserve Judge Advocate. He also served as Master Resiliency Trainer for the 13th LOD-E prior to retirement.

GETTING TO KNOW OUR CP-56 PARAPROFESSIONALS: PARALEGAL SPECIALISTS

Ms. Heather Ingram Gipson

Assistant Chief, CP-56

Manager, Military Spouse Attorney Hiring Program

This edition of the Newsletter continues featuring the paraprofessionals who are part of the Army Legal Community. This time, we focus on Paralegal Specialists (0950 Occupational Series).

Distribution of Paralegal Specialists (0950) in CP-56



■ JALS ■ USACE ■ AMC ■ OGC

With a population of more than 500 Civilians encumbering paralegal positions, these teammates represent the second largest occupational series in CP-56. Paralegals from each of the four Qualifying Authorities generously shared their time and thoughts about their work as Army Civilian paralegals. These talented team members bring a depth and

¹ If you have not had the chance to hear Dr. Jannell MacAuley's TEDx Talk, I encourage you to check it out on YouTube.

breadth of professional experience to the Army Legal Offices where they work.

According to OPM, specialists in the 0950 series perform wide-ranging roles—to include analyzing the legal impact of legislation and administrative and judicial decisions on agency programs; researching legal opinions on matters of interest to the agency; and, analyzing requests for information under the provisions of various acts. These legal support duties require discretion and independent judgment in the application of a specialized knowledge of laws, precedent decisions, regulations, agency policies and practices, and judicial or administrative proceedings. Knowledge to become a paralegal may have been gained from a formalized classroom setting, or professionally supervised, on-the-job training. As will become clear in the course of this article, paralegals possess a wealth of a practical knowledge related to the agency's substantive programs.



Ms. Sarafina Maraschino
Paralegal Specialist (Tribal Liaison)
Office of Counsel
U.S. Army Corps of Engineers
San Francisco District

Ms. Maraschino joined USACE in 2011 as a paralegal intern. Early in her paralegal career, Ms. Maraschino took a USACE Cultural Resources Course and participated in developmental assignments working with archaeologists. After completing a Masters of Jurisprudence in Federal Indian Law in 2018, Ms. Maraschino's portfolio shifted to the Tribal Liaison role. The work she performs may best be described as a fascinating blend of diplomacy, history, law, water law, and archaeology. Ms. Maraschino put it best by describing the diplomatic work she performs as Tribal Liaison as "authenticity, honesty, and hope working together."

Ms. Maraschino explained that each USACE District Office has a designated Tribal Liaison. Nationwide, there are more than 570 nationally-recognized Tribes. California is home to 109 nationally-recognized Tribes in addition to many non-federally recognized Tribes. If a civil works project involves a property subject to Section 106 of the *National Historic Preservation Act*, many stakeholders are brought in to discuss how to minimize those impacts to ancestral lands—including Tribal leaders and their representatives; cultural resource specialists; archaeologists; state

entities like the State Historic Preservation Office in California (if the project is on non-federal land); attorneys; program managers; and, regulators. As Tribal Liaison, Ms. Maraschino seeks to bridge the divide by proactively connecting with Tribes early on in a project and seeking to understand each Tribe's perspectives and unique sensitivities.

When asked what is the one resource she regards as essential to her job, Ms. Maraschino responded "the support of my supervisor—I cannot do it alone." According to her, that support goes all of the way up the counsel chain and throughout her office where she works closely with talented USACE attorneys. USACE's annual *Consulting On Tribal Nations* course—which is open to all federal employees—has also helped Ms. Maraschino perform her duties. That course includes content on conflict resolution strategies; substantive law; and, panel discussions featuring Tribal representatives.

Ms. Maraschino encourages members of the CP-56 Community to familiarize themselves with Federal Indian Law. Such an understanding may prove to be particularly important in light of the U.S. Supreme Court's recent decision in *McGirt v. Oklahoma*, 140 S. Ct. 2452 (2020). In this landmark case involving a question of Tribal sovereignty, the majority held that land reserved for the Muskogee (Creek) Nation by U.S. treaties during the 1830s remains "Indian Country." As a consequence, Native Americans charged with major crimes (as defined by the Major Crimes Act) on lands guaranteed to Tribal Nations are subject to federal, not state, jurisdiction. As a result of this decision, questions of Tribal sovereignty are being considered in a different light.



