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Pamphlet 570-101-1

Manpower and Equipment Control

# Manpower Staffing Standards— Civilian Personnel

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# ***SUMMARY of CHANGE***

DA PAM 570-101-1  
Manpower Staffing Standards-  
Civilian Personnel

- o This new pamphlet provides procedures for identifying the work necessary to determine manpower requirements in the civilian personnel.

Manpower and Equipment Control

Manpower Staffing Standards—  
Civilian Personnel

By Order of the Secretary of the Army:

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**History.** This UPDATE printing publishes a new DA pamphlet. This publication has been reorganized to make it compatible with the

Army electronic publishing database. No content has been changed.

**Summary.** This pamphlet contains manpower staffing standards for civilian personnel functions in the Department of the Army.

**Applicability.** This pamphlet applies to the Active Army, the Army National Guard, and the U.S. Army Reserve. It applies to all operating civilian personnel offices.

**Interim changes.** Interim changes to this pamphlet are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested improvements.** The proponent agency of this pamphlet is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028

(Recommended Changes to Publications and Blank Forms) directly to Commander, USAMARDA (ATTN: PEMS-RA), Fort Belvoir, VA 22060-5587.

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\*This pamphlet supersedes Code Series 551-270 (551-271 through 551-276) of DA Pam 570-551, January 1972.

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## **Glossary**

## Chapter 1 Introduction

### 1-1. Purpose

This pamphlet contains manpower staffing standards developed according to AR 570-5 and provides the information needed to quantify the manpower required to accomplish the tasks for each work center identified. These standards are developed for related work centers in the civilian personnel function and include both Army common and command unique standards. The manpower staffing standards apply to those work centers identified herein. Application of the standards according to the responsibilities, guidance, and procedures in AR 570-5 is mandatory.

### 1-2. References

Required and related publications and referenced forms are listed in appendix A.

### 1-3. Explanation of abbreviations

Abbreviations used in this pamphlet are explained in the glossary.

### 1-4. Composition of standards

a. Each standard published in this pamphlet contains the following information:

- (1) Objective.
- (2) Authority.
- (3) Applicability.
- (4) Work center description (WCD).
- (5) Standard data.
- (6) Application.
- (7) Workload factor (WLF) and equation.
- (8) Statement of conditions (SOC).
- (9) Application instructions.
- (10) Manpower table.

b. The above information is also included for each additive, exclusion, and deviation that applies to the basic standard.

## Chapter 2 Office of the Chief, Civilian Personnel Office AFD Code (SWCC)—RDC

### 2-1. Objective

This Army Manpower Staffing Standard (AMSS) quantifies the manpower required to accomplish the tasks described in the WCD for varying levels of workload volume in the office of the chief work center of the civilian personnel function.

### 2-2. Authority

Authorities for this AMSS are CPR 200 (250.5), AR 570-4, and AR 570-5.

### 2-3. Applicability

This AMSS applies to all operating civilian personnel offices.

### 2-4. Work center description

a. *WCD summary direct.*

(1) *Manages civilian personnel office.* Plans and schedules civilian personnel operations; appraises program results; informs personnel; evaluates performance of civilian personnel branches.

(2) *Advises top management.* Serves as the personal advisor to commanders and top managers of all serviced activities for all civilian personnel management matters.

(3) *Develops installation/unit civilian personnel management goals and evaluates installation/unit civilian personnel management accomplishment.* Evaluates and analyzes installation/unit civilian personnel management; determines and develops civilian personnel management goals.

(4) *Represents installation/unit.* Acts as the official representative of the installation and serviced commanders at decision meetings

and conferences with the Office of Personnel Management (OPM), higher headquarters, Federal agencies, local or State governments, and public and private organizations.

(5) *Resolves personnel problems.* Resolves civilian personnel problems referred to the civilian personnel office (CPO) for a decision.

(6) *Manages nonappropriated fund civilian personnel function.* Performs the same functions for nonappropriated fund (NAF) as are performed for appropriated fund (AF) servicing in categories 2 through 5.

b. *WCD detail direct.* The WCD detail direct is included in figure 2-1.

c. *Indirect categories.* The standard indirect categories will be used for this work center. See appendix B for standard indirect categories.

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### 1. Manages civilian personnel office

1.1. Plans and schedules civilian personnel operations. Manages civilian personnel internal organization considering relative priority of programs and projects, efficiency and economy, and establishing work priorities and suspenses for civilian personnel branches and divisions; coordinates activities within the CPO and assures that projects are evaluated for their impact in all functional areas; plans initiatives needed to implement changes identifying time tables, resource requirements, necessary coordination within CPO and with outside organizations; and identifies courses of action and advises management on their relative advantages and disadvantages.

1.2. Appraises program results. Reviews, evaluates, and identifies trends or problem areas in CPO programs by means of statistical data and contacts with employees, supervisors, or managers.

1.3. Informs personnel. Informs CPO personnel of program status and disseminates information on new or revised regulations, policies, laws, and precedent setting decisions.

1.4. Evaluates performance of civilian personnel branches. Identifies major critical elements for action and evaluates performance against milestones and established standards.

### 2. Advises top management

Serves as the personal advisor to commanders and top managers of all serviced activities for all civilian personnel management matters. Keeps commanders and top managers informed of significant personnel issues, problems, favorable and unfavorable trends, status of programs, and controversial actions; analyzes issues; develops and recommends positions and actions; analyzes impact of reorganizations and recommends/plans appropriate action; and participates in operational planning with top management and key operating officials in order to develop plans and to evaluate the impact of proposed plans.

### 3. Develops installation/unit civilian personnel management goals and evaluates installation/unit civilian personnel management accomplishment

3.1. Evaluates and analyzes installation/unit civilian personnel management. Schedules and coordinates the evaluation of civilian personnel management in serviced organizations and civilian personnel services and assistance provided by the CPO. Selects evaluation/audit teams; reviews and approves team findings and recommendations; and monitors actions to correct deficiencies and efforts to improve civilian personnel management.

3.2. Determines and develops civilian personnel management goals. Reviews input by management (equal employment opportunity (EEO), mobilization, training, Training & Education Development (TED), reduction in force (RIF), Upward Mobility Program (UMP), mission changes, and so forth); CPO branches; and higher headquarters policies, directives and civilian branch plans. Structures goals and objectives for activity or civilian personnel plan focusing on improving personnel management, personnel servicing, and furthering mission and organizational goals. Coordinates plans

with management and forwards civilian personnel plans to commanders for approval.

**4. Represents installation/unit**

Acts as the official representative of the installation and serviced commanders at decision meetings and conferences with Office of Personnel Management (OPM), higher headquarters, Federal agencies, local or State governments, and public and private organizations.

**5. Resolves personnel problems**

Resolves civilian personnel problems referred to CPO for a decision.

**6. Manages nonappropriated fund civilian personnel function**

Performs the same functions for NAF as are performed for AF servicing in categories 2 through 5.

**Figure 2-1. WCD—Detail direct Office of the Chief, Civilian Personnel Office AFD code (SWCC)—RDC**

**2-5. Standard data**

- a. *Classification of standard.* Army common.
- b. *Date approved.* 2 December 1981.
- c. *Man-hour data sources.* Operational audit using historical performance and technical estimate techniques.

**2-6. Application**

- a. *Man-hour range.* A valid man-hour data range for this AMSS has not been developed.
- b. *Man-hour adjustments.* Man-hour adjustments due to additives, exclusions, or deviations will be made to the man-hours specified by the standard equation prior to dividing by the appropriate Army availability factor (AAF) to compute total manpower requirements. The AAF is in AR 570-5.

**2-7. Workload factor and equation**

- a. *Workload factor title.* Average monthly hours earned by subordinate work centers.
- b. *Workload factor definition.* See source of count.
- c. *Source of count.* Hours earned by application of the standards to subordinate work centers.
- d. Standard man-hour equation

$$Y=46.074+2.3692(X)/13.86+.00534(X)$$

- e. *Programmability.* A program estimating factor has not been developed for this work center.

**2-8. Statement of conditions (SOC)**

This is an administrative work center that normally operates 5 days a week, 8 hours a day.

**2-9. Application instructions**

AR 570-5 contains guidance for the annual application of manpower staffing standards. A letter of instruction (LOI) with additional application instructions will be provided by the Commander, U.S.Army Manpower and Requirements Documentation Agency (USAMARDA) prior to the scheduled application date.

**2-10. Manpower table**

Table 2-1 depicts manpower requirements for the Office of the Chief by occupational series code.

**Table 2-1  
Manpower table for Office of the Chief, Civilian Personnel Office AFD code (SWCC)—RDC**

Standard applicability man-hour range: N/A					
Position title	Series	Manpower requirement			
Personnel Officer	GS-0201	1	1	1	1
Personnel Mgmt Spec	GS-0201			1	2
Secretary/Clk Steno	GS-0318		1	1	1
	GS-0312				
Total		1	2	3	4

**2-11. Travel additive**

Specific application instructions will be provided by USAMARDA before the scheduled application date in the form of a letter of instruction (LOI).

**2-12. U.S. Army Europe (USAREUR) additive**

- a. *Applicability.* This additive applies only to operating CPOs in USAREUR that have an indirect hire agreement.
- b. *Additive detail direct.* The USAREUR additive detail direct is included in figure 2-2.

**1. Serves as activity representative to foreign agencies in administering the indirect hire program**

- 1.1. Administers the indirect hire agreement.
- 1.2. Maintains liaison with the host country representative.

**Figure 2-2. USAREUR additive—Detail direct Office of the Chief, Civilian Personnel Office AFD code (SWCC)—RDC**

- c. *Workload factor and equation.*
  - (1) *Workload factor title.*  $X_1$ —average monthly number of local nationals (LN) served.
  - (2) *Source of count.* Local records.
  - (3) *Additive man-hour equation.*  $Y=.017(X_1)$ .

**2-13. U.S. Army Japan (USARJ) additive**

- a. *Applicability.* This additive applies only to the operating CPOs in USARJ assigned responsibility for the master labor contract (MLC).
- b. *Additive detail direct.* The USARJ additive detail direct is included in figure 2-3.

**1. Serves as contracting officer's representative (COR) for the MLC**

- 1.1. Administers the indirect hire agreement(IHA) and the MLC.
  - 1.1.1. Reviews all personnel actions proposed by serviced organizations to assure compliance with MLC and IHA policy precedents.
  - 1.1.2. Assures that all personnel actions proposed by the Japanese government meet the requirements of the MLC and the IHA.
  - 1.1.3. Approves and authenticates all MLC and indirect hire personnel action requests.

