

THE Federal Manager

Issue 46.3 | Summer 2026

Federal Managers Association | Advocating Excellence in Public Service

A portrait of Chris Lombardi, a man with a full brown beard and mustache, wearing a dark blue suit jacket, a blue and white checkered shirt, and a blue patterned tie. He is standing in front of a large mural featuring an eagle, an American flag, and various symbols of public service. The text 'CHRIS LOMBARDI FMA MANAGER OF THE YEAR!' is overlaid on the right side of the image in large, bold, white letters.

CHRIS LOMBARDI FMA MANAGER OF THE YEAR!

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Article Submission

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



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

CONTRIBUTIONS ARE NEEDED!

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

For more information, visit: FEDMANAGERS.ORG/SCHOLARSHIPS

All donations are tax deductible.



From Our President...

UNITED BY PURPOSE AND COMMITTED TO ACTION

It is my honor to write my first President's Letter for *The Federal Manager* as the Federal Managers Association's (FMA) new National President. I am deeply grateful for the confidence and trust you have placed in me to lead this great association. As a proud FMA member for nearly thirty years – and having served as a Chapter President, Region Director, and National Treasurer – I have a deep appreciation for both the challenges we face and the meaningful work we have accomplished together. Our continued success depends on standing united and speaking with one strong, collective voice.

We left our National Convention in March energized and inspired. I hope you carried that momentum back to your chapters to motivate your members, strengthen engagement, and renew our shared commitment to FMA's mission. We owe a debt of gratitude to our national staff for their outstanding work to make our National Convention a success and platform for engagement.

This year, I ask us to focus on two key priorities. The first is expanding FMA's membership. Growing our membership is essential to remaining a strong, credible advocate for our colleagues across the federal workforce. Simply put, a larger membership gives us a stronger voice with Congress. To achieve this, we must reinvigorate dormant chapters, explore opportunities to establish new ones, encourage retiring members to remain engaged, and – most importantly – welcome new supervisors, managers, and aspiring leaders into FMA.

FMA offers tremendous value: professional networking, high-quality training, and a meaningful opportunity to influence positive change. At times, advocacy may feel daunting, but through FMA, every member can make a difference. I challenge each of you to recruit just one new member this year. Look around you for opportunities to share who we are, what we do, and the tangible policy victories FMA has achieved.

Our second priority is strengthening advocacy through our

Legislative Action Center and Action Letters. In April, we launched a successful campaign that resulted in 926 action letters sent to Congress – a great effort, and we will send even more next time! Thank you to those who participated. Action letters are one of the most effective tools we have to ensure our voices are heard. With just a few clicks, your message reaches your elected officials. Our national office tracks critical issues and crafts concise, impactful letters that clearly outline FMA's position.

Federal employees currently face the possibility of a pay freeze in 2027, and federal pay continues to lag behind the private sector. One of our key action letters urges Congress to provide a fair and competitive pay raise in 2027. The more letters sent, the greater our collective impact – and the more difficult it becomes for our concerns to be ignored by Congress.

I would also like to express my sincere gratitude to our former leaders, especially Craig Carter, whose tireless dedication and passionate service exemplified the very best of FMA leadership. His tenure as National President reflected our mission of *Advocating Excellence in Public Service*.


Now is the moment for action. I ask each of you to recommit – to your chapter, to our mission, and to one another. Recruit at least one new member. Send an action letter. Stay engaged and encourage others to do the same. When federal managers stand together, our voices carry further, our advocacy grows stronger, and our impact becomes undeniable. FMA's strength has always come from the dedication of its members, and together we can shape a stronger future for federal managers and the public service we proudly support.

I look forward to working with you as we move forward together. United by purpose and committed to action, we can – and will – make a difference! ●

Sincerely,

Linda S. Lentjes
FMA National President

COVER

A portrait of Chris Lombardi, a man with a full brown beard and mustache, wearing a dark blue suit jacket, a blue checkered shirt, and a blue patterned tie. He is looking directly at the camera. The background features a large American flag on the left and a stylized graphic of a ship's hull with an American flag on the right.

**CHRIS LOMBARDI
NAMED
FMA MANAGER
OF THE YEAR!**

The Federal Managers Association strives to promote excellence in public service and is proud to name Chris Lombardi of FMA Chapter 6, Portsmouth Naval Shipyard (PNS), Portsmouth, New Hampshire, FMA's *Manager of the Year*. He was presented the award at FMA's 88th annual National Convention and Management Training Seminar.

As the Production Resource Department Branch Head, Chris is responsible for ensuring a qualified and available workforce of more than 3,500 individuals at PNS. With 18 years in the department, Chris has risen from a tooling and parts mechanic to a subject matter expert in all aspects of resource management. His leadership has been instrumental in driving the PNS mission forward in support of our nation's Navy. During challenging periods of hiring freezes and government shutdowns, Chris was a key architect of PNS hiring events, developing strategies that enabled the shipyard to meet and exceed tough hiring goals. His innovative approach and tireless efforts ensure the shipyard is staffed with the best talent to meet its critical needs.

"Chris Lombardi embodies the ideals of leadership, service, and integrity that FMA is known for," said Jason Sargent, Immediate Past President of Chapter 6. "He excels in his professional role, strengthens every organization he is a part of, and tirelessly works to uplift those around him – whether at the Shipyard, within FMA, or in his community. His actions consistently demonstrate a profound commitment to putting people first."

The FMA *Manager of the Year* award is presented annually to an outstanding manager or supervisor in the federal government who is a member of the Federal Managers Association. A selection committee reviews three categories in determining the

winner:

- Workplace accomplishments/contributions
- FMA involvement at the chapter, regional or national levels
- Local community accomplishments/contributions

Lombardi's exceptional leadership and profound commitment to his community are rooted in a deep history of service, beginning with seven years as a U.S. Army helicopter crew chief. This military background fueled his lifelong passion for supporting our nation's veterans, a commitment that he carries into his unwavering dedication to the mission of PNS and the Federal Managers Association.

A cornerstone of Chris's leadership is his dedication to the development and well-being of others. He is a passionate instructor for Project Management Fundamentals (PMF) and First Level Supervisor (1LS) classes, sharing his knowledge to cultivate the next generation of leaders. This commitment extends to the most critical aspects of employee welfare. For seven years, Chris has been a key advocate and one of the initial instructors for the SafeTALK suicide prevention program at PNS and in local communities. His guidance has provided essential support to countless individuals in need, reinforcing a culture of care and vigilance.

Chris's commitment to the Federal Managers Association is exemplary, where he has served with distinction since 2012. His roles have included Chapter 6 Sergeant at Arms, Chaplain, and Vice President, as well as National Board Member, Region 1 Director, and National Secretary. Chris was honored with the 2021 Odell Green Award, which recognizes excellence by a member of FMA's Executive Board in the preceding year, and was a major contributor to helping Chapter 6 being recognized with the President's

Award for 2019. Chris is a leader in Chapter 6's legislative efforts on Capitol Hill and actively strengthens the chapter's community impact by coordinating FMA's annual Golf Tournament -- a major fundraiser for the Caravan of Toys.

Beyond the Shipyard and FMA, Chris' spirit of service is a powerful force in the community. For the past six years, he has led the Wreaths Across America efforts in Kittery, Maine, fundraising to lay over 900 wreaths on the gravestones of our nation's fallen heroes each year. His compassion is evident in his extensive involvement with local charities. He has been a leader in collecting toys for the Seacoast area through initiatives like "Stuff a Boat," which supported over 100 families, and the "Caravan of Toys." He has coordinated and cooked Thanksgiving dinners for veterans, picked up and delivered donations for multiple food banks, and organized visits from Veteran Affairs groups to the Shipyard to ensure veterans receive the support and benefits they have earned.

Outgoing FMA National President Craig Carter said, "I congratulate Chris on receiving the *Manager of the Year* award. I've known and worked alongside him for years, and he is a well-liked leader within FMA and at Portsmouth Naval Shipyard. Thank you, Chris, for your hard work on behalf of our members and the nation."