Ms. Andrea Taylor
Contract and Fiscal Law Paralegal Specialist
OSJA, HQ, U.S. Army Intelligence and Security Command
Fort Belvoir, VA

Ms. Taylor came on active duty in the Army in 2003 as an Ammunition Specialist. In 2007, she was re-classified as a paralegal. Ms. Taylor has served as a Civilian paralegal with INSCOM since 2019. She has not observed a tremendous difference between her work as a civilian paralegal compared to her time on active duty. However, Contract and Fiscal Law is not an area where most active duty paralegals work. Given that, on-

the-job training and guidance from her supervisor and attorneys in her office have been critical to her success as a Civilian paralegal. According to Ms. Taylor, the pace in her office is non-stop as she and her team work to ensure that the correct “Color of Money” or Appropriation Category is being applied to financial accounts. Everyone in the office works hard to support one another as they perform this critical, albeit technical, function.

Ms. Taylor adapted quickly to the new working conditions brought on by the COVID-19 pandemic. The three OJSA paralegals rotate administrative roles in the office weekly and telework from home during their two weeks teleworking. Ms. Taylor has found that this arrangement provides the best of both worlds—work and home with family.

She advised members of the Army Legal Community to not be afraid to reach out to people in the JAG Corps directory for help—regardless of that person’s rank. In her experience, supervisors, colleagues, and mentors are more than willing to lend a hand or share their expertise. In her words, “it is better to reach out than be lost.” Ms. Taylor reminds us to also be willing to offer the same help to other colleagues.



Ms. Rhonda McKinzie
Paralegal, Ethics and Fiscal
Practice Group
Office of General Counsel
Pentagon

Ms. McKinzie has the distinction of being the paralegal interviewed for this article who has been with the Army for the shortest period of time—just two weeks. However, she brings a wealth of experience gained by years working as a paralegal in both the private and public sectors. Ms. McKinzie worked in private practice with a firm specializing in accident reconstruction—and even studied accident reconstruction herself. She also supported Administrative Law Judges for the Texas State Office of Administrative Hearings—an experience that she describes as “amazing.” Within the federal government, she has done FOIA work for the US Citizen and Immigration Services; served as a Legal Assistant in the United States Attorney’s Office for the Western District of Kansas; worked at Housing and Urban Development; and, just prior to coming on board with the Army, she worked in the Office of Counsel for Commandant of the Marine Corps at the Marine Corps Headquarters. She is proud to

have served on active duty in the Marine Corps and is prouder still to have raised two Marines.

Ms. McKinzie notes that paralegals come to the field from all different backgrounds. Because it is a position found all across the federal government, there is seemingly no limit to the types of work that paralegals can perform. In the Office of General Counsel, Ms. McKinzie supports six Ethics and Fiscal Law attorneys. Ms. McKinzie praised the Army HR/Admin/IT Team as “simply amazing” given how quickly she had an email account, office access, and a cell phone. In her words, “In order to do your job, you have to have the tools to do your job.” She appreciated how quickly she was equipped to get to work.

Ms. McKinzie has observed that attorneys today are looking more to paralegals for collaboration. According to her, adaptability is key to success as a paralegal. The best way to learn the heart of what a paralegal does is to seek out internships or other opportunities to work with attorneys. She encourages other paralegals to “Never stop learning” when it comes to expanding their skills and knowledge. One thing that she enjoys about her work is that “You are always learning.”



Ms. Marcy Harper
Paralegal Specialist
IMCOM OSJA
Joint Base San Antonio, TX

Ms. Harper has been a civilian paralegal with the Army for twelve years. A veteran of the Air Force, Ms. Harper worked in personnel affairs and once served as the Assistant Chief of Casualty Assistance in the HQ Air Force Personnel Center. Her first job with the Army was in 2004 when she worked for the Army Installation Management Command West Region as an executive assistant. Shortly afterward, she moved to legal, working as a Legal Assistant-GS0986 and then a management and program analyst-GS0343. Ms. Harper has observed that this progression is common where one might start as a legal assistant or administrative specialist before moving on to paralegal work.