1.1.4. Monitors management activities to assure that they adhere to MLC and IHA contractual requirements.

1.1.5. Provides interpretation of terms of the MLC and the IHA. Implements policies and procedures.

1.2. Maintains liaison with representatives of the labor management offices (LMO) of the Japanese government.

1.2.1. Discusses problem areas, union grievances, demands, and implementation of new policies and procedures.

1.2.2. Participates in meetings on labor and procedural problems.

1.2.3. Assists Japanese LMO in negotiating with local labor union chapters.

1.3. Reviews and certifies reimbursement vouchers for payment to the Government of Japan (GOJ).

1.3.1. Reviews invoices prior to payment to assure compliance with MLC terms, validity, and accuracy.

1.3.2. Certifies vouchers received from LMO to reimburse GOJ for personnel services provided.

1.3.3. Coordinates with activity cost control point and the finance and accounting office (FAO) on the funding of the contract.

1.4. Coordinates use of U.S. Army facilities by Japanese health insurance society, Japanese employee food outlet with U.S. Army facility engineer, and Japanese concessionaires.

1.5. Reviews request for RIF and obtains, through Office of the Civilian Personnel Director (OCPD), USARJ clearance on coordinated announcement of the reduction.

**Figure 2-3. USARJ additive—Detail direct Office of the Chief, Civilian Personnel Office AFD code (SWCC)—RDC**

*c. Workload factor and equation.*

(1) *Workload factor title.*  $X_2$ —average monthly number of LN served.

(2) *Source of count.* Local records.

(3) *Additive man-hour equation.*  $Y=.128(X_2)$ .

**2-14. Adjustment for major changes in the civilian workforce**

*a. Objective.* This adjustment is to ease the impact on the CPOs manpower requirements caused by major changes in the civilian workforce.

*b. Applicability.* This adjustment may be applied to any CPO when the civilian workforce being served is projected to increase or decrease by 100 or more. The adjustment is applied to the whole CPO function, not to individual work centers.

*c. Adjustment.* The following procedure should be used to determine the adjusted requirements:

(1) The normal CPO standards should be applied.

(2) Determine the difference between the current and the projected civilian workforce.

(3) The difference between the current workforce being served and the projected workforce (if the difference is greater than 100) should be applied to one of the following formulas, where X equals the difference between the current civilian workforce and the projected civilian workforce, and where Y equals the manpower requirements that should be added or subtracted to/from the basic CPO standard application.

(a) For Army depots the formula is  $Y=.0101X$ ,

(b) For other CPOs the formula is  $Y=.0134X$ .

(4) The results of the above calculations (Y) should be added to or subtracted from the total CPO requirements as determined by totaling all CPO work center standards (reference para 2-14c(1)).

(5) The change in the size of the requirement should be prorated against the current work center requirements.

**Chapter 3  
Technical Services AFD Code (SWCC)—RBA**

**3-1. Objective**

This AMSS quantifies the manpower required to accomplish the tasks described in the WCD for varying levels of workload volume in the technical services work center of the civilian personnel function.

**3-2. Authority**

Authorities for this AMSS are CPR 200 (250.5), AR 570-4, and AR 570-5.

**3-3. Applicability**

This AMSS applies to all operating civilian personnel offices.

**3-4. Work center description**

*a. WCD summary direct.*

(1) *Processes personnel action.* Processes SF 52 (Request for Personnel Action); processes change; pay system changes and other actions (Federal Employee Government Insurance (FEGLI), health benefits, service compensations, designation of beneficiary, performance appraisals, career appraisals, and reappointment forms); processes overseas assignments; in-processes new employees; out-processes employees; processes miscellaneous actions including expiration of temporary assignment or promotion, extended leave without pay, details, conversion of career conditional to career appointment, applications for review, passports and identification (ID) cards; arranges for physical exams; and verifies or prepares the SF 75 (Request for Preliminary Employment Data) certificate of employment, certificates of tax, reserve training, civil defense, and special immigration.

(2) *Conducts internal evaluations.* Administers internal evaluation program; reviews civilian personnel actions; audits CPO branch files; and audits personnel records maintained by supervisor.

(3) *Administers Incentive Awards (IA) Programs.* Supports the IA committee; administers the suggestion program and performance awards program; and plans and conducts recognition ceremonies.

(4) *Administers Civilian Personnel Management Information System (CIVPERSINS).* Administers automated system or data collection system; processes CPO reports; maintains liaison; and manages information inquiry requirements.

(5) *Administers employee benefits program.* Provides advice and assistance on retirement, health benefits, leave, life insurance, injury compensation/death claims, unemployment compensation, travel and transportation, overseas allowances and differential, pay entitlements, tax exemptions for LN uniform allowance and nonforeign allowances and differential; prepares informational material on programs; and conducts training and orientations.

(6) *Administers records and files.* Maintains higher authority directives, local civilian personnel-related policies and procedures and servicing agreements, CPO files and civilian personnel library; advises on personnel regulations and procedures; processes requests for release of information (the Privacy Act or Freedom of Information Act); and processes requests for release of information regarding LN employees.

*b. WCD detail direct.* The WCD detail direct is included in figure 3-1.

*c. Indirect categories.* The standard indirect categories will be used for this work center. See appendix B for standard indirect categories.

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## 1. Processes personnel action

### 1.1 Processes SF 52.

1.1.1. Processes request. Receives, reviews, logs, and forwards the SF 52 to the appropriate CPO staff element.(This action is for position establishment, position cancellation, position change, fill action, RIF, mass change, change in occupational code, separation, removal, details, temporary promotions, disciplinary action, termination, leave without pay, transfer, change in appointment status/conversion, change in duty station, resignation and involuntary action.) (For NAF, prepares DA Form 3884-R (Payroll Change Slip—Nonappropriated Fund Employee) and forwards it to employee's supervisor.)

1.1.2. Completes processing of personnel action. Receives and reviews the personnel action for regulatory compliance and verifies computations, and completes processing including SF 50 (Notification of Personnel Action) and locally developed related forms, post-processing and necessary coding action.(This process includes all above identified personnel actions, in addition to death, name change, and retirement actions.)

### 1.2. Processes payroll change.

1.2.1. Processes payroll change for General Schedule(GS) employees. Receives or prepares SF 52; coordinates with FAO to identify excess leave without pay (LWOP); modifies effective data if appropriate; forwards SF 52 to supervisor;receives approved SF 52, records the action and completion date in the service control file, and provides input to CIVPERSINS.

1.2.2. Processes payroll change for Wage Grade (WG) employee.Checks DA Form 5398 (Civilian Performance Rating) for satisfactory rating, prepares SF 52, and completes post-processing action.

### 1.3. Processes pay system changes.

1.3.1. Processes annual (Presidential/congressional)pay system change. Prepares or receives and reviews new grade and pay chart; prepares or receives and reviews SF 52 and approves for each employee; completes post-processing action;and updates automated system tables.

1.3.2. Processes new pay rate (WG) or special rate. Receives new rate; determines exemptions; prepares or receives, reviews, and approves SF 52 and completes post-processing action;notifies Headquarters, Department of the Army (HQDA) to change CIVPERSINS on each employee; and updates data system pay tables if appropriate.

1.3.3. Processes special pay schedules/rates (LN).Receives new rates and determines exemptions; prepares or receives new SF 52 (or like form) and completes post-processing action (occupational premium/special minimum U.S. rate for employees on temporary duty (TDY) in U.S. Consolidated Allowance Payment). (LN and NAF programs can have up to 10 different salary and wage schedules with annual changes that are processed at different times during the year.)

1.4. Processes other actions. These include FEGLI, health benefits, service computation date actions, security check, separation pay (severance bonus), mass change, and group action requests lists.

#### 1.4.1. Processes FEGLI enrollment or change action.

1.4.1.1. Receives SF 2817 (Life Insurance Election Form)from employee and determines eligibility.

1.4.1.2. Determines effective date, completes SF 2817, and makes distribution.

1.4.1.3. Receives SF 2821 (Agency Certification of Insurance Status) from FEGLI.

1.4.1.4. Determines effective date, completes SF 52 and prepares coding sheet to update automated system.

#### 1.4.2. Processes health benefits enrollment or change action.

1.4.2.1. Receives SF 2809 (Health Benefits Registration Form).

1.4.2.2. Determines if employee meets eligibility conditions and completes SF 2809 and SF 2810 (Notice of Change in Health Benefits Enrollment), if applicable.

1.4.3. Processes change in service computation date.

1.4.3.1. Requests and receives verification of Federal service and/or military service; and, if necessary, recomputes service computation date.

1.4.3.2. Initiates SF 52 and completes post-processing.

1.4.4. Processes designation of beneficiary.

1.4.4.1. Assists employee in preparation of and designation of a beneficiary for life insurance, accrued retirement, and unpaid compensation.

1.4.4.2. Witnesses signature and distributes forms.

1.4.5. Processes performance appraisal.

1.4.5.1. Prepares or receives DA Form 5398 from data processing.

1.4.5.2. Validates against personnel control file.

1.4.5.3. Forwards performance appraisal to supervisor and establishes suspense.

1.4.5.4. Sends a follow-up tracer if required.

1.4.5.5. Receives DA Form 5398 and completes post-processing.

1.4.6. Processes career appraisal.

1.4.6.1. Sends DA Form 5398 and rating instructions to supervisor and establishes a suspense.

1.4.6.2. Sends follow-up tracers if required.

1.4.6.3. Receives locally developed form.

1.4.6.4. Sends locally developed form to Recruitment and Placement (R&P) for certification of qualifications.

1.4.6.5. Completes post-processing.

1.4.7. Processes reappointment forms.

1.4.7.1. Forwards necessary appointment forms such as SF 75 and SF 78 (Certificate of Medical Examination) to appointee.

1.4.7.2. Requests inactive SF 66 (Official Personnel Folder) from National Personnel Records Center.

1.4.7.3. Processes OF 49 (Inquiry for United States Government Use Only).

1.5. In-processes new employees.

1.5.1. Prepares assignment letter, SF 7 (Service Record), and DA Form 1602 (Civilian Identification) for employee and dependents.

1.5.2. Verifies veteran status.

1.5.3. Receives and welcomes new employee.

1.5.4. Provides information packet and briefs new employee.

1.5.5. Completes appropriate processing forms

1.5.6. Administers oath of office and prepares SF 66.

1.5.7. Escorts employee to the workplace or requests new employee's supervisor to provide and escort.

1.6. Out-processes employee.

1.6.1. Verifies completion of locally developed installation clearance form.

1.6.2. If employee is terminating employment or retiring, provides information pertaining to conversion of health benefits, lump sum payments, reinstatement eligibility, conversion of life insurance, retirement deductions, and unemployment compensation.

1.6.3. Completes post-processing to include transfer/retirement of records and providing input to Standard Civilian Personnel Management Information System (SCIPMIS)/CIVPERSINS.