If you know of an exceptional FMA member who should be recognized by their peers, be sure to nominate them for the *Manager of the Year* award no later than February 5, 2027. To see all FMA award winners over the years, visit: fedmanagers.org/awards. ●



LINDA S. LENTJES ELECTED FMA NATIONAL PRESIDENT

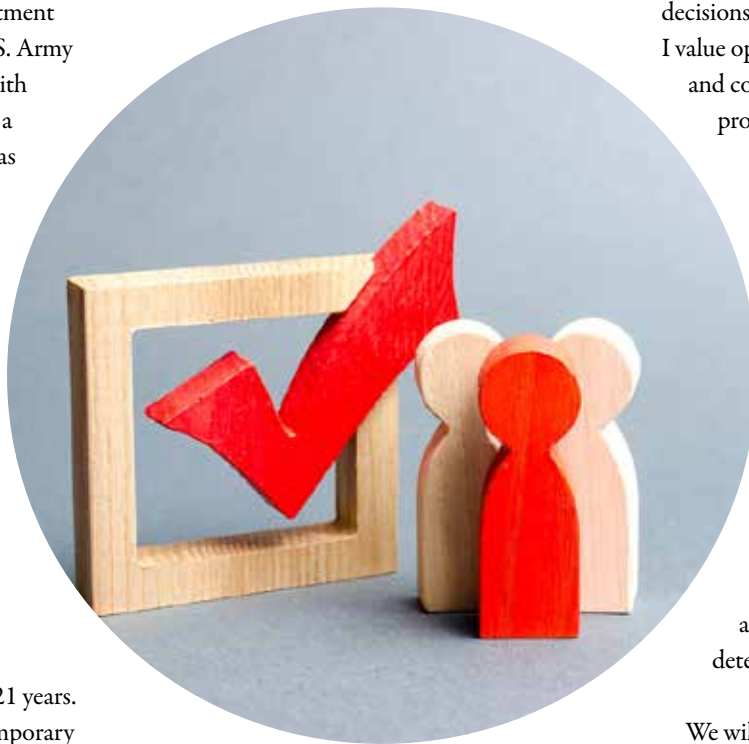
On March 23, 2026, delegates at FMA's 88th annual National Convention elected Linda S. Lentjes to the position of National President.

A 43-year veteran of the Department of Defense, including both the U.S. Army and the U.S. Navy, Linda brings with her a wealth of experience as both a supervisor and employee. Linda has held many leadership positions within the Association at the chapter, regional, and national levels – most recently as National Treasurer – prior to her election as National President.

In her professional life, Lentjes serves as Resource and Requirements Director/Comptroller with the U.S. Naval Forces Southern Command/U.S. Fourth Fleet, at Naval Station Mayport, Jacksonville, Florida, a position she's held for more than 21 years. She began her career as a GS-2 temporary administrative employee.

An FMA member since 1997, she helped establish Chapter 396, Naval Station Mayport, in 2007, where she has served as Chapter President. In addition to her recent service as FMA National Treasurer, Lentjes served three terms as Region 2 Director. She was recognized as FMA's Manager of the Year in 2022 and received the Odell Green award as the outstanding Executive Board member in 2018.

As she takes on her new role as National President, Linda is focused on two primary objectives: growing FMA through



membership recruitment, and maintaining FMA's strong presence on Capitol Hill, advocating for managers and federal employees.

“For me, leadership is defined by service, integrity, and action. It goes beyond holding a title; it means earning trust, creating opportunities for others, and accepting responsibility in the face of challenges.”

Lentjes said in a statement. “My decades of federal service have taught me that effective leadership starts with listening. Embracing diverse perspectives helps us make informed decisions that benefit the entire organization. I value open communication, transparency, and collaboration as the foundations for progress.”

As National President, Linda pledges to uphold three guiding principles:

- Accountability – Taking ownership of decisions and outcomes, maintaining the highest standards
- Empowerment – Encouraging others to share ideas, develop their strengths, and realize their potential; and
- Results-Oriented Action – Turning plans into measurable achievements through focus and determination.

We will be learning more about Linda, and all of the National Executive Board members, in the fall issue of *The Federal Manager*. We congratulate President Lentjes on taking on the mantle of FMA leadership and look forward to working with her to represent our members before Congress and the administration. We wish her the greatest success possible! ●

A hand is shown writing the words "THANK YOU for your support!" on a dark chalkboard. The words "THANK YOU" are written in large, bold, yellow chalk, while "for your support!" is written in smaller, white chalk. The hand is holding a white piece of chalk and is in the process of finishing the word "support!".

THANK YOU
for your support!

THANK YOU TO 2025 FMA-PAC SUPPORTERS!

The Federal Managers Association Political Action Committee (FMA-PAC) is the political arm of FMA and the only way FMA can contribute to political candidates. The access FMA-PAC contributions provide has assisted FMA in making positive contacts and impressions with members of Congress and their staffs on issues of importance to our members. FMA-PAC provides FMA members an opportunity to build and strengthen those relationships. Funds are crucial to helping the association build a more visible presence and maintain its healthy stature on Capitol Hill.

FMA-PAC would like to thank all of our 2025 contributors, as well as those who participated in the raffle during our 88th annual National Convention and Management Training Seminar. The donations from the FMA members and chapters listed below allowed FMA-PAC to closely meet its goals for the year, although there is always room for improvement. From all of us at FMA-PAC, a hearty THANK YOU!

Executive Circle – \$500 (and above)

The following individuals donated \$500 or more to FMA-PAC.

Linda Lentjes, Chapter 396
 Chris Lombardi, Chapter 6
 Patricia Niehaus, Chapter 167
 Christine Parker, Chapter 121
 Jason Sargent, Chapter 6
 Vince Stamper, Chapter 14
 Chapter 3



Chapter 6
 Chapter 191
 Chapter 208
 Chapter 275

Additionally, the following individuals or chapters donated to FMA-PAC.

Sarah Beiswanger, Chapter 275
 Nicholas Boyle, Chapter 3
 Kelly Brownson, Chapter 3
 Kathy Burge-Ducharme, Chapter 21
 John Charalabidis, Chapter 208
 Brenda Cook, Chapter 3
 Allen Couture, Chapter 19
 Delia Garcia, Chapter 307
 Dennis Kapparis, Chapter 258
 Tyler Lucke, Chapter 14
 Desiree Manley, Chapter 3
 Lonnie Smith, Chapter 258

Congressional Circle – \$250

The following individuals or chapters donated between \$250 and \$499 to FMA-PAC.

Craig Carter, Chapter 3
 Jonathan Echols, Chapter 3
 Ron Gryga, Chapter 275
 Renee Johnson, Chapter 21
 Theresa Trafford, Chapter 6
 Angela Veasey, Chapter 11
 Chapter 14
 Chapter 21



Century Circle – \$100

The following individuals or chapters donated between \$100 and \$249 to FMA-PAC.

Nomana Angelo, Chapter 19
 Pauline Coleman-Sutton, Chapter 191
 Greg Daniels, Chapter 11
 Lavette Fargo, Chapter 191
 Jennifer Froderberg, Chapter 14
 Kathrin Davis, Chapter 6
 Kerri Henchey, Chapter 6
 Kristen Marion, Chapter 14
 Sabrina Peet, Chapter 3
 John Thawley, Chapter 385



We at FMA-PAC are working hard and using all of our resources to make your voice heard on issues such as pay and benefits, due process, and the direction of the federal workforce. Federal law prohibits using FMA dues for political purposes, and therefore your contribution to FMA-PAC is crucial. By targeting the funds you contribute toward specific candidates, we are able to gain clout with those powerful politicians who support federal managers and sway those who are on the fence.

If you currently do not contribute, we strongly encourage you to sign up through payroll deduction. You can access the payroll deduction form, and learn more about FMA-PAC at: fedmanagers.org/FMA-PAC. Contributions of any size are welcome, and even \$5 per pay period makes a big difference to FMA-PAC. Help FMA take its political clout to the next level! ●

MEMBERS IN ACTION



FMA'S 88TH ANNUAL NATIONAL CONVENTION REVIEW

By Carol Green

In the third week of March, two events are eagerly anticipated in Old Town Alexandria, Virginia: the blooming of cherry blossoms and the convergence of delegates to FMA's National Convention! Delegates attended the Federal Managers Association's 88th annual National Convention and Management Training Seminar, March 23–25, for training sessions, FMA business including elections for National President and Secretary, the presentation of membership awards, and visits to elected representatives on Capitol Hill, plus opportunities for networking and socializing throughout the week.