Ms. Harper emphasized the importance of training—whether it’s a paralegal course; a law class; learning how to use WestLaw or LexisNexis; or, the Paralegal Certification Course she took at the University of Texas San Antonio. Ms. Harper encourages other paralegals to take advantage of training opportunities offered by the legal career

program, such as the online Paralegal Certificate Course from the Center for Legal Studies, which is typically offered annually. Although the application window for the five centrally-funded paralegal courses offered this year has already closed, paralegals interested in attending future courses should keep an eye out for competitive professional development opportunities from the CP-56 office.

Ms. Harper's most important professional resources are her supervisor and attorneys who are willing to take the time to answer her questions. According to her, "Paralegals can be a great asset for attorneys, we are willing and more than happy to do research or any other tasks to free up attorneys so they can take care of other pressing matters. Successful paralegals usually have great supervisors and attorneys who readily take time to answer questions or explain exactly what they need, in turn they are provided the best possible product."



In interviewing the paralegals featured in this article, common threads repeatedly emerged that merit comment. Each of these Army Civilians have fully embraced a "life-long learner" mindset by actively seeking out training or other developmental opportunities to expand their skills. They all emphasized the importance of professional collaboration with colleagues. Ms. Andrea Taylor put it best, "it is better to reach out than be lost." Finally, they all noted the critical role that their supervisors play in their success—through mentorship; taking time to invest in the collective knowledge of their offices; and, by supporting their continued desire for professional development. A tremendous thanks is owed to Ms. Sarafina Maraschino, Ms. Andrea Taylor, Ms. Rhonda McKinzie, and Ms. Marcy Harper. Not just for taking the time out of their busy schedules to participate in these interviews; but, for also sharing the benefit of their years of expertise with the rest of the Army Legal Community.

Keep up with the latest information on CP-56 Competitive Professional Development opportunities:

www.facebook.com/armycp56/

www.jagcnet.army.mil/Sites/CP56.nsf

On MilBook: Career Program 56 Legal

CP-56 AWARDS & RECOGNITIONS

Mr. Levi Hookano, Chief of Client Services at Schofield Barracks, Hawaii, took office as the President of the Hawaii State Bar Association. Mr. Hookano will serve for one year as president of this mandatory Bar of over 8,000 members.



Ms. Krystal Green (pictured below), Passport and Visa Specialist for the Security Assistance Command, was recognized by the Deputy to the Commanding General USASAC for her outstanding performance in the USASAC Washington Field Office Passport Facility

during the COVID-19 Pandemic. Ms. Green navigated the combined challenges of the summer PCS cycle; delayed processing times at U.S. State Department and embassies; and, an office that was short-handed. According to supervisor, Steve Nosbisch, Ms. Green "always maintained a positive attitude and is the definition of what it means to be a team player."

Mr. Peter Vint published a book *Baghdad Hot: A Vietnam Veteran Returns to War in Iraq*, a memoir of his Army Active Duty JAG Tour in Iraq in 2005. Mr. Vint currently works as a civilian attorney in the Contracts and Fiscal Actions Divi-

Peter Vint



sion at OTJAG. (Recognition of Mr. Vint's publication is not an endorsement of the book or content contained in the book).

Ms. Sasha Jones, Legal Assistance Attorney at Ft. Lee, VA, was recognized by Major General Stuart W. Risch during

a recent Article 6 visit for her outstanding service. In addition to providing legal services to clients, Ms. Jones also trains Drill Sergeants, battalions, and brigades on the military certification process, which is unique to military naturalization. This streamlines the process for Soldiers to submit their USCIS applications prior to graduating from AIT.

Ms. Jones is pictured right with the Ft. Lee Client Services Division Team at an event prior to COVID-19 (from L to R): Ms.



Japannett Webber; Mr. Kevin Fritz; Ms. Lovely Thomas; Ms. Sasha Jones; Mr. Timothy Hamilton; and, Ms. Jane Hansch.

Mr. Matthew Lamar (pictured below), MEB Paralegal in the Office of MEB Soldiers' Counsel, Office of the Staff Judge Advocate at Ft. Leonard Wood, Missouri was recently presented with his 5-year length of service

award by hospital commander, COL Aaron Pitney.