1.7. Processes personnel for assignment overseas. Includes return to continental United States (CONUS).

- 1.7.1. Interviews selectee for review/preparation of SF 66. Completes forms peculiar to overseas assignment.
- 1.7.2. Advises selecting unit of selectee's anticipated arrival date and requests port call date. Prepares travel orders.
- 1.7.3. Completes orientation statement.
- 1.7.4. Provides employee with copies of appropriate documents.
- 1.7.5. Transfers SF 66 to gaining activity and completes post-processing.
- 1.8. Processes miscellaneous actions.
  - 1.8.1. Processes application to renew passport and identification cards.
  - 1.8.2. Arranges for physical examination for all employees(including examinations for NAF and personnel services personnel)to determine fitness for duty actions.
  - 1.8.3. Prepares various types of certificates of employment including SF 75, verification of employment, tax, Reserve training, civil defense, and special immigration certificates.
  - 1.8.4. Maintains suspense record and prepares notification form to notify management or CPO branches to initiate action on length of service awards, expiration of temporary appointments, details, temporary promotions and so forth.
  - 1.8.5. Processes promotion.
    - 1.8.5.1. Receives notification of promotion and prepares and forwards DA 4592 (Certificate of Promotion).
    - 1.8.5.2. Schedules presentation and ceremony for recipient.
  - 1.8.6. Processes retirement.
    - 1.8.6.1. Receives notification of retirement, prepares DA Form 4250 (DA Certificate of Retirement) and DA Form 4251(DA Certificate of Appreciation) and forwards certificates for signature. (In USARJ, for employees retiring with 30 or more years service, prepares staff paper and forwards certificate for approval and signature by CG, USARJ.)
    - 1.8.6.2. Schedules presentation and ceremony for recipient.
  - 1.8.7. Processes other certificate. Issues certificate, letter of appreciation, news item, and special or patent award.

## **2. Conducts internal evaluations**

- 2.1. Performs internal audit of personnel actions.
  - 2.1.1. Develops checklist for audits.
    - 2.1.1.1. Prepares checklist for audits.
    - 2.1.1.2. Determines frequency and size of sample.
    - 2.1.1.3. Identifies team members.
    - 2.1.1.4. Prepares plan citing objectives and methodology.
  - 2.1.2. Conducts self-audit.
    - 2.1.2.1. Orients audit team on objectives and methodology.
    - 2.1.2.2. Selects actions to be reviewed.
    - 2.1.2.3. Pulls SFs 66, conducts audit, and records violations.
    - 2.1.2.4. Prepares report and refers report to appropriate functional element for correction of discrepancies and/or violations.
- 2.2. Audits CPO branch files.
  - 2.2.1. Pulls resource files and conducts audit.
  - 2.2.2. Discusses violation with functional official and prepares report.
- 2.3. Audits personnel records maintained by supervisors.
  - 2.3.1. Conducts on-site evaluation of items maintained by employees' supervisor.
  - 2.3.2. Assists and advises supervisor on required items.

## **3. Administers the IA program**

- 3.1. Provides support to the IA committee.

- 3.1.1. Plans and promotes IA program.
  - 3.1.1.1. Prepares, promotes, and coordinates with the IA committee on special emphasis programs, implementing new program features and improving techniques.
  - 3.1.1.2. Evaluates overall program and provides feedback to commander and general HQDA report.
  - 3.1.1.3. Maintains budget data and prepares request for awards materials. (For Japanese LN employees in Japan, prepares and forwards budget estimates to Government of Japan agencies.)
- 3.1.2. Provides administrative support.
  - 3.1.2.1. Serves as IA executive secretary.
  - 3.1.2.2. Prepares and maintains minutes of meeting or correspondence.
  - 3.1.2.3. Schedules meeting.
  - 3.1.2.4. Prepares IA data and information (including promotion, travel, enhancements, and program improvements)for IA committee consideration.
- 3.2. Administers suggestion program.
  - 3.2.1. Program administration.
    - 3.2.1.1. Provides training (conduct periodic classes for supervisors on all aspects of suggestion program), orientation, guidance, and assistance to supervisors, managers, employees, and IA committee.
    - 3.2.1.2. Maintains records and submits required reports.
    - 3.2.1.3. Provides special emphasis, implements new programs and improves local techniques.
  - 3.2.2. Processes suggestion.
    - 3.2.2.1. Receives and reviews suggestion or request for reconsideration (for sufficient information, proprietary rights, appropriateness and existing rules or regulations).
    - 3.2.2.2. If the suggestion is unacceptable, returns it with reason for nonacceptance.
    - 3.2.2.3. If the suggestion is acceptable, assigns a title and number, notifies suggester, and forwards it to appropriate official for evaluation with a suspense date.
    - 3.2.2.4. Receives completed DA Form 2440 (Suggestion Evaluation) and reviews it for completeness and approval.
    - 3.2.2.5. If the suggestion is not adopted, returns it to the suggester explaining reason for nonadoption.
    - 3.2.2.6. If the resubmitted suggestion does not meet criteria, returns it to suggester with an explanation.
    - 3.2.2.7. If adoption of the suggestion results in a recommendation of an award for more than \$350, forwards it to the IA committee. Requests verification of savings and determination as to whether or not suggestion falls within job responsibilities.
    - 3.2.2.8. Prepares and secures necessary signatures on DA Form 2441 (Suggestion Award Certificate) for all cash awards for presentation to suggester. Sends copy of DA Form 2441 to FAO. (For USARJ LN employees: prepares U.S. Forces Japan USFJ Form 12 (Request for Payment of Cash Award); summarizes suggestion, evaluation, and estimated savings; forwards it to LMO for approval of payments; assists LMO officials in translating documents, as required.)
    - 3.2.2.9. For cash awards of \$100.00 or more, prepares and secures necessary signature on the DA Form 2443 (Commendation Certificate). (For USARJ LN employees, on receipt of cash payment notice from LMO, prepares USARJ Form 9353J (Suggestion Award Certificate); forwards it to chief of suggester's organization together with payment notice.)
    - 3.2.2.10. If adoption of the suggestion results in recommendations of less than \$100, prepares and secures signature on DA Form 2441 for presentation to suggester. (Not applicable for Japanese LN employees.)
    - 3.2.2.11. If adoption of the suggestion results in a recommendation

that exceeds local authority to pay, forwards all pertinent material to higher authority. (Not applicable for Japanese LN employees.)

3.2.2.12. Finalizes processing, includes filing the DA Form 1045 (Suggestion) and supporting material in the IA file and forwards a copy of the letter of appreciation to the Technical Services Office (TSO) for inclusion in the employee's SF 66. (For Japanese LN employees, forwards the letter of appreciation to Recruitment and Placement (R&P) for posting in local service records.)

3.3. Administers performance awards program.

3.3.1. Processes quality step increases.

3.3.1.1. Receives DA Form 1256 (Incentive Award Nomination Approval) with supporting documentation and reviews it for regulatory compliance. If DA Form 1256 does not meet criteria, returns it to supervisor/manager with an explanation.

3.3.1.2. Arranges for preparation of or prepares DA Form 2443 for presentation.

3.3.1.3. Prepares and forwards SF 50.

3.3.1.4. Completes post-processing.

3.3.2. Processes sustained superior performance awards(SSPA) awards.

3.3.2.1. Receives and reviews DA Form 1256 with supporting documentation. If DA Form 1256 does not meet criteria, returns it to supervisor/manager with an explanation for reaccomplishment. Advises and assists supervisor/manager as needed. (For Japanese LN employees, prepares USFJ Form 12; summarizes justification; and forwards to LMO for approval of cash payment.)

3.3.2.2. Forwards DA Form 1256 to FAO; prepares DA Form 2443. On receipt of check, forwards certificate and check to approving official for signature and presentation. (For Japanese LN employees, on receipt of payment notice from LMO, prepares SSPA certificate, local forms, and forwards it with payment notice for presentation.)

3.3.2.3. Completes post-processing.

3.3.3. Processes special act or service award.

3.3.3.1. Receives and reviews DA Form 1256, if the award is for more than \$350, forwards it to IA committee.

3.3.3.2. If award is for less than \$350, forwards a copy of DA Form 1256 to FAO and prepares or has approving official prepare certificate and arrange ceremony; places DA Form 1256 in IA file and SF 66. (For Japanese LN employees, prepares USFJ Form 12 and forwards it to LMO. On receipt of payment notice, prepares certificate and forwards it with payment notice for presentation.)

3.3.3.3. Receives approved DA Form 1256 from IA committee and prepares or has approving official prepare certificate and arranges ceremony. Places DA Form 1256 in the IA file and in the SF 66. (For Japanese LN employees, prepares USFJ Form 12 and forwards it to LMO. On receipt of payment notice, prepares certificate and forwards it with certificate for presentation.)

3.3.3.4. If IA committee decision is unfavorable, returns the nomination to nominating official with an explanation.

3.3.4. Processes honorary awards.

3.3.4.1. Receives and reviews draft nomination (with supporting documentation) and forwards it to the IA committee or appropriate official for action.

3.3.4.2. Receives approved nomination, prepares final nomination with DA Form 1256 and supporting documents, and forwards them to the commander for signature.

3.3.4.3. If nomination is for recognition by the Secretary of the Army, forwards it through command channels to Executive Secretary, Army Incentive Awards Board. After receipt of approval, publicizes award and monitors arrangement for ceremony. Files approved DA Form 1256 in SF 66.

3.3.4.4. If draft nomination is unacceptable to IA committee, returns nomination to nominating official with reasons for nonapproval.

3.3.5. Processes length of service award.

3.3.5.1. Establishes and maintains a suspense system.

3.3.5.2. Arranges for preparation of the DA Form 2000(Inventory/Location Survey Work Card) and obtains the length of service emblem.

3.3.5.3. Arranges for ceremony.

3.3.5.4. (In USARJ, for employees receiving an award for 30 or more years service, prepares staff paper and letter and forwards them for the approval and signature of the CG USARJ.)

3.3.6. Processes outstanding performance rating.

3.3.6.1. Receives and reviews rating for compliance.

3.3.6.2. Monitors preparation of certificate and presentation of certificate.

3.3.6.3. Completes post-processing.

3.4. Plans for annual Civilian Recognition Day ceremony or events.

3.4.1. Plans and schedules special recognition events.

3.4.2. Coordinates events with commander/guests/participants.

#### **4. Administers CIVPERSINS**

4.1. Administers (automated) systems.

4.1.1. Prepares personnel action/documents.

4.1.1.1. Prepares coding sheet or punch cards to obtain product documents (SF 50, DA Form 5398-R, and DA Form 279(Position Review and Group Action Request Test)) resulting from personnel action processing and to update/maintain data base.