We again returned to our prime meeting space in Old Town Alexandria, just across the Potomac River from Washington, D.C. A vibrant neighborhood with beautiful architecture, historic landmarks, shops, restaurants, and a scenic waterfront were on our doorstep for delegates to enjoy in their free time, with complimentary trolley service running the length of bustling King Street.



Scott Kupor, Director of Office of Personnel Management, presented the keynote address.

Convention Kicks Off with Reception at FMA HQ

On Sunday evening, delegates kicked off the convention by mixing and mingling at a “Meet, Greet & Eat” reception held at the FMA National Office, just a block from the

convention hotel. The menu's informal theme was “If It Ain't Broke, Don't Fix It,” with an encore of last year's mouth-watering spread: BBQ pulled pork and chicken sandwiches, healthy salads and “less-healthy” sides, and an array of beverages to wash it all down!

Getting Down to Business: Keynote Address and National Officer and Director Elections

On Monday, March 23, FMA National President Craig Carter (Chapter 3, Norfolk Naval Shipyard, Virginia) gavelled in the convention and provided opening remarks. Scott Kupor, Director of the Office of Personnel Management (OPM), gave an engaging keynote address. Director Kupor spoke to the President's Agenda and OPM's efforts to streamline hiring across agencies and departments. He took questions from FMA members, and noted OPM is working hard to reduce the backlog of retirement

processing many recent retirees have experienced. It was a good chance to speak directly with government's "Head of HR" and for him to hear directly from our managers from a variety of agencies.

Delegates then heard reports from national officers and statements from National Officer Candidates. The morning session concluded with a membership recruitment presentation by President Carter which stressed the importance of chapters actively growing their ranks throughout the year. This was followed by an FMA-PAC discussion led by FMA-PAC Chair Pauline Coleman-Sutton and Director of Government & Public Affairs Greg Stanford.

The first session of management training took place during Monday's Luncheon. Virginia Hill of the Partnership for Public Service gave an engaging presentation on "The Truth About Leading in Uncertainty."

Many thanks to FMA's Naval Shipyard Conference (Chapter 3, Norfolk Naval Shipyard, VA; Chapter 6, Portsmouth Naval Shipyard, NH; Chapter 14, Puget Sound Naval Shipyard, WA; and Chapter 19, Pearl Harbor Area Shipyard, HI) for sponsoring Monday's Pizza Luncheon.

After lunch, Greg Stanford provided delegates with a legislative update, an FMA Issue Briefs review, and Day on the Hill training in advance of Wednesday's Hill visits. He also challenged everyone to participate in Action Letter April! Our goal was for FMA members and their friends and family to send at least 1,000 action letters to their members of Congress.

Then, chapters met within their regions to discuss region business and network. Region 1 Director Chris LaRose (Chapter 6, Portsmouth Naval Shipyard, NH) and Region 3 Director Doreen England (Chapter 170, Naval Weapons Center, IN) were re-elected to two-year terms.

To conclude the day, National Officer Candidates fielded questions from delegates with elections immediately following. Congratulations to Linda Lentjes (Chapter 396, Mayport Naval Station, FL) who was elected as National President, and to James Cappa (Chapter 14, Puget Sound Naval

Shipyard, WA) who was elected as National Secretary. Both positions are two-year terms.

Management Training Seminar

Under the convention theme "Managing Through Difficult Times," three additional training sessions were presented on Tuesday morning. Patrick Malone and Zina Such from Chesapeake Bay Workplace Solutions gave a presentation on "Little Big Decisions," derivative of their recent book of the same name. Scott Curtis and Steve Medland from TWI Institute followed with insights on, "How the Training Within Industry (TWI) Training Method Engages People in Their Work and Ultimately Becomes a Competitive Advantage." Finally, government workplace expert Mika Cross of Strategy@Work gave an engaging presentation, "Built to Last: Reigniting the Core of Purpose, Passion, and Performance in Government Workplaces." These four training sessions addressed challenges managers are facing while offering solutions to more confidently lead their teams in their federal workplaces.

FMA Award Winners – A Celebration of Our Amazing Members!

At Tuesday's Awards Luncheon, winners of the Association's prestigious member awards were announced, plus recruitment stars were recognized. FMA has so many members who are dedicated to FMA's mission and excellence in the workplace, their communities, and beyond. It is always wonderful to celebrate a few of these outstanding individuals at every convention and highlight their impressive accomplishments in front of their FMA peers.

Special thanks to BlueCross BlueShield Federal Employment Program, NARFE, and WAEPAs for cosponsoring the FMA Award's Luncheon.

FMA Manager of the Year: Chris Lombardi

The Federal Managers Association was proud to announce Chris Lombardi as FMA Manager of the Year for 2025! Chris is a member of Chapter 6, Portsmouth Naval Shipyard, New Hampshire. An FMA member since 2014, Chris has served on the FMA Executive Board as National Secretary and Region 1 Director and has held multiple leadership roles in Chapter 6.

At work, Chris is a passionate instructor for Project Management Fundamentals (PMF) and First Level Supervisor (1LS) classes, sharing his knowledge to cultivate the next generation of leaders. This commitment extends to the most critical aspects of employee welfare. For seven years, Chris has been a key advocate and one of the initial instructors for the SafeTALK suicide prevention program at PNS and in local communities.

To learn more about Chris's accomplishments and service to his country and community over his career in the federal government, please read the cover article starting on page 6. FMA also issued a press release in March to announce Chris as Manager of the Year.

The FMA Manager of the Year Award is presented annually to an outstanding manager or supervisor in the federal government who is a member of the Federal Managers Association. If you know a worthy candidate, please consider nominating them through your chapter for recognition at our 89th annual National Convention in 2027.

Gilbert N. Guidry Memorial Award Winner

We are proud to recognize Lavette Fargo, President of Chapter 191, Railroad Retirement Board – Chicago, Illinois, as the winner of the Gilbert N. Guidry Memorial Award.

Pauline Coleman-Sutton, FMA's PAC Chair, nominated Lavette and lauded her for leadership during the Covid pandemic

MEMBERS IN ACTION

and her many efforts to engage supervisors and managers. Lavette's strategic oversight was critical to the successful execution of the Social Security Fairness Act, which FMA helped pass to finally repeal GPO and WEP.

Lavette is an exceptional chapter president, outspoken in advocating for employees to join FMA as Regular and Associate Members, and mentoring and developing division employees and staff. She recently launched an initiative to get more retirees to join as Lifetime members, has faithfully attended FMA National Conventions, actively participated in last summer's Action Letter August campaign, and lobbied on behalf of her chapter and all of FMA during our Day on the Hill.

The Gil Guidry Award is presented to the outstanding Federal Managers Association Chapter President in memory of the late Gilbert N. Guidry, former President of Chapter 4, Philadelphia Naval Shipyard, whose leadership represented the finest tradition of service to the United States of America and to the principles of FMA.

President's Award Winner: Chapter 19 – Pearl Harbor Area Shipyard, Honolulu, Hawai'i

This award recognizes a chapter in the Association that has displayed outstanding leadership and service to its facility, community, agency, and nation during the past year.

Chapter 19 – Pearl Harbor Area Shipyard, Honolulu, Hawai'i, was the deserving winner of the 2025 President's Award!

In the past year, Chapter 19 has upheld its longstanding tradition of solid legislative advocacy, regularly working with congressional staff on issues important to managers at Pearl Harbor Naval Shipyard and across the country. They've led efforts to find pay fairness, not just for GS employees, but wage grade workers, too. And they work regularly with their own Sen. Brian Schatz, who leads the charge on the FAIR Act in the Senate each year.

Chapter 19 is always active and engaged at FMA's National Conventions – Nomana Angelo led an outstanding training session last year – and our *Day on the Hill*, and you can always find them on FMA's Zoom Town Halls, even though they often take place in the middle of the workday in Hawai'i.

Chapter 19 has a reputation for excellence! They are two-time President's Award winners, having last won it in 2003, and its storied history also includes five Gil Guidry Award winners, including last year's winner, Varney Range, plus four Manager of the Year Award winners.

Congratulations to all the outstanding members of Chapter 19, and thank you for all your important work on behalf of FMA.

Odell Green Award Winner: Doreen England, FMA Region 3 Director

The winner of this year's Odell Green Award is Doreen England, FMA Region 3 Director and President of Chapter 170, Naval Weapons Center, Crane, Indiana.