CONGRATULATIONS TO EVERYONE **FEATURED IN THIS EDITION!**

Please share any milestones, awards, and accomplishments with the CP-56 Community. Send photos and write-ups to CW2 Nicole Redmond nicole.r.redmond2.mil@mail.mil

CP-56 CAREERISTS COMMENT ON COMPETITIVE PROFESSIONAL DEVELOPMENT

To date, 60 Army Legal Careerists have attended CP-56 funded training in FY21. Some of these participants agreed to share their impressions and key takeaways from these virtual courses. Thank you to Ms. Michelle Dexter, Mr. Max Wilson, and Ms. Nancy Waldron for sharing what you learned!

AMERICAN LAW INSTITUTE (ALI) **CLEAN WATER ACT (CWA) 2020**

Ms. Michelle A. Dexter
Energy & Environmental Contracts Attorney
Mission & Installation Contracting Command (MICC)

KEEPING YOUR HEAD ABOVE WATER

The Career Program 56 (CP-56) centrally funded the cost of tuition for the American Law Institute (ALI) Clean Water Act (CWA) 2020 training. Although the training was only two half-day webcasts in December 2020, ALI did an outstanding job providing a comprehensive review of emerging programmatic and regulatory developments affecting the protection of the nation's waterways and wetlands. Topics included recent court decisions, environmental justice, pipeline litigation, and examination of CWA Section 404 permits and the new Section CWA 401 certification rule.



Key Takeaways from the CWA December 2020 Training:

A narrower definition of Waters of the United States (WOTUS) replaces pre-2015 WOTUS regulations and guidance. Why is the definition of WOTUS important? WOTUS establishes the geographic scope of the CWA as “navigable waters” is defined under the statute as “the waters of the United States, including territorial seas.” Notably, the CWA does not define WOTUS, leaving clarification to the agencies. Since the 1970’s the Environmental Protection Agency (EPA) and the Army Corps of Engineers (USACE) have defined WOTUS through regulations.

In April 2020, EPA and USACE finalized a regulation redefining WOTUS in response to the February 2017 Executive Order 13778. Under the Navigable Waters Protection Rule (NWPR), WOTUS includes four categories of jurisdictional waters: 1) territorial seas and traditional navigable waters (TNW); 2) tributaries; 3) lakes, ponds, and impoundments contributing surface flow to a TNW in a typical year; and 4) adjacent wetlands. Unlike the past, Interstate waters are not categorically WOTUS. The NWPR incorporates exclusions similar to those in the 2015 Clean Water Rule. Another change is that generally, the NWPR does not view any type of ephemeral water (waterbody that exists for a short period following rain or snowmelt) as WOTUS.

Section 401 requires federal permitting authorities to obtain state or tribal certification that discharges to surface water will comply with their water quality requirements. The new EPA rule limits the scope of the Section 401 certification. States and authorized tribes are directed to limit their review to the water quality impacts resulting from the point source discharges associated with the project that is the subject of the federal licensing or permitting process. States and tribes may not base conditions or denials of certification on considerations other than water quality itself (e.g., GHG Emissions, transportation impacts, etc.) Conditions must be necessary to assure that the discharge will comply with water quality requirements, and denials must be based on the inability to determine that the discharge will comply with water quality requirements. States and tribes are required to document the connection between conditions or denials and state water quality requirements. States and tribes can waive this requirement, and if they do not act

within “a reasonable period of time after receipt” of the request for certification, waiver is automatic. The reasonable period of time may be established by the federal permitting authority on a case-by-case basis, but may not exceed one year. The meaning and reach of the CWA’s requirements may change as a result of legal challenges; consequently, continued training, such as this webcast, is essential to keeping your head above water.

Mr. Max Wilson

Assistant Counsel

Environmental Law and Regulatory Programs

Office of the Chief Counsel

US Army Corps of Engineers

I was quite impressed with the Clean Water Act ALI CLE 2020 course. Given the substantial rulemakings that were finalized in the year leading up to the course and the ensuing litigation challenging those changes, there was ample material to cover. The speakers did a nice job providing an overview of the changes and the status of the cases challenging the rules. However, what I found especially interesting was the different speakers’ perspectives on the changes and what a new incoming administration might do with respect to the rules. These perspectives represented a diverse range of stakeholders, from non-governmental environmental organizations, trade groups, private industry, and newly-former government officials. The speakers also addressed how the transition to a new administration would be managed within EPA and addressed several areas that are likely to be a particular focus under President Biden, such as environmental justice. The content was timely, informative, and will enable me to provide better advice to my agency in this time of significant change.