4.1.1.2. Schedules appropriate computer support with servicing Data Processing Installations (DPI).

4.1.2. Analyzes computer products.

4.1.2.1. Ensures quality of computer data and products.

4.1.2.2. Determines trend, identifies problem areas, and initiates corrective action.

4.1.2.3. Reconciles manual records and authorizations with automated personnel/payroll and manpower systems.

4.1.3. Processes system change requests.

4.1.3.1. Evaluates recommendation for system change or modification.

4.1.3.2. Prepares request for change and forwards recommendation to higher authority.

4.1.4. Maintains records/files.

4.1.4.1. Maintains tables for appropriate code/action relationship.

4.1.4.2. Annotates change in records/files.

4.1.4.3. Identifies change with product and report.

4.1.5. Updates SCIPMIS data. Updates table, organization, Civil Service (CS) authority, pay, standard remarks, location, position, title, new obligation authority (NOA) narrative, pay period, and authorized signature.

4.1.6. Processes Employee Master Record (EMR). Obtains EMR twice yearly, forwards it to employee for review, and processes correction into system on return.

4.2. Processes civilian personnel reports.

4.2.1. Processes data systems reports.

4.2.1.1. Reviews, coordinates, and monitors reports.

4.2.1.2. Reviews and monitors system data for accuracy and timeliness of information.

4.2.1.3. Compiles data into prescribed format for periodic and as requested reports.

- 4.3. Maintains liaison with higher authority and servicing DPI.
- 4.3.1. Coordinates and maintains liaison with higher authority.
- 4.3.2. Coordinates and maintains liaison with servicing DPI.
- 4.4. Manages information inquiry requirements.
- 4.4.1. Processes request for information.
- 4.4.2. Reviews request, and determines availability and priority.
- 4.4.3. Prepares coding sheet and requests product.
- 4.4.4. Receives, reviews, and forwards the information to requester.

**5. Administers employee benefits program**

- 5.1. Provides advice and assistance on retirement.
- 5.1.1. Counsels employee and/or supervisor on rights and privileges associated with retirement, eligibility requirements, and benefits.
- 5.1.2. On request, computes retirement entitlement or obtains computation from automated system.
- 5.1.3. Provides assistance on completing the necessary forms including designation of beneficiary.
- 5.1.4. Arranges for Federal Medical Officer examination.
- 5.1.5. Conducts pre-retirement seminar.
- 5.1.6. Arranges for retirement ceremony and presentation of DA Form 4250.
- 5.2. Provides advice and assistance on health benefits.
- 5.2.1. Responds to inquiry on eligibility, coverage, and available plans.
- 5.2.2. Provides brochures and forms.
- 5.2.3. Provides assistance on completing appropriate forms or completes forms as appropriate.
- 5.3. Provides advice and assistance on leave.
- 5.3.1. Counsels employee and supervisor on various types of leave and LN bonus entitlements.
- 5.3.2. Advises FAO if employee uses home leave.
- 5.4. Provides advice and assistance on life insurance.
- 5.4.1. Responds to inquiry on eligibility of coverage.
- 5.4.2. Provides brochures and forms.
- 5.4.3. Provides assistance on completion of form including designation of beneficiary.
- 5.5. Provides advice and assistance on injury compensation/death claim.
- 5.5.1. Responds to inquiry on request for information.
- 5.5.2. If designated, provides assistance in filing compensation claim and maintains files.
- 5.5.3. If designated, reviews claims, forwards them to the Department of Labor (DOL), and provides the information requested by DOL.
- 5.5.4. Monitors status of employees receiving compensation.
- 5.6. Provides advice and assistance on unemployment compensation.
- 5.6.1. Responds to inquiry on request for information.
- 5.6.2. Provides assistance/information associated with unemployment compensation.
- 5.7. Provides advice and assistance on travel and transportation.
- 5.7.1. Provides assistance/information on completing necessary forms.
- 5.7.2. Prepares travel orders for permanent duty travel.
- 5.7.3. Completes request for official passport, DD Form 1056 (Authorization to apply for a "No-Fee" passport and/or request for Visa) and DSP Form 11 (Department of State Passport Application).

- 5.7.4. Requests port call and notifies employee.
- 5.7.5. Reviews and approves (or obtains approval) for payment of allowance. (USAREUR LN employees only).
- 5.8. Provides advice and assistance on overseas allowances and differential.
- 5.8.1. Provides information/assistance to employee.
- 5.8.2. Responds to inquiry for information.
- 5.8.3. Assists employee in completing necessary forms, reviews and approves request for payment.
- 5.8.4. Prepares and submits scheduled reports.
- 5.8.5. Completes necessary forms for payment of differential.
- 5.9. Provides advice and assistance on nonforeign allowances and differential.
- 5.9.1. Responds to inquiry for information.
- 5.9.2. Advises FAO of the appropriate cost of living allowance(COLA) rate to be paid.
- 5.9.3. Completes necessary forms for payment of differential.
- 5.9.4. Assists OPM in conducting survey to determine housing and living cost.
- 5.10. Prepares and distributes informational material, as necessary, to keep employees fully informed of benefits and entitlements. (This material includes pamphlets, brochures and memoranda on leave, pay, health, life insurance, retirement, compensation, travel and transportation, and allowances.)
- 5.11. Conducts training/orientation. Conducts, assists, and participates in supervisor and management training.
- 5.12. Provides advice and assistance on uniform allowances.
- 5.12.1. Responds to inquiry for information.
- 5.12.2. Completes form for payment of allowance. (USAREUR LN employees only).
- 5.13. Provides advice and determines entitlements under the German Property Accrual Act (USAREUR LN employees only).Determines and counsels on the eligibility and amount of transfer, moving, travel, and clothing allowance.
- 5.14. Provides advice and assistance on tax exemption-s(USAREUR LN employees only).
- 5.14.1. Responds to inquiries on eligibility and coverage.
- 5.14.2. Provides requested forms and assistance on completing all forms.

**6. Administers records, files, and regulations**

- 6.1. Maintains higher headquarters directives for technical services area.
- 6.1.1. Receives and reviews higher authority directive associated with technical services function.
- 6.1.1.1. Establishes and maintains suspense for completed actions.
- 6.1.1.2. Reviews for application and incorporates change, revision, or new requirement into technical services procedures.
- 6.1.1.3. Files directive in master file (CPO library).
- 6.1.2. Receives and reviews higher authority directive associated with other than technical services function.
- 6.1.2.1. Establishes and maintains suspenses for completed actions.
- 6.1.2.2. Forwards a copy of the completed action to the appropriate CPO staff element and retains a copy for master file.
- 6.1.2.3. Files directive in master file.
- 6.1.3. Provides information and responds to inquiries.
- 6.2. Maintains local policies and regulations.
- 6.2.1. Publishes local policies and regulations.
- 6.2.1.1. Obtains copies of local directives/regulations that include or are associated with civilian personnel function.

- 6.2.1.2. Reviews directive for civilian personnel application.
- 6.2.1.3. Coordinates directive/regulation with CPO staff elements and local publication office.
- 6.2.1.4. Files in master file (CPO library).
- 6.2.2. Provides information. Responds to inquiries regarding local directives/regulations.
- 6.2.3. Maintains master file. Maintains master file(s) of local regulations, policies, and personnel procedures (including backup information).
- 6.2.4. Maintains servicing agreement. Maintains all master files of servicing agreements, backup information, and changes and/or revisions to agreements.
- 6.3. Maintains civilian personnel files.
  - 6.3.1. Establishes and maintains SFs 66.
    - 6.3.1.1. Establishes an SF 66 for each individual and incorporates appropriate records.
    - 6.3.1.2. Pulls SFs 66 and makes changes or adds new items.
    - 6.3.1.3. Pulls SFs 66 for review or screening and refiles.
    - 6.3.1.4. Forwards, transfers, or retires SF 66's.
  - 6.3.2. Processes reprimand actions.
    - 6.3.2.1. Receives and files notices.
    - 6.3.2.2. Removes reprimand actions when required.
  - 6.3.3. Establishes and maintains retention register files.
    - 6.3.3.1. Establishes file and incorporates retention register listings.
    - 6.3.3.2. Updates register from data and information received.
    - 6.3.3.3. Forwards retention register file to R&P as required.
  - 6.3.4. Establishes and maintains CIVPERSINS file. Receives, reviews, distributes, and files CIVPERSINS product.
  - 6.3.5. Establishes and maintains service control file.
    - 6.3.5.1. Establishes service control register SF 7D (Position Identification Strip) by table of distribution and allowance (TDA) organization.
    - 6.3.5.2. Identifies incumbent (if occupied), dates of personnel action, job to description, competitive level, and retention data.
    - 6.3.5.3. Updates and adds data or information as received.
    - 6.3.5.4. Removes and/or disposes of data as required.
    - 6.3.5.5. Tabs suspense for such items as within grade change, performance appraisal due dates, termination of temporary actions, and conversion of appointment status.
  - 6.3.6. Establishes and maintains an inactive service control file (index or listing). Maintains an inactive alphabetical control file for separated and transferred employees.
  - 6.3.7. Establishes and maintains foreign post allowance and differential file.
    - 6.3.7.1. Establishes an alphabetical file by fiscal year of SF 1190 (Foreign allowances application grant and report) and related documents for foreign post duty.
    - 6.3.7.2. Updates and/or revises file as changes and revisions are received.
  - 6.3.8. Maintains DCSPER 542 (Civilian Personnel Data File (CPDF)). Establishes a CPDF (tape or punch card) and destroys as required.
  - 6.3.9. Maintains a chronological journal file. Maintains chronological file on SF 50 actions and destroys after 2 years.
  - 6.3.10. Maintains a privilege information file.
    - 6.3.10.1. Establishes an alphabetical file to include OF 49 and related material.
    - 6.3.10.2. Files OF 49 and related material.

- 6.3.10.3. Removes (authorized personnel only) and destroys or incorporates with SF 66.
- 6.4. Maintains civilian personnel management library. Establishes and maintains a library and master file of civilian personnel policies, directives, regulations, supplements, letters of instructions, and bulletins; updates; controls; and distributes.
- 6.5. Provides advice on personnel regulations and procedures.
  - 6.5.1. Provides technical assistance and advice to civilian personnel staff elements with regard to legal, regulatory, and procedural requirements that affect civilian personnel administration.
  - 6.5.2. Obtains technical opinion from higher headquarters and OPM as required.
- 6.6. Processes a request for release of information under the Privacy Act or Freedom of Information Act.
  - 6.6.1. Evaluates request.
    - 6.6.1.1. Receives and reviews request for release of information under the Freedom of Information Act.
    - 6.6.1.2. Determines releasability and if the information may require protection by the Privacy Act.
  - 6.6.2. Prepares recommendation for denial. Prepares correspondence for higher authority and forwards it to chief of civilian personnel for signature.
  - 6.6.3. Prepares releasable information.
    - 6.6.3.1. Compiles requested information.
    - 6.6.3.2. Prepares reply and forwards it to the chief of civilian personnel for signature.
  - 6.6.4. Prepares report of time expended collecting data and submits report to chief of civilian personnel for approval.
- 6.7. Processes request for release of information regarding LN employee.
  - 6.7.1. Receives and reviews request for information (from individuals, businesses, and governments), and determines releasability.
  - 6.7.2. Prepares reply (to release or deny) and forwards it to the chief of civilian personnel for signature.