Doreen admirably assumed the role of Region 3 Director midway through the previous director's term and quickly worked to get up to speed on the job. Since then, she has been a faithful and passionate leader, and was re-elected by the chapters in Region 3 at this convention to serve another two-year term.

A regular contributor on Executive Board calls, FMA Town Hall meetings, and Membership Committee calls, Doreen enriches discussions by passionately expressing her concerns and providing thoughtful remarks and ideas on behalf of Region 3 and Chapter 170. Doreen also has a passion for welcoming new members to FMA, evidenced by the successful recruitment events she has recently organized.

Doreen, thank you for all of your hard work and commitment to the Federal Managers Association National Executive Board. We know you will continue to do great work as an FMA leader for Region 3!

This award recognizes excellence by a

member of the National Executive Board in the preceding year. It was established in memory of Odell Green who performed exemplary service for FMA. Odell served for two years as the Zone 8 President and was former President of Chapter 16, Mare Island Naval Shipyard in Vallejo, California.

Membership Recruitment Awards

Membership is the lifeblood of our organization, and we greatly appreciate all members who are making an effort to recruit more colleagues to join Team FMA. At every convention, we give special recognition to our top membership recruiters in the previous year.

Super Recruiter: Jeris Smith

It's a three-peat! Jeris Smith, President of Chapter 3, Norfolk Naval Shipyard, Virginia, is once again FMA's Super Recruiter. In 2025, Jeris recruited an amazing 24 new members, which brings his three-year total to 61 FMA members that he has personally recruited! Jeris also serves at the National Membership Committee Chair, and he encourages all FMA members to join our bimonthly-ish Zoom calls to talk about growing FMA's ranks. Email cgreen@fedmanagers.org to be added to the distribution list for upcoming membership committee meeting announcements.

Please see the related article on page 22 on how you can participate in initiatives to grow and retain FMA membership, and to perhaps win your own recruitment reward at next year's convention.

Small Chapter Top Recruiter

While we did not present an award for this category this year, three chapter presidents of small chapters were recognized for each recruiting two new members in 2025.

- Lavette Fargo, Chapter 191, Railroad Retirement Board, Chicago (Region 3)

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National President Linda Lentjes thanks President Emeritus Craig Carter for his years of service.



Above: Chapter 14 members Kristen Marion, Jennifer Froderberg, and Katie Davis strike an iconic Charlie's Angels pose while taking a break from visiting their elected leaders on Capitol Hill.



Outgoing National President Craig Carter gives his final address at the closing reception. Thank you, Craig, for devoting six years to leading FMA – you are so valued and appreciated!



Chris Lombardi is FMA's 2025 Manager of the Year! The award was presented by National President Craig Carter.



Right: President Carter presents the Odell Green Award to Region 3 Director Doreen England.

MEMBERS IN ACTION



Above: The Chapter 3 delegation is looking good with coordinated outfits and smiles!



Nomana Angelo and Enrique Sabal accept the President's Award from National President Craig Carter on behalf of Chapter 19.



Left: Chapter 21's Kathy Burge-Ducharme and Rashida Williams share their thoughts on the convention and visiting Capitol Hill at the Closing Reception.



President Carter recognizes FMA Director of Government & Public Affairs Greg Stanford and FMA Executive Director Todd Wells for their years of service – more than three decade's worth between them!



It's a three-peat! Jeris Smith, Chapter 3 President and National Membership Committee Chair, receives his third consecutive FMA Super Recruiter award from President Carter!



Gil Guidry Award winner Lavette Fargo takes a photo with National Secretary Lombardi and National President Carter.

- Lauren Troderman, Chapter 198, Internal Revenue Service, Boston (Region 1)
- Cindy Rodriguez, Chapter 213, Internal Revenue Service, Brooklyn, NY (Region 1)

Medium Chapter Top Recruiter

Brad Rutledge, president of Chapter 34, McAlester Army Ammunition Plant, Oklahoma (Region 3) is FMA's top recruiter in the Medium Chapter category. Brad recruited an impressive 18 new members in 2025!

Large Chapter Top Recruiter

Varney Range, president of Chapter 19, Pearl Harbor Area Shipyard, Hawai'i (Region 3) is FMA's top recruiter from a Large Chapter. Varney recruited 5 members in 2025.

Finally, two recruiter drawings were held.

The first drawing was for those members who recruited at least five members in 2025 and was won by Jeris Smith. In the second drawing, every person who recruited a member during the year received an entry and Craig Carter's name was drawn. Get in on the fun at our next convention by recruiting one (or more!) members in 2026!

Thank you again to all recruiters for introducing new members to Team FMA!

Guided Tour of the Bureau of Engraving & Printing

On Tuesday afternoon, the group traveled into D.C. by Metro for a guided tour of the Bureau of Engraving & Printing which included an introductory film and a real-time experience exploring currency production

from an enclosed walkway suspended above the production floor which showcased the skilled craftsmanship of currency experts... in other words, how money is made!

Day on the Hill – Getting FMA's Message to Our Elected Officials

On Wednesday, delegates headed to Capitol Hill for FMA's annual *Day on the Hill*, where they walked the halls of Congress, presented members of Congress with FMA's 2026 Issue Briefs, and made them aware of matters of concern at their respective offices and bases. Good conversations were had, and we will continue to follow up with every member of Congress to ask for their support of FMA's issues.

Members reported a rewarding and



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MEMBERS IN ACTION



Chapter 14's Katie Davis outside Rep. Emily Randall's office.

fulfilling experience advocating for FMA priorities and for their agencies and installations. It is exciting to actively participate in our great democracy and to know that you are being heard by those who can affect change!

FMA-PAC Cocktail Reception: Wrapping Up the 88th Annual Convention with Goodwill & a Lot of Laughs

On Wednesday evening, our final event began with the swearing in of new National Executive Board members by President Carter as delegates snacked on a steady stream of tasty hors d'oeuvres.

The FMA-PAC Raffle is one of the highlights every year as many attending chapters bring gifts from home to raffle off to raise money for FMA-PAC. FMA-PAC also contributes prizes to raise the stakes even further. This year, the grand prize was a \$500 gift card won by FMA Chapter 275, Office of Hearings Operations Managers Association, Illinois. We are incredibly thankful to all who contribute to FMA-PAC with either

an individual contribution or through a payroll deduction. And special appreciation, as always, to our outstanding FMA-PAC Chair Pauline Coleman-Sutton (Chapter 191, Railroad Retirement Board, Illinois) who always encourages giving throughout the convention and also coordinates the logistics of the raffle. To learn more about FMA-PAC, or to contribute, visit www.fedmanagers.org/FMA-PAC.

Next, first-time delegates were encouraged to take the podium to reflect on their convention experience, including visiting their elected officials on Capitol Hill. Others freely and enthusiastically stepped up to make comments for the good of the order.

Special thanks to BlueCross BlueShield Federal Employment Program for their generous sponsorship of the FMA-PAC Cocktail Reception.

See you in March 2027 at FMA's 89th Annual National Convention!

Did you know that basically every delegate who attends an FMA National Convention



Incoming President Linda Lentjes closes the convention in front of "Aloha" and "Ohana" banners (not pictured) by Chapter 19 (Pearl Harbor Area, Hawai'i). Translated it reads "Hello, Family" which captured the wonderful feeling of the entire week.

hopes to return for another year? If you have not attended a National Convention, please consider joining your fellow FMA members in Alexandria, Virginia, next spring. You will have a wonderful experience with an amazing group of people!