PRACTICE BEFORE THE MSPB: TAUGHT BY THE EXPERTS

Ms. Nancy Waldron
Attorney-Adviser
U.S. Army Security Assistance Command,
Redstone Arsenal, Alabama

"Know your enemy and know yourself and you can fight a hundred battles without disaster." Sun Tzu's quote is nicely applicable to a professional development training that prepared labor law practitioners to do "battle" at the Merit Systems Protection Board (MSPB). The substantive material helped attendees better know their craft, and the practice tips imparted by the trainers, who largely practice as employee representatives, gave insight into the "enemy" (opposing counsel). I was a fortunate and grateful recipient of CP funding to attend the four-day course Practice Before the MSPB: Taught by the Experts. The claim of being taught by the experts was not an overstatement; instructors included legendary authors Peter Broida and Ernest Hadley of the storied labor law texts, as well as preeminent labor law attorney Gary Gilbert; current and former MSPB judges; and a former general counsel of the MSPB.

The course was a perfect mix of substantive material and pragmatic tips. It offered an overview of MSPB litigation, as well as a fairly comprehensive review of regulatory and case law. It covered the hot topics of the day, with a long section on my least favorite, but important subject, of Whistleblowing Protections. The section on effective discovery and addressing discovery disputes was timely and most helpful to me. The ethics block addressed issues of client communications, candor before the tribunal, civility, and settlement matters, with real life examples specific to the practice of labor law.

Instruction via Zoom proved to be very effective. I actually found this platform more conducive than in-person to asking questions and getting them answered efficiently. All I had to do was email the question to the course facilitator and it was passed on to the presenter. I asked several questions that were of current relevance to me (framed them as hypotheticals, of course.) One question even had the experts scratching their heads, which was just a reminder that there is always something new to learn in the practice of labor law.

One of the most valuable aspects of the training was gaining insight from our rivals who represent the other side. Some of them shared how they assess a case before deciding to take it on (if only we had that luxury!) The mock witness questioning session was a lot of fun. It was useful to watch the expert handle a difficult witness, and then listen to his explanation afterwards of why he approached the witness the way he did.

This was fantastic training that helped me better to know myself and my stuff, and to penetrate behind the lines of the enemy camp, so that I can successfully carry the Agency battle flag before the MSPB.

CIVILIAN EDUCATION SYSTEM CONFESSIONS

Ms. Heather Ingrum Gipson
Assistant Chief, CP-56
Manager, Military Spouse Attorney Hiring Program

When I became an Army Civilian in 2018, there was so much that I did not know about Army culture. Although I spent many years practicing law outside of the Federal Government, things such as Army Acronyms, writing styles, and organizational structure perpetually confused me. Confession #1: The first time my Army Team Lead emailed a request for an EXSUM, I panicked as I scrambled to figure out "What is an EXSUM?". Thankfully, my colleagues came to the rescue and walked me through what needed to be done. Confession #2: Much like how I once carried around a pocket "Black's Law Dictionary" during the first year of law school, I now have a glossary of Army acronyms next to my desk for quick reference. These somewhat embarrassing confessions illustrate the critical importance of taking time to proactively engage in opportunities intended to assist with Army acculturation. The Civilian Education System (CES) Foundations Course is one way to do so. That course covers the following subjects:

- The Role of an Army Civilian
- Core Values
- Problem Solving
- Flexibility and Resilience
- Written Communication
- Customer Service
- Continual Development
- Risk Management

Did you know that the Foundations Course is required for all Civilians hired after September 2006? Confession #3: Just shy of three years into my Army career, I am finally a mere one module away from completing the course. Confession #4: I wish that I would have taken the Foundations Course earlier. Having a baseline understanding the subjects covered could have saved me from the "EXSUM Incident" as well as numerous other "white knuckle moments" over the past three years. The Foundations Course provides an excellent introduction to Army newcomers and it also serves as a great refresher for experienced colleagues.