**Figure 3-1. WCD—Detail direct Technical Services AFD code (SWCC)—RBA**

### **3-5. Standard data**

- a. *Classification of standard.* Army common.
- b. *Date approved.* 2 December 1981.
- c. *Man-hour data sources.* Operational audit using historical performance and technical estimate techniques.

### **3-6. Application**

- a. *Man-hour range.* A valid man-hour data range for this AMSS has not been developed.
- b. *Man-hour adjustments.* Man-hour adjustments due to additives, exclusions, or deviations will be made to the man-hours specified by the standard equation prior to dividing by the appropriate AAF to compute total manpower requirements. The AAF can be found in AR 570-5.

### **3-7. Workload factor and equation**

- a. *Workload factor title.*
  - (1)  $X_1$  = average monthly AF population served.
  - (2)  $X_2$  = average monthly number of specified personnel actions completed.
  - (3)  $X_3$  = average monthly number of overseas assignments processed.
  - (4)  $X_4$  = average monthly number of personnel actions audited.
  - (5)  $X_5$  = average monthly number of suggestions processed.
  - (6)  $X_6$  = average monthly number of performance awards processed.

b. *Workload factor definitions.* See source of count.

c. *Source of count.*

(1)  $X_1$ —strength reports generated by local force development/manpower offices. This count consists of the average annual actual onboard strength. This on board strength count should exclude ceiling exempt employees in special opportunity programs. It should also exclude persons in full-time student status (for example, student interns attending courses full-time at the defense Ammunition School at Savannah Army Depot).

(2)  $X_2$ —The total of 3-7c(2)(a) through 3-7c(2)(k). It should contain no other items such as DA 5398, SF 78 or SF 85 (Data for Nonsensitive or Noncritical-Sensitive Position) or SF 86(Security Investigation Data for Sensitive Position).

(a) *SF 50 chronological file.* SF 50 corrections and cancellations may be included in the chronological file, they are not to be included in the work count. One-time mass changes resulting from "paper reorganizations" should not be counted. Note that the annual pay changes are included in the count. SFs 50 resulting from locally developed nature of action codes are not counted. For USAREUR—SF 50 for U.S. employees and directives applicable to U.S. Army personnel in Europe for LN employees. Annual pay changes for Department of Defense Dependents Schools (DODDS) employees can result in a number of adjustments to previous SFs 50. These adjustments are coded with a Nature of Action code (NOAC) of 002. For purposes of the standard, SF 50 corrections that are a direct result of DODDS annual pay adjustments will be included in the total count.

(b) *SF 52 log.* If no SF 52 log exists, a work count may be obtained by counting the types of personnel actions in the SF 50 chronological files that would be generated by SFs 52: for example; promotions, losses, or name changes. SFs 52 that do not generate SFs 50 should not be counted; for example, a detail of less than 30 days. Also, Groups Action Referral List (GARL) actions should not be considered an SF 52 count. For USAREUR—SF 52 for U.S. employees and local equivalent for LN employees. If no SF 52 or SF 2821 log book exists, a work count may be obtained from the SF 50 or local equivalent chronological files. Only those types of actions in the chronological file that would be generated by SFs 52 or local equivalents would be counted. SFs 52 or local equivalent which do not generate an SF 50 or AE-50 should not be counted, for example, the within grade increases or FEGLI changes.

(c) *Payroll actions processed on SFs 50.* The historical count may be obtained from the payroll transmittal.

(d) *SFs 2823 (Designation of Beneficiary) listed on payroll transmittals under "Other."* SF 2823 is a very low volume count. It is only used if an employee wishes to alter the established sequence of designation: for example, an employee's beneficiary would automatically be the spouse. The employee would only file a SF 2823 if he or she wanted someone other than the spouse to be the beneficiary. There are two copies of the form—one goes to the employee and the other goes to the SF 66. The count has been found to be approximately equal to the net new employee accession rate.

(e) *SFs 2821 listed on payroll transmittals under "Other."* When using payroll transmittals to obtain work counts, check to make sure that any duplicate copies of transmittals in the files are not included in the count and a copy of the payroll form is attached.

(f) *SFs 2809 listed on payroll transmittals.* Same as paragraph 3-7c(2)(e) above. Do not include open season SFs 2809. The open season hours are accounted for by the standard, but the work counts were excluded from standards development because open seasons are not predictable from year to year.

(g) *SFs 2810 listed on payroll transmittals.* Same as paragraph 3-7c(2)(e) above. Do not include open season SFs 2810 for the same reasons as in paragraph 3-7c(2)(f) above.

(h) *SFs 2817 listed on payroll transmittals.* Same as paragraph 3-7c(2)(e) above. Do not include one time mass changes such as an "Open Season."

(i) *Service computation action.* There are two sources of count—Count SFs 144 (Statement of Prior Federal Service) in the chronological file (if one exists); or count SFs 50 in the chronological file

that were generated by SFs 144. These sources are provided for reference only. This count is taken care of automatically in the SF 50 count in (3-7c(2)(a)) above. There is no need to count these actions.

(j) *Dispatched notifications of delinquent actions.* The source is the log of notifications sent. The count includes only formal written notifications of delinquent actions sent by the CPO. There must be an audit trail of these forms. Examples of things that should not be included in the count are performance and career appraisals, verifications of employment, physical examination forms, and security clearance forms.

(k) *The average monthly number of new LN employees processed.* For USAREUR—Health/Retirement forms (for LN employees). (AF full-time permanent positions.) This is a program offered to all new LN employees by the Tariff agreement. TSO is responsible for counseling new employees, obtaining completed forms, forwarding them to the German Defense Cost Office, and then filing the returns in the SF 66.

(3)  $X_3$ —*Overseas assignment log.*

(4)  $X_4$ —*SFs 50 are the actions audited.* A written report, such as an audit checklist, should exist for each audit performed. Reports of audit findings should not be counted if they represent an audit already counted. The count consists of the civilian personnel formal internal audit of personnel actions. The audit is a formal process involving persons drawn from work centers other than TSO and performed in accordance with the requirements of CPR 299.13-9. Audits cover a specified percentage (5 percent to 15 percent) of all types of personnel actions. For the purpose of this application, only audits derived from the SF 50 will be counted. The count should not include supervisory reviews of actions. The audit reports are normally on a locally developed form. A full audit program does not generate a count exceeding 1 percent of the population served unless there are inordinate numbers of reports of audit findings. For USAREUR—The count consists of civilian personnel formal internal audits of personnel actions. HQDA has approved the requirement for USAREUR to perform 25 percent audit of personnel actions. For purposes of the standard only, audits derived from SFs 50 will be counted. A computation based on AF population may be applied. Equation is  $Y = 1.072(.025X)$ , where  $X = AF$  population.

(5)  $X_5$ —*suggestion log that documents each submitted suggestion.* Each suggestion submitted is counted once. Suggestions are not counted again if they are returned to the CPO for further evaluation or processing. The suggestions are normally recorded by the fiscal year with a new set of numbers each year; for example, suggestions for FY86 would be numbered 86-1, 86-2, and 86-3; suggestions for FY87 would be numbered 87-1, 87-2, and 87-3. Depending on the local organization structure, the work count may be obtained from the IA Branch, or the Labor Relations/Management Employee Relations (L/MER) Branch. For purposes of the standard, this work count is included in the TSO Branch.

(6)  $X_6$ —*Quality Step Increases (QSIs), (SSPA), special acts/service awards, honorary awards, and outstanding performance ratings documented in a performance awards log.* Length of service awards are recorded on printouts from CIVPERSINS. Group awards are counted as one award. Promotion certificates are honorary awards and are included in the count. Depending on the local organization structure, the work count may be obtained from the IA Branch or the L/MER Branch. For purpose of the standard, this work count is included in the TSO Branch. All performance awards for LN employees serving in AF positions should be counted such as safe driving awards.

d. *Standard man-hour equation.*

(1) If population served is less than 1000:  $Y = 140 + .373 (X_1) + .924 (X_2) + 3.261 (X_3) + 1.072 (X_4) + 2.549 (X_5) + .165 (X_6)$ .

(2) If population served is 1000 or more:  $Y = 513.07 + .924 (X_2) + 3.261 (X_3) + 1.072 (X_4) + 2.549 (X_5) + .1651 (X_6)$ .

e. *Programmability.* A program estimating factor has not been developed for this work center.

### 3-8. Statement of Conditions (SOC)

This is an administrative work center that normally operates 5 days a week, 8 hours a day.

### 3-9. Application instructions

AR 570-5 contains guidance for the annual application of manpower staffing standards. An LOI with additional application instructions will be provided by the Commander, USAMARDA, prior to the scheduled application date.

### 3-10. Manpower table

Table 3-1 depicts manpower requirements for the TSO by the occupational series code.

### 3-11. Travel additive

USAMARDA will provide specific application instructions before the scheduled application date in the form of an LOI.

### 3-12. Army common additive

*a. Applicability.* These additives apply to all operating CPOs that perform these functions.

*b. Additive detail direct.* The Army common additive detail direct is included in figure 3-2.

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#### 1. Processes SF 1190

1.1. Processes living quarters allowances (LQA). Prepares LQA changes, terminations, annual notifications, and annual resubmissions.

1.2. Processes COLA. Prepares SF 1190, computes rate, and identifies changes (includes teachers and WG employees).

1.3. Processes continuance of LQA. Prepares SF 1190 for request of LQA through summer months.

1.4. Processes temporary living allowance (TLA). Prepares SF 1190 from receipts of temporary lodging and meals received from new employee.

1.5. Processes foreign transfer allowance. Prepares SF 1190 from receipts received for CONUS lodging.

**2. Operates locator system.** Receives request for location of personnel assigned to installation and provides information (telephonically).

**3. Prepares DSP Form 234** (Retail Price Schedule Reports).

**4. Prepares Form DSP 231** (Post Differential Reports).

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**Figure 3-2. Army common additive—Detail direct Technical Services AFD code (SWCC)—RBA**

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*c. Workload factor and equation.*

(1) *Workload factor title.*

(a)  $X_4$ —average monthly SF 1190 processed.

(b)  $X_6$ —average monthly telephone requests completed by the locator system.

(c)  $X_7$ —average monthly DSP 234 prepared.

(d)  $X_8$ —average monthly post differential reports prepared.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.*

(a)  $X_4$ —daily transmittal letters. These should be used to obtain

the work count. Note that more than one copy of an SF 1190 may be indicated on the transmittal letter; the work count is just one.

(b)  $X_6$ —*local records.* This additive accounts only for the traditional locator function (such as time spent finding telephone numbers and workplace locations) often associated with the post telephone operator. This additive does not include verification of employment, credit checks, and so forth and centralized (Private Exchange Branch) PBX/operator function for the CPO itself.