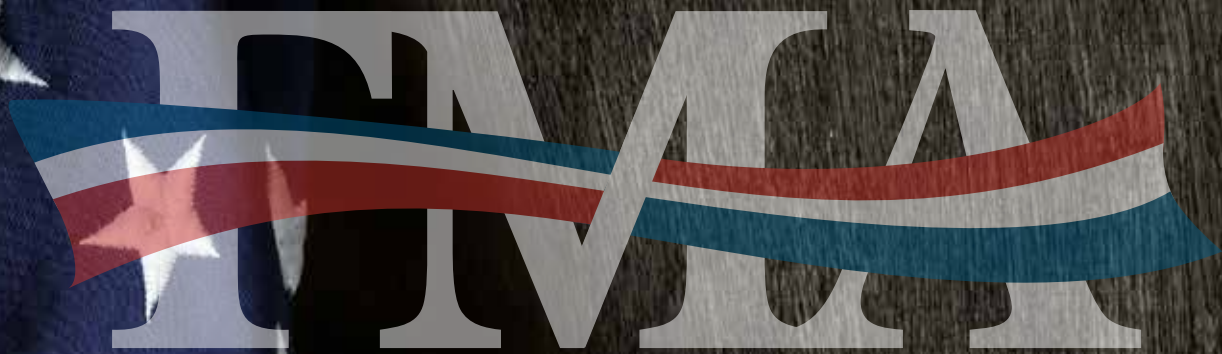
At the Closing Reception, Chapter 6 (Portsmouth Naval Shipyard, New Hampshire) pledged to sponsor a member from a small chapter to attend the 2027 Annual Convention, and then challenged FMA's other four large Chapters to do the same. If you are a member of a small chapter and would like to be considered for this generous offer from Chapter 6, please contact cgreen@fedmanagers.org.

The final word on this convention is fittingly from FMA's incoming National President Linda Lentjes:

The convention's atmosphere was truly inspiring – full of energy, purpose, and a shared sense of pride in what we do. The training sessions were not only highly informative, but also a powerful reminder that we are better when we learn and grow together. The Day on the Hill was especially meaningful; walking the Halls of Congress and meeting with members or their staff is a feeling unlike any other, and it underscored just how important our voice is. At the closing, the enthusiasm of our new attendees was contagious, and it left many of us energized and hopeful. We concluded the convention with a renewed commitment to grow this association and make it stronger than ever.

We hope you will make time in your busy schedules to join your fellow FMA members March 22-24, 2027, for our 89th annual National Convention & Management Training Seminar and experience this empowering and special fellowship. Keep an eye out for details on this and other future FMA events, including regional conferences this fall, on FMA's website at: fedmanagers.org/Events.

Carol Green is FMA's Finance & Membership Coordinator and was instrumental to the success of this year's convention.



AMERICA CELEBRATES 250 YEARS WHILE FMA CELEBRATES 113!

By Todd Wells

As we celebrate America's 250th birthday, we are reminded that our public servants are the backbone of what keeps our country running. Our civil servants provide historical knowledge that allows us to rely on services we have come to expect, year in and year out. They do their jobs to fulfill congressionally mandated missions on behalf of all Americans, regardless of their political persuasion. And as we celebrate our country's 250th anniversary, we are reminded that the Federal Managers Association turned 113 years old this year – meaning FMA has been serving its members, and our country, for nearly half of the USA's existence! *Since 1913, FMA has been advocating excellence in public service!*

continued on next page

A Short History of FMA

Following is a short history of FMA, which can also be found on our website (www.fedmanagers.org).

The Federal Managers Association is the oldest and largest management organization representing the interests of the nearly 200,000 managers, supervisors, and executives in the federal government. In 2013, we proudly celebrated FMA's 100th anniversary. Back in 1913, we began as the Quartermen-Leadingmen Association, with charter chapters in seven naval shipyards. The original goal was to counter the developing strength of trade unions in government.

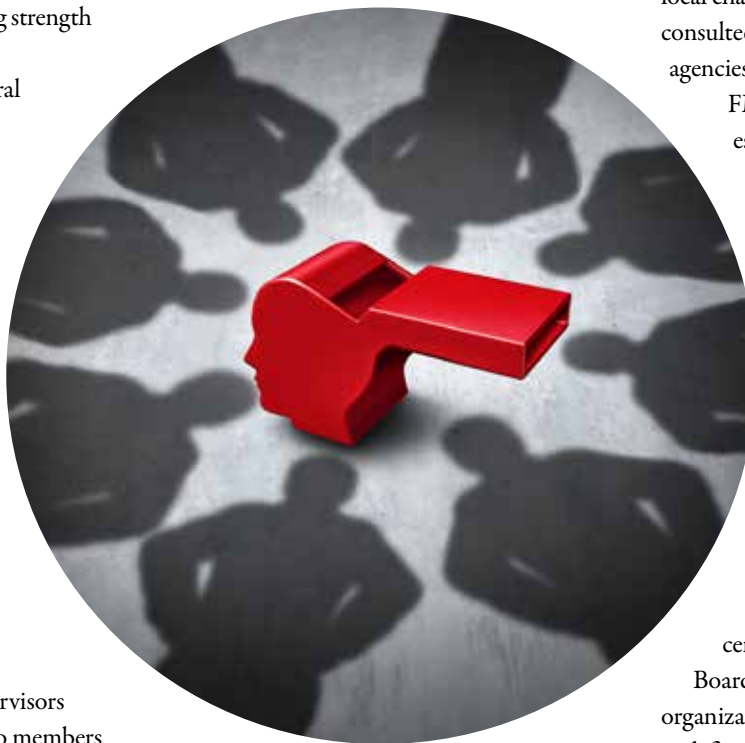
With the sharp cutback of federal workers following World War I, the Association went into a brief decline. It was revived in the 1950s as the National Association of Supervisors. In 1978, the name was changed to the Federal Managers Association to reflect the group's growth in federal agencies beyond military establishments, and today about half of FMA's chapters are in non-Department of Defense agencies.

FMA's current membership includes all levels of supervisory personnel, from Wage Grade supervisors and General Schedule managers to members of the Senior Executive Service. Importantly, FMA also eagerly welcomes non-supervisory federal employees as Associate members. On behalf of our members, FMA has exerted influence on the development of Civil Service personnel policies. For instance, FMA is credited with winning establishment of the five-step pay system in the wage grade pay program.

FMA has safeguarded managers and supervisors' interests in the Federal

Employees Retirement System. It successfully defeated a grading procedure for supervisors and managers developed by the Office of Personnel Management (OPM) that was woefully inadequate. FMA was instrumental in obtaining Hatch Act reform, liberalizing the ability of federal workers to participate in the political process and in developing the Whistleblower Protection Act, which redesigned the Office of Special Counsel.

More recently, through the following legislation, FMA succeeded in improving benefits for feds, while also giving managers more tools to effectively and efficiently run their offices:



FERS Sick Leave Credit: Those enrolled in the Federal Employees Retirement System (FERS) receive an average of at least \$500 a year for applying unused sick leave towards their retirement plan. FMA was the driving force behind this legislation that rewards feds for responsible use of leave.

Paid Parental Leave: FMA supported the successful effort to provide 12 weeks of paid parental leave for new mothers and fathers

(by birth, adoption, or foster) of a new child. This benefit took effect in October 2020.

Wounded Warriors Federal Leave Act: Thanks to FMA, new feds with a service-connected disability begin their careers with 104 hours of additional sick leave to use for disability-related appointments and treatment during their first year as federal employees. In addition to the legislative action, FMA worked with rule makers at the Office of Personnel Management who drafted exemplary rules for implementation.

As the acknowledged representative of federal managers and supervisors, FMA is consulted on personnel issues by agency leadership, OPM and Congress. Similarly, local chapters of FMA are respected and consulted by executive leaders of government agencies and facilities.

FMA marked a milestone with the establishment in 1972 of a full-time National Office in Washington, D.C., staffed by professionals.

In 1992, FMA bought its own building and moved the National headquarters to Alexandria, Virginia, located conveniently close to Capitol Hill, where our offices remain today.

FMA's leadership role within management was acknowledged by the Office of Personnel Management in 1986 when it certified to the Thrift Investment

Board, that FMA was the professional organization which represented managers as defined under the Federal Employee Retirement Act. This certification gave FMA a statutory seat on the Employee Thrift Advisory Council – one of only two non-postal management organizations represented. In 1995, President Clinton appointed FMA to represent managers and supervisors on the National Partnership Council. FMA members also sit on agency and facility-level partnership councils. In 2009, President Obama appointed FMA to the National Council on Labor-Management

MEMBERS IN ACTION

Relations, the successor to the National Partnership Council.

The year 2013 marked another significant milestone as the Federal Managers Association celebrated its 100-year anniversary! Members participated in a centennial celebration in March during the 75th annual National Convention and Management Training Seminar, which included a 100th Anniversary Gala at the Mayflower Hotel in Washington, D.C., March 3-6, 2013.