The great news is that all CES classes will be offered virtually for the remainder of FY21. You can apply for the Foundations Course through the [CHRTAS](#) site. The course is delivered through the Army Learning Management System which requires a CAC-enabled computer to access all modules and exams. Prior to beginning some of the lessons, students may take a "Pre Class Assessment" to test out of participation. Once enrolled, participants have 180 days to complete the six training modules containing ten lessons.

The Army is currently transforming the way that it acquires, develops, employs, and retains talent. This effort will bring many newcomers with diverse professional backgrounds to our teams. For those who have been Army Civilians for a while, it is easy to forget how disorienting Army culture can be to a newcomer. By supporting colleagues as they make the time to complete the Foundations Course, we ensure that we all have the tools needed to get the job done.

If you have any questions about the Foundations Course, please contact your supervisor or a member of the CP-56 Team.

FREE TRAINING OPPORTUNITIES

The smaller CP-56 training budget this year has resulted in fewer centrally funded training opportunities. However, there are free resources that we would like to highlight that maybe useful to you and your careers. For example, **The National Institute for Trial of Advocacy** has helpful materials available on its website at: www.nita.org, under the Resources tab, including webcasts, podcasts, and a blog that details pre-trial and trial strategies. Examples of current webcasts include Virtual Trials: Tips, Tricks, and Things to Think About Moving Forward; The Ethical, Effective Way to Witness Preparation; The Art and Science of Closing Arguments; Making Boring Direct Examinations Come Alive in the Courtroom; Opening Up Witnesses: Practical Guidance for Depositions. NITA also provides a free weekly trial tip newsletter, with subscription available on its website. **Please feel free to share additional resources with our office!**

Keep an eye out for upcoming CP-56 Competitive Professional Development opportunities:

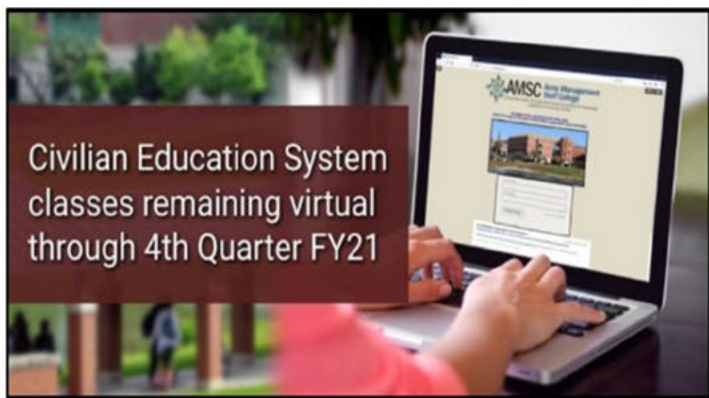
www.facebook.com/armycp56/

www.jagcnet.army.mil/Sites/CP56.nsf

On MilBook: Career Program 56 Legal

2021 SENIOR ENTERPRISE TALENT MANAGEMENT ENTERPRISE & TALENT MANAGEMENT PROGRAMS

The 2021 Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) Programs are accepting applications for training opportunities in 2022. The application window opened on 1 March 2021 and will close on 15 May 2021. Just log into the SETM automated system <https://hr.chra.army.mil/setm> to apply for these great opportunities for permanent Army Civilians in grades 12 -15 and pay band equivalents.



WE'RE LOOKING FOR...

Subject Matter Experts!

Do you have a particular area of professional expertise?

Are you interested in facilitating a "Lunch & Learn" via MS Teams to share that expertise with your CP-56 colleagues?

If so, contact your CP-56 Team!