(c)  $X_7$ —*TSO Branch official files.*

(d)  $X_8$ —*official office files.*

(4) *Additive man-hour equation.*

(a)  $Y = .226(X_4)$

(b)  $Y = .042(X_6)$

(c)  $Y = 5.136(X_7)$

(d)  $Y = 2.140(X_8)$

### 3-13. USAREUR additives

*a. Applicability.* These additives apply only to operating USAREUR CPOs that perform these functions.

*b. WCD detail direct.* The USAREUR additive detail direct is included in figure 3-3.

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#### 1. Processes other actions

1.1. Processes work permit

1.1.1. Prepares application for working permit.

1.1.2. Prepares applicable local forms.

1.1.3. Maintains labor and resident permit file.

1.1.4. Forwards extension of work/resident permit letter.

#### 2. Processes monthly time/attendance (T/A) data for LN employees

2.1. Reviews T/A data of units serviced for correct entries and clarifies discrepancies.

2.2. Trains supervisor and timekeeper personnel in preparation of T/A data including absenteeism.

2.3. Takes action in case of delinquent submission, erroneous entries, or violation of German laws regarding working hours.

#### 3. Processes civilian nonpermanent change of station (PCS) travel orders

#### 4. Processes performance appraisals General Performance Appraisal System (GPAS)

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**Figure 3-3. USAREUR additive—Detail direct Technical Services AFD code (SWCC)—RBA**

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*c. Workload factor and equation.*

(1) *Workload factor title.*

(a)  $X_1$ —average monthly LN DA Form 4395 (Time and Attendance cards) processed.

(b)  $X_2$ —average monthly work permits processed.

(c)  $X_9$ —civilian non-PCS travel.

**Table 3-1**  
**Manpower table for Technical Services AFD code (SWCC)—RBA**

Standard applicability man-hour range: N/A

Position title	Series	Manpower requirement																		
Supv Pers Mgmt Sp	GS-0201				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Pers Mgmt Sp/Pers Asst	GS-0201	1	1	1																
	GS-0203																			
Pers Clk (T)	GS-0203	1	1	2	2	3	4	4	5	6	6	6	7	8	8	8	9	10	11	
Incentive Awd Admin	GS-0301	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Clk-typist/Pers Clk (T)	GS-0322				1	1	1	1	1	1	2	2	2	2	3	3	3	3	3	
	GS-0203																			
<b>Total</b>		<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>

- (d)  $X_{10}$ —performance appraisals (GPAS).
- (2) *Workload factor definition.* See source of count.
- (3) *Source of count.*
- (a)  $X_1$ —monthly T/A reports submitted to the CPO by functional managers. Count is each line, that is, each LN employee. Under the card system, only one individual per card is reported; therefore, consider each line as an individual card. Individual supervisors are responsible for the accuracy of the input.
- (b)  $X_2$ —official office files/or office log book. All German nationals do not need work permits. Only the newly employed German nationals should be included in the count. Third-country nationals should have both work permits and resident permits prior to accepting a position. Count only work permits.
- (c)  $X_9$ —travel log for non-PCS travel orders, and DD Form 1614 (Request and Authorization for DOD Civilian Permanent Duty Travel). It is recognized that the volume of effort devoted to PCS travel orders in Europe is greater than in the CONUS. This additive addresses only the non-PCS travel workload as the PCS travel is covered by the standard. It is strongly recommended that a clear audit trail of this work count be maintained so that the computation development can be based on actual work counts. *Note:* Interim equation to be applied where  $X_9$ =average monthly numbers of non-PCS travel orders (DD Form 1614), emergency leave, home leave, and so forth.
- (d)  $X_{10}$ —total AF population serviced minus career program employees and Senior Executive Service (SES) employees. This additive is a result of the increased workload due to the GPAS requirements. This additive includes annual, interim, probationary and special appraisals for all serviced Army employees. Use  $Y=.13X_{10}$  where  $X_{10}$ =population served as indicated above.
- (4) *Additive man-hour equation.*
- (a)  $Y=1.275(X_1)$ .
- (b)  $Y=.013(X_2)$ .
- (c)  $Y=1.45(X_9)$ .
- (d)  $Y=.13(X_{10})$ .

**3-14. U.S. Army Finance and Accounting Center (USAFAC) additive**

- a. *Applicability.* This additive applies only to the operating CPOs in USAFAC.
- b. *Additive detail direct.* The USAFAC additive detail direct is included in figure 3-4

**1. Provides ADP Assistance**

Provides assistance to DA-ADP on field validation of SCIPMIS or CIVPERSINS systems changes at other (off-post) locations.

**Figure 3-4. USAFAC additive—Detail direct Technical Services AFD code (SWCC)—RBA**

- c. *Workload factor and equation.*

- (1) *Workload factor title.*  $X_3$ —average monthly number of Automated Data Processing System (ADP) changes completed.
- (2) *Workload factor definition.* See source of count.
- (3) *Source of count.* Local records.
- (4) *Additive man-hour equation.*  $Y=17.116(X_3)$ .

**3-15. USARJ additive**

- a. *Applicability.* This additive applies only to operating CPOs in USARJ.
- b. *Additive detail direct.* The USARJ additive direct is included in figure 3-5.

**1. Processes reimbursement document (USARJ LN employees only).**

- 1.1. Assists USARJ COR by examining pay and allowance procedures, authorizations, and reimbursements under MLC and IHA.
- 1.2. Advises activity on administration of T/A reporting procedures and assists in installing and maintaining proper procedural controls.
- 1.3. Recommends remedial actions to COR.
- 1.4. Coordinates with personnel in Japanese LMO, the FAO, IHA custodians, and other personnel.
- 1.5. Prepares cost accounting reports by Automated product code for all MLC employees.
- 1.6. Estimates monthly LN personnel cost, reviews payroll (from LMO) for accuracy of Wages and Incentives (WACI), verifies and assembles documentation for reimbursement to Japanese government for payment to LN personnel.
- 1.7. Reviews and processes invoice pay sheets, LMO Action Requests, and travel authorization.
- 1.8. Prepares reports for funds and data on MLC payroll.

**Figure 3-5. USARJ additive—Detail direct Technical Services AFD code (SWCC)—RBA**

- c. *Workload factor and equation.*
- (1) *Workload factor title.*  $X_5$ —average monthly reimbursement documents processed.
- (2) *Workload factor definition.* See source of count.
- (3) *Source of count.* Local records.
- (4) *Additive man-hour equation.*  $Y=.169(X_5)$ .

**Chapter 4**  
**Position and Pay Management AFD Code (SWCC)—RBB**

**4-1. Objective**

This AMSS quantifies the manpower required to accomplish the tasks described in the WCD for varying levels of the workload

volume in the Position and Pay Management work center of the civilian personnel function.

#### 4-2. Authority

Authorities for the AMSS are CPR 200 (250.5), AR 570-4, and AR 570-5.

#### 4-3. Applicability

This AMSS applies to all operating CPOs.

#### 4-4. Work center description

##### a. WCD summary direct.

(1) *Individual position actions.* Establishes, changes, and cancels positions; implements new classification standards; reviews requests for personnel actions including recruitments, details temporary hires, and reassignments; and assures that vacant positions have been reviewed for need (schedules position management analysis if necessary).

(2) *Position and pay management surveys.* Conducts biennial reviews of organizations' positions to check correctness of job descriptions and classifications and analyzes the position structure to provide position management advice and assistance.

(3) *Complaints and appeals.* Counsels employees on classification complaint and appeal procedures, performs audits resulting from formal complaints, and processes formal appeals and labor court cases.

(4) *Position management.* Evaluates the impacts of individual position actions; closely controls high grades; evaluates the impacts of reorganizations; performs position control activities; TDA review; vacancy analysis; average grade and high grade controls; conducts formal position management studies; and presents findings to position management officer as required.

(5) *Wage surveys.* Determines population characteristics; chairs committee if designated; gathers wage data and represents own activity in the Labor Wage Survey Committee; serves on major Army command (MACOM) surveys, and/or provides information to MACOMs.

(6) *Environmental pay and work allowances.* Gathers information and makes determination on pay and allowances.

b. *WCD detail direct.* The WCD detail direct is included in figure 4-1.

c. *Indirect categories.* The standard indirect categories will be used for this work center. See appendix B for standard indirect categories.

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#### 1. Individual position actions

1.1. Establishes position.

1.1.1. Job analysis.

1.1.1.1. Initial processing preparation research. Receives request for personnel action; examines it for appropriateness and verification; reviews the draft job description; briefly reviews selected classification standards; consults with other classifiers; and determines what additional facts will have to be gathered to describe the position.

1.1.1.2. Position inquiry. Travels to the job site; gathers information from the supervisor about the tasks performed in the job; discusses the possibility of restructuring the job for upward mobility, veteran's rehabilitation act, and so forth; gathers information from employees about the tasks associated with the job; studies background material such as statutes, regulations, manuals, and publications; reads other materials relating directly to job analysis such as function statements, standard job descriptions, job descriptions of other persons in the organization; and consults classification standards. If it appears that the organization might be impacted, schedules position management analysis.

1.1.1.3. Job description. Organizes the tasks into duties; identifies the major duties; compares major duties of the proposed position to

current and standard CPR 502 job descriptions. If there is a match, have this typed without the classification information; if there is no match, prepares a new job description; obtains the supervisor's signature on the unclassified description certifying the accuracy of the duties described. Identifies languages and other special requirements in the job description.

1.1.2. Job evaluation.

1.1.2.1. Job classification. Determines the appropriate pay system or classification; determines job series and grade; applies Fair Labor Standards Act (FLSA) to determine exempt/nonexempt status; and prepares an evaluation statement.

1.1.2.2. Out-processing. Advises and discusses with the supervisor the results of the job evaluation; assigns a job number to the job description; routes filled-in request for personnel action to TSO; and routes approved position description to supervisor, TSO, the organization file, master job file, and "extra copies" file. Discusses results of the job evaluation with employee as appropriate.

1.1.2.3. Establishment of competitive level. Determines if a competitive level already exists and if new job description is interchangeable with an existing job description as far as competitive level is concerned. If not, recommends a new competitive level; assigns a competitive level code; and, if necessary, prepares a justification. Coordinates and notifies holders of the competitive level record book.

1.2. Change of position.

1.2.1. Job analysis.

1.2.1.1. Initial processing, preparation, and research. Receives SF 52. If a classification survey is imminent, returns SF 52 with an explanation; examines the statement of differences, if attached to the request, and determines the additional facts that will be needed.

1.2.1.2. Position inquiry. Same as 1.1.1.2.

1.2.1.3. Job description. Same as 1.1.1.3.

1.2.2. Job evaluation. Same as 1.1.2.1., 1.1.2.2., and 1.1.2.3.

1.3. Cancel positions. Receives the request for personnel action; examines request for appropriate concurrences; evaluates the need for position management analysis; cancels the position; notifies TSO and R&P if the job is encumbered; and provides reasons for abolishment. Prepares request for works council cooperation (LN).