As we celebrate the founding of the USA 250 years ago, we also celebrate our invaluable public servants who keep our country safe and provide us with one of the highest standards of living any society has experienced in the history of the world. *Happy birthday, America!* ●



Looking Forward

Day in and day out, FMA is protecting its members' benefits and pay, and ensuring their voices are heard in Washington, D.C., and across the country as our chapters support their members in a variety of agencies and departments.

Todd Wells is Executive Director of the Federal Managers Association.

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GROWING FMA MEMBERSHIP: ALL HANDS ON DECK!



By Carol Green

A vibrant and growing membership is the cornerstone of any professional association, and now more than ever we need every FMA member and chapter to be active partners in growing our ranks. As your chapter may be experiencing first-hand, FMA is losing members due to retirements in recent years, but we also know there are many managers (and non-managers) in your workplaces who would benefit by joining our wonderful, loyal FMA community.

Here are two ways that you and your chapter can prioritize membership growth and retention.

Participate in Upcoming Member Recruitment Campaigns

Member recruitment is a year-round endeavor, but at least twice a year, membership recruitment campaigns are held where all regular and associate members who join FMA receive a bonus gift card just for joining. Plus, all recruiters are entered into a drawing for gift cards as well. Look for details of our next recruitment drive! The goal is to recruit 100 (or more!) members during these campaigns.

During our recent member recruitment drive this winter, Chapter 6 (Portsmouth Naval Shipyard, New Hampshire) led the way recruiting 15 new members with Chapter 3 (Norfolk Naval Shipyard, Virginia) close behind with 12 members!

Success Stories from Two Smaller Chapters

Any size chapter could adapt some or all of the following ideas to encourage their colleagues to consider joining FMA.

- Under the direction of President Lavette Fargo, Chapter 191 – Railroad Retirement Board, Chicago, held an Open House and

Lunch & Learn earlier this year that yielded five new members. Current members were each tasked with bringing a colleague. FMA promotional materials and member applications were handed out, along with FMA Swag goody bags.

- Doreen England, (pictured on page 22), Region 3 Director and President of Chapter 170 – Naval Weapon Center, Crane, Indiana, welcomed seven new members in March at an Army/Navy 5K. Her eye-catching booth featured an FMA banner, FMA Swag giveaways, and membership applications. Doreen and her team were so impressive that she also received an invitation to set up her FMA booth at "Meet the Mission" in July – one of Crane's largest and most prestigious events!

Membership Committee Zoom Calls

Participating in Membership Committee Zoom meetings is a great way to stay engaged and enthusiastic about FMA. Under the dynamic leadership of National Membership Chair Jeris Smith (President, Chapter 3, Norfolk Naval Shipyard, Virginia *and* reigning three-peat Super Recruiter!) we have steadily grown an engaged group of FMA members for our bimonthly discussions.

In a recent call, we discussed what attracts younger managers to FMA, strategies for converting exiting members to the retired member category, and how to effectively use social media to keep in touch with and engage members. As a matter of fact, our hour-long meeting was so lively that we had to table a few agenda items until our next meeting.

Please join us! We'd love to have at least one representative from every chapter participate. Our usual meeting time is at 5:30 pm ET to accommodate members in every time zone. Email cgreen@fedmanagers.org to be added to the "morning of" reminder email distribution list!

In Conclusion!

What actions will you or your chapter take to recruit five (or more!) members by the end of the year? The National Office is here to support you – whether you need ideas or a sounding board, recruitment materials, or want to place an FMA Swag order – please reach out anytime! ●

Carol Green is FMA's Finance & Membership Coordinator.

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IMPROVING PERFORMANCE MANAGEMENT IN THE FEDERAL WORKFORCE

Ideas for Managers and Supervisors

By Greg Stanford



In February 2026, the Office of Personnel Management (OPM) proposed a performance management rule change impacting how federal managers rank their employees. The rulemaking is part of a broader effort by the administration to address allegedly inflated ratings, following OPM memorandums dating back to the summer of 2025.

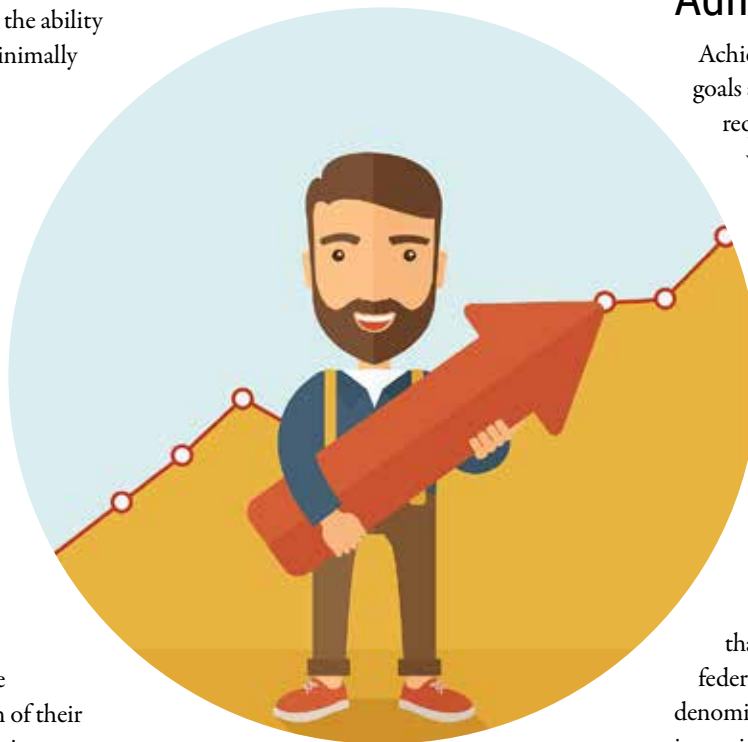
The rule caps the number of 4s and 5s (above average) that can be given to employees. The rule change lifts the prohibition on a “forced distribution” quota system, which had been prohibited for decades. There is no cap on the number of 3s or 1s and the rule also eliminates the ability to rank an employee with a 2 (minimally satisfactory).

In the proposed rule, OPM reports that, from Fiscal Year 2022 to FY 2024, almost two-thirds of non-SES employees received a four or five rating. Only 0.6 percent of employees received a rating below a three during that timeframe. A 2016 Government Accountability Office report from 2016 found 99 percent of employees received at least a 3 (fully successful) rating.

There is legitimate concern about ratings inflation, though many organizations may view the above data proudly as a reflection of their exceptional staff. Comparative rating systems can work well in large units doing similar work, but face challenges with smaller teams performing specialized or varied work. And when supervisors must designate a bottom tier regardless of whether poor performers exist, they face a near-impossible choice between accuracy and compliance.

FMA National President Linda S. Lentjes submitted comments on the proposed rule change, writing, “Improving accountability, reinforcing a culture of high performance, and ensuring meaningful differentiation in evaluations are important and worthwhile goals FMA supports. A

well-designed performance management system can help recognize excellence, address underperformance, and better align individual contributions with agency missions. However, any approach that relies on fixed or forced distributions of ratings risks introducing unnecessary rigidity into what should be a thoughtful and evidence-based process. Requiring managers to fit employees into predetermined categories, regardless of actual performance levels, can undermine the credibility of evaluations and reduce trust in the system.”



Of course there will always be challenges in any personnel system, especially one as large and diverse as the federal workforce. How to appropriately rate employees, recognize high performers and address the inevitable bad apples is an ever-evolving discussion, and one that continues today.

The 1978 Civil Service Reform Act created the statutory backbone that still governs federal appraisals — a system now nearly fifty years old. And the General Schedule (GS) is even older, created in 1948. The

Trump Administration has moved swiftly and broadly on performance management, with sweeping new guidance in 2025 and proposing regulations that represent what OPM itself called the largest overhaul of the federal performance management system in thirty years. These changes — including standardized appraisal cycles and the move toward forced distribution of ratings — are now being implemented across agencies.

FMA Recommendations For Congress and the Administration

Achieving department and agency daily goals and congressionally-mandated duties require all members of the federal workforce to be fully engaged.

Federal managers are in a unique position to lead and encourage going above and beyond the call of duty to promote efficiency and effectiveness throughout the federal government, best utilizing taxpayers’ money.

FMA has stated in congressional testimony the GS should be utilized as a steppingstone to create a more evolved system and modernized performance management plan that reflects the needs of the present federal workforce. While the common denominator of all departments and agencies is providing exceptional service to the American people, the federal government is made up of the equivalent of many different businesses and industries. Departments and agencies must have maximum flexibility and ability to compete with the private sector to attract the best and the brightest men and women to answer the call of public service.