Ms. Sarilyn Leary

sarilyn.h.leary.civ@mail.mil

Ms. Heather Ingrum Gipson

heather.s.gipson.civ@mail.mil

THE CENTRALIZED ATTORNEY RECRUITMENT CELL



YOUR TEAMMATES ON THE FRONT LINES OF ATTORNEY HIRING

Mr. Tadd Sarver,
Lead HR Specialist, CARC
Ft. Riley, Kansas

The Centralized Attorney Recruitment Cell (CARC) was established in an effort to provide the Office of The Judge Advocate General (OTJAG) and Army Materiel Command (AMC) a specialized team of Human Resources professionals dedicated to the effective recruitment and classification of attorney vacancies throughout their respected legal offices. Through quality customer service, and an outstanding partnership with our customers, we have been able to streamline the attorney hiring process and develop a wealth of knowledge and experience that is focused on the needs of the organizations we service. Because of the efforts of our team, combined with those of our qualifying authorities, we have been able to reduce the fill time for Attorney vacancies by 15%. While this is a great achievement, we're aiming to improve this by even more in the future.

Mission: The CARC provides timely and consistent hiring of Civilian attorneys through the delivery of specialized recruitment and classification HR services, in support of the highly professional and committed members and leaders of the Army legal professions.

Vision: The premier provider of effective, timely, innovative and results-oriented human resources

services in support of the dedicated Army legal professionals of today and tomorrow, at home and abroad.

Feedback from CARC Customers has been overwhelmingly positive. The CARC Members all have had the customer rating of "Excellent" in the areas of Employee/Staff Attitude, Timeliness of Service, and Hours of Service. Here are just a few comments from customers about their experiences working with the CARC:

"This is by far the most efficient and supportive CPAC team I've ever encountered! Many, many thanks!"

"Other hiring managers are now jealous of the service we receive from the CARC."

[This] "is just the type of professional the U.S. Army needs on the front lines the civilian-hiring/onboarding process."

"This is truly one of the best military organizations I've ever worked with in terms of professionalism and skill at what they do."

"I love that we have the CARC! It has made my life and the process much easier. Of course there were some growing pains but once those issues got smoothed out we haven't looked back!!"

"This cell has been heaven sent....The cell is knowledgeable, quick, and customer service driven."

CARC MEMBERS

Director: Jacquelyn Frederick

Lead HR Specialist: Tadd Sarver

Recruitment HR Specialists: Amy Gaston, Christine Kirby, Mindy Smith

Classification HR Specialists: Wesley Crouch, Lori Domina

HR Assistant: Betty Franco-Addison

Contact the CARC Team at usarmy.riley.chra-sw.mbx.carcinquiries@mail.mil

What is the Army Civilian Career Management Activity?

Created in October 2020, the **Army Civilian Career Management Activity (ACCMA)** is revolutionizing talent management—the integrated, strategic process to get the right talent on board, grow that talent, and meet individual and organizational objectives. By integrating Army career programs with development assets, Army Civilians will have the tools to plan their career trajectory and achieve their goals. FY21 is a transitional year as ACCMA targets an October 2021 FOC.

ACCMA IS

- **Modernizing** the Army's approach to talent management and development as a fully engaged partner in providing input and decision-making for human capital actions and policies affecting our workforce.
- **Serving** as an integral component of the Army People Strategy Civilian Implementation Plan.
- **Facilitating** the transformation of Army Civilian processes and practices to ensure that Army Civilians are the most ready, professional, diverse, and integrated federal workforce.

ACCMA ORGANIZATION

With oversight from ASA (M&RA) and nested under **Civilian Human Resources Agency (CHRA)**, ACCMA promotes collaboration for shared functional areas and career planning across career fields.

The Legal Career Program is part of the Professional Services Career Field, along with the Inspector General and Public Affairs and Communications Media Career Programs.

These 11 ACCMA Career Fields are targeted to:

- Create significant opportunities for professional growth and advancement. Collaborate to enable individual and Army-wide growth and development.
- Leverage resources to provide quality career management support to Army Civilians throughout the enterprise.
- Diversify the talent pool by actively recruiting top talent through more flexible hiring strategies.
- Increase operational efficiencies and effectiveness through a holistic approach to talent management.



**KEEP UP WITH THE LATEST ACCMA DEVELOPMENTS ON FACEBOOK:
[WWW.FACEBOOK.COM/ARMYCIVILIANCAREERMANAGEMENTACTIVITY](https://www.facebook.com/armyciviliancareermanagementactivity)**

IS YOUR OFFICE HIRING A CIVILIAN ATTORNEY?

LET US HELP.

Request a slate from the
U.S. Army JAG Corps' Military Spouse
Attorney Hiring Program

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