1.4. Implement new classification standard.

1.4.1. Job analysis.

1.4.1.1. Initial processing, preparation, and research. Receives new standard; screens all positions that might be affected by the new standard; if it appears that a substantial number of positions might be affected, prepares a plan for a delayed phasing of the implementation and submits to the OPM regional office; if necessary, attends workshop on the new standard; and, if necessary, briefs management. Provides employees and union, oral and/or written information on standard and its potential impact.

1.4.1.2. Position inquiry. Same as 1.1.1.2.

1.4.1.3. Job description. Same as 1.1.1.3.

1.4.2. Job evaluation. Same as 1.1.2.1, 1.1.2.2, and 1.1.2.3.

1.5. Personnel action.

1.5.1. Recruitments. Verifies the validity of the position against which the person is being hired; if invalid, returns to supervisor who may request an establishment action; and, in all cases, evaluates the need for position management analysis.

1.5.2. Details. Same as 1.5.1.

1.5.3. Temporary hires. Same as 1.5.1.

1.5.4. Reassignment. Same as 1.5.1.

1.5.5. Separations. Schedules position for vacancy analysis; if vacancy analysis indicates candidacy for restructuring, discusses with management. Arranges for submission of change or deletion action.

## **2. Position and pay management surveys**

### **2.1. Presurvey preparations.**

2.1.1. Survey schedule. Determines organizations to be surveyed; distributes survey schedule; and informs union of survey schedule.

2.1.2. Presurvey position review. Reviews all job descriptions, organizational and functional statements, and applicable classification standards before the beginning of the survey to identify possible defects in position structure and position descriptions.

2.1.3. Presurvey orientation. Prepares material for and conducts presurvey orientation session for immediate supervisors and concerned managers as to survey procedures and mutual responsibilities.

2.1.4. Generates position review list. Schedules desk audits for the number of positions required to meet HQDA goals.

### **2.2. Survey.**

#### **2.2.1. Job analysis.**

2.2.1.1. Initial research and preparation. Reviews list of changed duties, consults classification standards, reviews current job description, determines facts needed.

2.2.1.2. Position inquiry. Same as 1.1.1.2.

2.2.1.3. Job description. Same as 1.1.1.3.

#### **2.2.2. Job evaluation.**

2.2.2.1. Job classification. Same as 1.1.2.1.

2.2.2.2. Position management. Reviews and analyzes the position structure for possible improvements such as reducing higher grades, eliminating inappropriate supervisory ratios, eliminating the layering of supervisory positions and revising increasing average grade trends; prepares analysis; presents findings and recommendations to managers and to position management checklist to include average grade, labor costs(optional), and position management actions; and develops transition plans where required. Briefs findings and recommendations to management.

2.2.2.3. Establishment of competitive level. Same as 1.1.2.3.

2.2.2.4. Out-processing. Includes 1.1.2.2. Also, completes position review list and DA Form 279; prepares SF 52 actions if necessary; routes revised DA Form 279 to TSO; prepares resume of changes and organizational chart; and transmits package to supervisor(s), R&P and TSO.

## **3. Complaints and appeals**

3.1. Counsels employee on informal complaint. Conducts counseling session with employee and/or union steward; meets with employee and discusses the point of contention; explains the classification procedure; explains applications of standards; resolves complaints; explains employee rights; and explains the formal complaint procedure.

3.2. Processes formal complaint. Receives and reviews complaint; audits position; revises job description as necessary; evaluates description; prepares decision letter for commander; files decision letter and backup material; and explains decision to employee's supervisor and union representative.

3.3. Processes classification appeal. Receives and reviews appeals, prepares and coordinates letter transmitting appeal to HQDA appellate level or to OPM; provides appellate reviewer with requested information; receives appellate decision; transmits decision to employee and management; initiates action to comply with appellate decision; and files decision letter and related information.

3.4. Processes Grievances/EEO complaints. Reviews, develops, and provides input on technical questions to resolve problems pertaining to classification process.

## **4. Position management**

4.1. Impacts of reorganization. Evaluates impact of alternative plans for reorganization; identifies impact of transfer of functions,

including identifying positions associated with functions being transferred but not being performed at the gaining activity; identifies positions associated with functions being transferred that are being performed at gaining activity; and identifies positions that are associated with functions that are not being transferred.

### **4.2. Position control.**

4.2.1. TDA reviews. Reviews the position structure in the TDAs; determines propriety of civilian grade structure used; validates the positions; and prepares civilian personnel oriented justification documents for submission to MACOM.

4.2.2. Vacancy analyses. When positions become vacant, analyzes to evaluate need and potential for downgrading, and prepares necessary justification for position management officers approval.

4.2.3. Average grade control. Annually establishes average grade targets and plans for reaching average grade targets; monitors and analyzes trends and actual performance against the target; reports average grade information to local management and higher headquarters; keeps union informed of policies and procedures for position control.

4.2.4. High grade control. Reviews each GS-13 and above for essentiality. Carefully analyzes each position action requiring high grade and prepares recommendations.

4.3. Position management studies. Conducts special studies of deteriorating trends such as complaints, excessive turnover, increased sick leave. Participates in special studies of the organizational structure of an existing organization for viable career ladders, overlaps, fragmentation, layering, mis-assignments, and duty accretion.

4.4. Impact that one position action would have on the organization. When establishing, changing, canceling, auditing, or reviewing proposed personnel actions (SF 52), the classifier determines that the proposed action may impact the grade structure in the organization, involve duplication of duties, or create layering or fragmentation: then an analysis should be performed to pinpoint the impact and to advise the supervisor. This analysis includes updating organization charts, researching OPM precedents, meeting with manpower analysts, and developing transition plans.

## **5. Determines hazard and environmental pay and special work allowances**

Requests safety and medical evaluations; visits worksite and gathers data on job hazards; determines if environmental pay or special work allowances are required; annotates job description; and notifies FAO. Conducts or participates in studies of occupations or positions to identify and to recommend hazard pay, and maintains a record of positions subject to environmental pay.

## **6. Supports wage setting process**

Participates in locality wage survey and wage change survey. Surveys wages in private sector of position comparable to AF and NAF position. (Full-scale wage change survey is conducted during the off-years. Lead agencies are designated and schedules are specified by OPM. Where Department of Defense (DOD) is lead agency in a wage area, the military installation with the greatest number of civilian employees is selected as host installation for conducting the survey. The survey is conducted under the supervision and with the participation of the DOD wage fixing authority (DODWFA). When an Army installation is host, the CPO is the proponent for the project. CPOs located within the wage area provide representatives to the host CPO to assist in the surveys.)

6.1. Determines population characteristics. Prepares request for inventory of employees (by specialized series, population count of WG, wage leader (WL) and wage supervisor (WS) employees, and statistics on union membership) and forwards to all Federal agencies within the wage area. Reviews, consolidates and forwards inventory data to DODWFA and the appropriate regional office.

6.2. Chairs committee. Organizes and chairs the locality wage survey committee (Surveys are accomplished by committee action).

Solicits management and union representatives from wage area; prepares letter of appointment and dispatches it to the selectee; distributes and posts notice of hearing to be held before each full-scale survey; and arranges for facility and clerical support for hearing (full-scale survey only). Develops hearing agenda (full-scale survey only); conducts hearing (full-scale survey only); conducts committee meeting (includes reviewing list of participating companies, preparing letter of notification to each company, and analyzing data from hearings); reviews list of union-recommended data collectors and selects number required; and solicits management data collectors from wage area agencies (CPOs normally provide classification specialists). Contacts supervisor of management and union data collectors (advises of schedule, solicits cooperation, and so forth) by correspondence or telephone; arranges for material and facility for training data collectors (training is conducted by DODWFA representative for full-scale survey); attends or conducts training session; schedules detail of data collection process (assisted by DODWFA representatives for full-scale survey); cohosts (with DODWFA participants) in full-scale survey only; and modifies schedules as required. Types survey results (separate form from each company contacted); reviews survey results (committee members review each final form and determine acceptability of data by committee vote); arranges for keypunch of survey results (appropriated fund only); compiles final report (synopsizes and consolidates survey, consolidates data collection sheets, minority opinions inserted by committee members); arranges for reproduction and dispatches to DODWFA; prepares and dispatches letter of appreciation to all participating companies; conducts follow-up visit to collect data from companies that were unable to fully cooperate during survey; and consolidates data collected and submits as an amendment to report. Lead agency notifies Federal agency within the wage area on receipt of DOD-approved results and advises management on schedule of application of new rates. Prepares item for release in local news media announcing survey results.

6.3. Participates in wage survey. Participates in private industry and local government locality wage survey. (Requests are received for job matching, salary comparison, step increase policy, health benefits, and so forth. Data is researched and furnished as a reciprocating gesture.)

6.4. Assists in wage survey. Provides input data on the local wage survey to CPO that is the lead agency.

## 7. Other

7.1. Provides formal training. Develops and conducts training sessions for supervisors, position management officers, position management review committee members, managers, employees, and union representatives for placement and position management (P&PM) area.

7.2. Provides formal advice. Advises program managers for EEO, disabled employees, career managers, and so forth.

7.3. Prepares advisory classification request. Prepares position description and substantiating analysis with assistance from supervisor; assembles data for submission to higher headquarters (includes preparation of organization or function charts); submits request for reconsideration of OPM classification decision.

7.4. Participates in standards development.

7.4.1. Participates in management engineering studies. Assigns pay plan and grade level to duties described for evaluation by the study; and participates in the analysis and interpretation of the evaluation result.

7.4.2. Develops material for proposed standard position description and benchmark. Prepares proposed standard position description with assistance from supervisor, manager, or serviced unit; evaluates position and prepares evaluation statement; assigns grade; forwards proposed position description and substantiating analysis to MACOM; reviews and files approved DA Form 374 (Job Description (Civilian Personnel)) (application of standard position description is the same procedure as that for applying new OPM

classification standard); and compiles and submits requested data in support of standard position description or benchmark.

7.4.3. Participates in development and analysis of proposed classification standard. Furnishes information concerning classification, occupations, and occupational studies prior to standards draft preparation to OPM standards writers; and reviews and comments on draft classification standard received from OPM or HQDA. Discusses draft standard with supervisor and union representative and obtains their comments; classifies the position (tentative classification) using draft classification standard where required; and prepares and submits comment.

7.5. Determines if suggestions are job related. When requested by the suggestion committee, reviews suggestions submitted by employee to determine if suggested item is an inherent part of the assigned duties of the position occupied; prepares letter of opinion and forwards it to the committee; and appears before suggestion committee when required.

7.6. Provides data and documents requested by civilian personnel staff function at higher echelon. Prepares and reviews agenda item for use by L/MER in dealing with labor management officials; attends meeting as necessary; assists the staffing activity in developing Position Evaluation Program (PEPs), identifies qualifying experience, and so forth; provides information to the Position Management Study (PMS) for use in resolving grievance pertaining to assigned duties, dissatisfaction with position description, skill codes, and so forth.