Based on feedback from FMA members, poorly distinguishing performance among employees serves as a de-motivator, and we argue it is time to change to a tiered system to rank employees removing the “human factor”

continued on next page

to the maximum degree. It is imperative to take appropriate steps to ensure cronyism and favoritism are removed from the process to the greatest extent possible.

As Congress and the administration consider major overhauls to performance management and potential changes to the GS, we recommend the following be included in any effort:

- Maintaining current benefits for active and retired employees;
- No loss of pay or position for any current employee solely as a result of the implementation of the new system(s);
- Merit principles preventing prohibited personnel practices as well as an adherence to current whistleblower protections and honoring and promoting veterans' preference;
- Continued use of the Merit Systems Protection Board (MSPB), an independent appeals process for disciplined or terminated employees;
- Adequate funding of "performance funds" for managers to appropriately reward employees based on performance;
- Development of a performance rating system that reflects the mission of the agency, the overall goals of the agency, and the individual goals for the employee, while removing as much bias from the review process as possible;
- A transparent process that holds both the employee being reviewed and the manager making the decision accountable for performance as well as pay linked to that performance; and,
- A training program outlining expectations and guidelines for both managers and employees regarding the performance appraisal process.

A shift in the culture of any organization cannot occur without an interactive, ongoing training process that brings together the managers responsible for implementing the personnel system and the employees they supervise. Implementation trumps design



as the biggest factor in a system's ultimate success or failure.

FMA has advocated for many years for investment in supervisor training and endorsed Rep. William Timmons' (R-SC) Federal Supervisor Education Act (H.R. 5810) in the 119th Congress that does just that.

FMA often points out federal supervisors are frequently promoted for their technical expertise, then expected to manage people with little preparation, support, or practice in the distinct skills that effective management requires. Investing in initial and refresher training that covers performance goal-setting and documentation, managing misconduct and poor performance, conducting progress reviews, and recognizing and rewarding excellence would be a big step in the right direction.

Best Practices for Managers

Top-down regulatory change is not the same as effective management. The real work

of improving how performance is measured, communicated, developed, and rewarded happens at the supervisor and team level. Here are some best practices to consider when we think about performance management:

1. Shift from Annual Reviews to Continuous Performance Conversations

The annual performance review is one of the most criticized features of federal performance management. A once-a-year appraisal conversation that tells an employee how they did, with little opportunity to course-correct in real time, does not work well. OPM's 2025 guidance acknowledges this, requiring a minimum of three formal check-ins per appraisal cycle, including a midyear review that discusses unmet expectations, areas of strength, and development opportunities.

FMA members often tell me they hold brief, regular one-on-one conversations with each of their team members to track progress, address obstacles, and allow course corrections before problems compound.

2. Write Performance Plans That Are Actually Meaningful

OPM's new guidance explicitly requires that plans "make clear distinctions" between what is required at each performance level and that a "fully successful" rating genuinely reflect meaningful contribution to the agency's mission.

A well-crafted performance plan connects an employee's work to the agency's goals in specific and measurable ways. Importantly, it should make clear what "exceeds expectations" looks like in concrete examples tied to actual deliverables. Employees who know exactly what is expected of them, and who helped set those expectations, are far more likely to meet

continued on page 29

SEND ACTION LETTERS

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

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

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



Make an Impact: Donate to FMA-PAC

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

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

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





CAPITAL INSIGHTS

Rep. James Walkinshaw (D-VA) and Sen. Brian Schatz (D-HI) introduced the Federal Adjustment of Income Rates (FAIR) Act (H.R. 7480 / S. 3823), legislation that would provide federal employees with a 4.1 percent pay increase in 2027. FMA swiftly endorsed the legislation, which is comprised of a 3.1 percent raise in base pay and a 1.0 percent boost in locality pay, and serves as a marker for negotiations this year.

Feds received a 1 percent pay raise in 2026, after receiving significantly higher raises in 2024 (5.2 percent) and 2025 (4.6 percent).

“Federal workers are the backbone of America, delivering the essential services and benefits that families have earned in every corner of our country,” said Rep. Walkinshaw in a statement. ●

The Internal Revenue Service (IRS) would receive a major overhaul if the bipartisan Taxpayer Assistance and Service Act (S. 3931) is signed into law. Senate Finance Committee Chairman Mike Crapo (R-ID) and Ranking Member Ron Wyden (D-OR) introduced the legislation, which would make significant changes to IRS administration and procedures.

The Taxpayer Assistance and Service Act would:

- Digitize more tax returns to support faster refunds;
- Upgrade the “where’s my refund” tools so taxpayers know when to expect their refunds and what to do if they are delayed;
- Upgrade IRS online accounts so taxpayers and their representatives can review their returns and correspondence and respond to the IRS online;
- Protect taxpayers by strengthening standards for paid tax preparers;
- Expand IRS call-back options so taxpayers can request a return call more often and from more IRS phone numbers;
- Allow the U.S. Tax Court to hear cases relating to refunds;
- Increase the independence of the National Taxpayer Advocate and the IRS Independent Office of Appeals; and
- Protect victims of fraud from indefinite IRS scrutiny. ●

The House Committee on Oversight and Government Reform unanimously passed the Federal Workforce Early Separation Incentives Act (H.R. 7256), legislation that would modernize the federal workforce volunteer buyout program and increase financial incentives. The bill, sponsored by Rep. Nick Langworthy (R-NY), passed by a vote of 43-0.

“Taxpayers deserve a federal government that is efficient, accountable, and appropriately sized,” said Rep. Langworthy in a statement upon introduction. “By ending the 30-year-old cap, and instead tying the retirement incentive to earned income, we will make the VSIP more fair and potentially appealing. This legislation brings a common-sense update to a program that has been frozen in time, giving agencies a better option to reduce costs while treating federal employees fairly.”

The Voluntary Separation Incentive Payment (VSIP) program, created in the 1990s to allow federal agencies to offer buyouts to those who voluntarily leave government service, has a \$25,000 cap. Many have noted that limit has lost its appeal due to inflation and rising salaries over the past thirty years. ●

them — and far less likely to dispute their ratings when appraisal time arrives.

3. Tie Individual Goals to Agency Mission and Broader Outcomes

According to Federal Employee Viewpoint Survey data, mission connection is one of the most powerful engagement drivers in public service. Federal employees are motivated by mission — typically accepting lower pay than they could earn in the private sector (a nearly 25 percent pay gap), because they believe in the work. In discussions I've had over the years, including with a CHCO for NASA, I've learned supervisors who capitalize on an employee's connection to the mission — and who frame performance conversations in terms of mission outcomes rather than

procedural compliance — tend to run higher-performing units.

4. Address Poor Performance Early, Fairly, and with Documentation

The administration's push to accelerate adverse actions and streamline removal procedures reflects a real problem: the perception (and often the reality) that federal managers rarely hold poor performers accountable, in part because the process is so arduous and time-consuming that most supervisors conclude it is not worth the effort.

FMA's answer is not to abandon due process protections, but to approach poor performance management proactively, consistently, and with adequate

documentation from the start. The goal should be to create accountability systems where high performance is recognized and rewarded, and persistent poor performance is addressed — consistently, fairly, and in a way that both protects the employee's rights and the agency's mission.

Conclusion

There are ongoing bipartisan discussions in Congress on performance management and what the federal workforce of tomorrow will look like. I invite you to engage and be a part of the effort. Please don't hesitate to reach me at gstanford@fedmanagers.org to share your thoughts and suggestions. ●

Greg Stanford is Director of Government and Public Affairs for the Federal Managers Association.



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MEET YOUR LEGISLATORS



U.S. REPRESENTATIVE ROBERT GARCIA (D-California)

Robert Garcia represents California's 42nd Congressional District and serves as Ranking Member of the House Oversight and Government Reform Committee. First elected in 2022, Garcia is the first Peruvian American elected to Congress and the first House Democratic second-term member elected as a committee ranking member in more than 100 years.

As the top minority member of the Oversight Committee, Garcia plays a significant role on many issues important to FMA. The committee has primary jurisdiction on most federal employee issues. Garcia was elected to this position in June 2025. In the 119th Congress, Garcia is the lead sponsor of the Hatch Act Enforcement Transparency and Accountability Act (H.R. 1688). He has supported the FAIR Act to provide a reasonable pay raise to federal employees and is a cosponsor of many of FMA's legislative priorities including the Federal Retirement Fairness Act (H.R. 1522), the Saving the Civil Service Act (H.R. 492), the Equal COLA Act (H.R. 491), and the Protect America's Workforce Act (H.R. 2550). In addition to his leadership on the Oversight Committee, Garcia sits on the Transportation and Infrastructure Committee.

Prior to his election to Congress, Garcia served as the 28th Mayor of Long Beach, California – the 44th most populous city in the United States – from 2014 to 2022, and served on the Long Beach City Council from 2009 to 2014.

Congressman Garcia immigrated from Peru when he was five years old and became a United States citizen in his 20s. Raised in Southern California, Garcia received a master's degree from the University of Southern California and both an Ed.D. and a bachelor's degree from the California State University, Long Beach. He subsequently taught courses as a professor at both of these universities.

Garcia is divorced and lives in Long Beach, California. ●

THE FACTS:

Birthplace: Lima, Peru

Born: December 2, 1977

Education: California State University, Long Beach, B.A., 2002; University of Southern California, M.A., 2005; California State University, Long Beach, Ed.D., 2010

Career:

- Member, U.S. House of Representatives, California, 42nd District (2023-Current)
- Mayor, City of Long Beach (2014-2022)
- Long Beach City Council (2009-2014)
- Professor

Elected: 2024 (2nd term)

Committees:

- House Oversight and Government Reform (Ranking Member)
- House Transportation and Infrastructure
 - Aviation
 - Highways and Transit

Contact Information:

U.S. House of Representatives
109 Cannon House Office Building
Washington, DC 20515

Phone: 202.225.7924

Website: <http://robertgarcia.house.gov>

U.S. REPRESENTATIVE WILLIAM TIMMONS (R-South Carolina)



First elected in 2018, William Timmons is in his fourth term as the congressional representative for the fourth district of South Carolina. His Upstate district includes major cities such as Greenville – his hometown – as well as Spartanburg. Timmons also serves as a JAG Officer assigned to the 263rd Army Air and Missile Defense Command and Captain in the South Carolina Air National Guard.

In the 119th Congress, Timmons is a member of both the House Oversight and Government Reform Committee and the House Committee on Financial Services. Timmons is the lead sponsor of the Federal Supervisor Education Act (H.R. 5810), FMA-endorsed legislation that directs federal agencies to strengthen existing, legally required training programs to enhance supervisory competencies and support mission execution. The OGR Committee passed the bill by a unanimous 43-0 vote, and the full House approved the bill by a voice vote.

Prior to his election to Congress, Timmons served as a member of the South Carolina Senate, representing the 6th District from 2016 to 2018. He is a former prosecutor, working four years for the 13th Circuit solicitors' office, and small business owner of Swamp Rabbit CrossFit gym at Unity Park.

Born in Greenville, South Carolina, Timmons was the 2001 South Carolina Player of the Year in tennis. He played Division 1 tennis at George Washington University, where he received a bachelor's degree. He earned both a Juris Doctor and a master's degree from the University of South Carolina, as well as a master's degree from New York University.

Representative Timmons is divorced and resides in Greenville. ●

THE FACTS:

Birthplace: Greenville, South Carolina

Born: April 30, 1984

Education: George Washington University, B.A., 2006; University of South Carolina, M.A., 2009; University of South Carolina, J.D. 2010; New York University, M.S., 2021

Career:

- Member, U.S. House of Representatives, South Carolina, 4th District (2019-Current)
- South Carolina Air National Guard (2018-Present)
- South Carolina Senate (2017-2018)
- Assistant Solicitor, 13th Circuit Solicitor's Office
- Gym Owner
- Yoga Studio Owner
- Congressional Aide

Elected: 2024 (4th term)

Committees:

- House Oversight and Government Reform
 - Delivering on Government Efficiency
 - Military and Foreign Affairs
- House Financial Services
 - Digital Assets, Financial Technology and Artificial Intelligence
 - Financial Institutions
 - Housing and Insurance

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RETIREE MATTERS

By Christine Parker





Fellow FMA members, and prospective members, thank you for reading what I have to share with you about federal retirees and our retirement benefits. There are many topics that affect retirees, and this column is by no means all-inclusive. Keep an eye on your e-mail and FMA’s website for continuing news on issues important to our community, including legislative updates. And always feel free to contact me or Greg Stanford, Director of Government and Public Affairs, if you have any questions or concerns.

Is Your FERS Retirement Benefit Correct?

We’ve seen a huge wave of federal employees retiring. The Office of Personnel Management (OPM) is the agency responsible for processing all of those retirements. Your retirement was likely processed correctly. However, things happen. Know what you should be receiving and how to address any needed correction. More than 33,000 retirement claims have been processed in the first few months of 2026. The article at the link below explains how to calculate your FERS retirement benefit. Use it to ensure yours is correct. www.govexec.com/pay-benefits/2026/04/federal-retirement-correct/412739. Also remember, friends and co-workers mean well, however, they may not have all the facts to give you good advice. Go to the sources to get your information. One of our FMA corporate partners is GPIS Employee Benefits Specialist. They offer retirement workshops at no cost nor obligation to you. Their web site is gps4u.org.

Is Your Budget Getting Tighter Every Month?

I think we can all acknowledge that our dollar doesn’t go as far as it used to. Some costs for basic necessities are difficult to cut. However, there may be ways to trim some here and there. See if any of this applies to you:

- Coffee shops - \$6 for a coffee that you can make for pennies on the dollar at home.
- Check your car’s manual. You may not need to pay extra for the premium gasoline.
- Are there some easy maintenance tasks you can do yourself? Change the oil in your vehicle?
- Clean your own house?
- Buy basic groceries and prepare meals instead of buying ready-made meals.
- Consider making your own cleaning products? It is usually less expensive, and better for us (less chemicals, less packaging waste). Here is a link to making your own products, along with tips on where to use what. Thrivingsustainably.com/diy-cleaning-products.

Understanding Your Thrift Savings Plan Withdrawal Options

The following links are from a 4-part series by Ed Zurndorfer of My Federal Retirement, on the options federal employees have to withdraw from their TSP accounts when leaving federal service. A brief synopsis of each part follows, taken from the web page.

TSP Withdrawal Option #1: Installment Payments (Automatic Withdrawals)

Zurndorfer discusses the Thrift Savings Plan installment payment withdrawal option, including the fixed dollar payment amount and a payment based on life expectancy. A practical example is included. Visit: www.myfederalretirement.com/tsp-withdrawals-installment.

TSP Withdrawal Option #2: Annuity Purchase

The Thrift Savings Plan life annuity withdrawal option when an employee leaves or retires from federal service including: how much the monthly payment amount is, the types of annuity options that can be purchased, how to purchase them, and additional features that allow beneficiaries. A practical example and important reminders are included. Visit: www.myfederalretirement.com/tsp-withdrawals-annuity-purchase.

continued on next page

TSP Withdrawal Option #3: Total Distribution

Outlines the total distribution TSP withdrawal option including the income tax consequences for traditional and Roth accounts plus pros/cons of direct rollovers to IRAs. Visit: www.myfederalretirement.com/tsp-withdrawals-total-distribution.

TSP Withdrawal Option #4: Partial Distribution

Outlines the partial TSP distribution option including its tax consequences, the limit of distributions allowed, rollovers, and required minimum distributions (RMDs). Practical examples are included. Visit: www.myfederalretirement.com/tsp-withdrawals-partial-distribution.

Do You Plan to Retire in 2026?

If so, start doing your homework now. The number of retirement applications at OPM is skyrocketing. There is a tsunami of federal employees who have reached retirement age, and are ready to retire. Submitting your application online will process quicker than sending paper. Know what your benefits should be and ask questions. Your budget will change – be ready. If you plan to continue working after federal retirement, or once you receive Medicare, get educated on the impact of taxes, benefits, and more. I wish you all the best. OPM has a guide that may be helpful: OPM's Retirement Quick Guide, www.opm.gov/retirement-center/retirement-quick-guide/opm-retirement-quick-guide.pdf.

Make Your Voice Heard!

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

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

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

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