7.7. Provides advisory classification in support of contracts. Reviews position description or statement of work contained in proposed contracts; compares item of work to be contracted to stated requirements for consistency and propriety; classifies position described; and provides the documentation of the procedure and the report of analysis.

7.8. Restructures jobs in support of certain programs. Discusses with program managers and meets with supervisors to discuss the possibility of restructuring; and does analysis of effectiveness in these areas. When a decision is made to actually restructure, the actual classification falls under the definitions in 1. above.

7.9. Develops local P&PM policies. Receives guidance from higher headquarters; interprets guidance; writes local regulations; and disseminates guidance (Does not include counseling or formal training alluded to earlier nor interpretations to local managers).

7.10. Helps develop mobilization table of distribution and allowances (MOBTDA). Reviews existing positions that would become part of a mobilization organization and prepares job descriptions for new jobs under mobilization.

7.11. Develops quarterly reports. Develops, analyzes, and prepares data for a quarterly feedback report to assigned, attached, and tenant organizations on significant personnel activities related to P&PM. Includes reports on average grade, high grade position control, merit pay position determinations, and so forth.

7.12. Comments on manpower survey results. Reviews survey results and studies from a position management standpoint regarding proper civilian or military supervisory ratios.

7.13. Prepares job definitions. Studies, develops, writes, and justifies job definitions for LN employees for inclusion in the MLC and IHA.

7.14. Prepares cost comparisons. Prepares studies addressing cost comparisons in the use of LN versus Department of the Army Civilians (DAC) versus contracting. This study may include the political implications of such use.

7.15. Updates SCIPMIS. Prepares updates to enter and to maintain current organizational structure including position titles in SCIPMIS.

**Figure 4-1. WCD—Detail direct Position and Pay Management AFD code (SWCC)—RBB**

#### 4-5. Standard data

- a. *Classification of standard.* Army common.
- b. *Date approved.* 2 December 1981.
- c. *Man-hour data sources.* Operational audit using historical performance and technical techniques.

#### 4-6. Application

- a. *Man-hour range.* A valid man-hour data range for this AMSS has not been developed.
- b. *Man-hour adjustments.* Man-hour adjustments due to additives, exclusions, or deviations will be made to the man-hours specified by the standard equation before dividing by the appropriate AAF to compute the total manpower requirements. The AAF can be found in AR 570-5.

#### 4-7. Workload factor and equation

- a. *Workload factor title.*
  - (1)  $X_1$ —average total actual strength GS-13 and above of population served.
  - (2)  $X_2$ —average total actual strength GS-1 through GS-12 of population served.
  - (3)  $X_3$ —average total actual strength WG positions of population served.
  - (4)  $X_4$ —average total GS-1 through GS-12 and WG strength ( $X_2+X_3$ ) of population served.
- b. *Workload factor definition.* See source of count.
- c. *Source of count.*

(1) For workload factors  $X_1$  through  $X_4$ , the following applies: Data is available in SCIPMIS at the local level. It may be obtained by a specific personnel information retrieval system (PIRS) request or from various fixed format reports such as EEO reports.

(2) Ensures that the counts consist of the average annual actual on-board strength. This on-board strength count should exclude ceiling exempt employees in special opportunity programs. It should also exclude persons in full-time student status (for example, student interns attending courses full-time at the Defense Ammunition School at Savannah Army Depot).

(3) USAREUR only—SCIPMIS has not been installed in many European CPOs; therefore, where necessary, the source of count will be done manually. Grade equivalency, GS, WG, and the European wage structure, can be determined by the local Career and Classification Management (C&CM) office. For example, the LN grade C-8 is usually equivalent to a GS-12 in Germany. Wage grade tariffs are generally homogeneous; in other words, they do not include GS equivalents (hospital workers being an obvious exception).

##### d. Standard man-hour equation.

(1) *AF civilian population of 6999 and under.*  
 $Y=50.62+2.022(X_1)+.2390(X_2)+.3090(X_3)$

(2) *AF civilian population of 7000 and over.*  
 $Y=121.52+1.769(X_1)+.2632(X_4)$

e. *Programmability.* A program estimating factor has not been developed for this work center.

#### 4-8. Statement of conditions (SOC)

This is an administrative work center that normally operates 5 days a week, 8 hours a day.

#### 4-9. Application instructions

AR 570-5 contains guidance for the annual application of manpower staffing standards. An LOI with additional application instructions will be provided by the Commander, USAMARDA, prior to the scheduled application date.

#### 4-10. Manpower table

Table 4-1 depicts manpower requirements for P&PM by occupational series code.

#### 4-11. Travel additive

USAMARDA will provide specific application instructions before the scheduled application date in the form of an LOI.

#### 4-12. Army common additive

- a. *Applicability.* This additive applies to all operating CPOs that perform these functions.
- b. *Additive detail direct.* The Army common additive detail direct is included in figure 4-2.

1. **Researches, develops, and approves grade evaluations( $X_1$ ).** (No detail description available.)
2. **Participates in locality wage survey and wage changes survey (as lead) ( $X_2$ ).** (No detail description available.)
3. **Assists in wage surveys (as nonlead) ( $X_3$ ).** (No detail description available.)
4. **Reviews MOBTDAs( $X_4$ ).**
  - 4.1. Submits comments to include necessary changes to classification.
  - 4.2. Prepares job descriptions and evaluates job descriptions.
  - 4.3. Maintains files on job descriptions for MOBTDAs.
  - 4.4. Makes changes to mobilization (MOB) job descriptions.
  - 4.5. Changes job descriptions due to major changes in duties or a change in supervisory control.
  - 4.6. Changes job description due to issuance of new standard.
  - 4.7. Evaluates changes.

**Figure 4-2. Army common additive—Detail direct Position and Pay Management AFD Code (SWCC)—RBB**

##### c. Workload factors and equations.

(1) *Workload factor titles.*

(a) Average monthly research and development grade evaluations approved (factor four) per OPM classification standard ( $X_1$ ).

(b) Average monthly hours of participation in locality wage survey and wage change surveys (Serves as lead) ( $X_2$ ).

(c) Average monthly hours of assisting in wage surveys (Does not serve as lead) ( $X_3$ ).

(d) Average adjusted monthly number of MOBTDAs ( $X_4$ ) reviewed. FOR USAREUR Only—Average adjusted monthly number MOBTDAs ( $X_5$ ).

(2) *Workload factor definition.* See source of count.

(3) *Source of count.*

(a) This count does not consist of the number of research and development personnel serviced by the CPO. It is made up solely of the number of factor 4 grade evaluations approved as a result of a formal factor 4 panel review.

(b) The source of count for both of these workload factors (participates or assists in wage survey) is the actual average monthly hours of effort validated by manpower analysts. Guidance on estimating hours of effort devoted to wage surveys is as follows:

1. Serving as the host for a wage survey will typically require no more than two man-months of effort.
2. Participating in a wage survey will normally require no more than one man-month of effort.

(c) See source at 4-12c(3)(b). The count consists of the total number of MOBTDA requirements divided by 12 to achieve an average monthly workload factor (WLF) count. Formula equation should be used in all cases unless WLF data is unavailable. Otherwise, use actual time. FOR USAREUR ONLY—Average monthly number of MOBTDA spaces as documented in the log.

(4) *Additive man-hour equations.*

(a) For additive category 1,  $Y=1.080 (X_1)$ .

(b) For additive category,  $Y=(X_2)$  actual man-hours expended.

(c) For additive category 1,  $Y=(X_3)$  actual man-hours expended.

(d) For additive category 1,  $Y=.033 (X_4)$ . (FOR USAREUR ONLY)  $Y=1.25 (X_5)$ .

#### 4-13. Outside continental United States (OCONUS) additives

a. *Applicability.* These additives apply to all OCONUS operating CPOs that perform these functions.

b. *WCD detail direct.* The OCONUS additive detail direct is included in figure 4-3.

#### 1. Translates the job description of LN positions into host country language.

1.1. Job description.

1.1.1. Establishes a position. Job description.

1.1.2. Changes a position. Job description.

1.1.3. Implements new classification standard. Job description.

1.2. Establishes competitive level. Establishes competitive level for P&PM surveys.

#### 2. Participates in MACOM local national wage survey

Activity representative serves as MACOM team developing wage data to set or to negotiate LN employee wages and pay allowances.

#### 3. Provides input for LN wage negotiations and special studies

Prepares inventory of employees by specialized wage tables, population count on each wage table, special pay allowances, and so forth.

**Figure 4-3. OCONUS additive—Detail direct Position and Pay Management AFD code (SWCC)—RBB**

c. *Workload factors and equations.*

(1) *Workload factor title.*

(a) *Average monthly man-hours spent on job description translations.*

(b) *Average monthly man-hours spent participating in the MACOM LN wage surveys.*

(c) *Average monthly man-hours spent providing input for local national wage survey special studies.*

(2) *Workload factor definition.* See 4-13c(3) below.

(3) *Source of count.* The source of count for each of the three workload factors is the actual average monthly hours of effort validated by a manpower analyst.

(4) *Additive man-hour equation.* The equation for each of the three workload factors is the actual average monthly hours of effort as validated by a manpower analyst.

#### 4-14. Learning curve/turnover rate allowance

a. *Applicability.* A turnover rate of .37 (or 37 percent) is considered normal and is covered by the standard base equation. A 3-year average turnover rate is needed to complete the computation. If the 3-year average is .37 or less, no further computation is necessary.

b. *Workload factors.*

(1) P = total number of permanent placements made in the CPO during the reporting period.

(2) A = total number of TDA-authorized positions in the CPO during the reporting period.

**Table 4-1  
Manpower table for Position and Pay Management AFD code (SWCC)—RBB**

Standard applicability man-hour range: N/A

Position title	Series	Manpower requirement													
Supv, Pos Class Sp	GS-0221	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Pos Class Sp	GS-0221	1	2	3	3	3	4	5	6	6	7	8	8	9	10
Class Asst/Class Clk (Typ)	GS-0203	1	1	1	1	1	1	1	1	1	1	2	2	2	2
Class Clk (Typ)/Clk Typ	GS-0203GS-0322	1	1	1	1	1	1	1	1	2	2	2	2	2	2
	Total	2	3	4	5	6	7	8	9	10	11	12	13	14	15

### Chapter 5 Recruitment and Placement AFD Code (SWCC)—RBC

#### 5-1. Objective

This AMSS quantifies the manpower required to accomplish the tasks described in the WCD for varying levels of the workload volume in the R&P work center of the civilian personnel function.

#### 5-2. Authority

Authorities for this AMSS are CPR 200 (250.5), AR 570-4, and AR 570-5.

#### 5-3. Applicability

This AMSS applies to all operating CPOs.

#### 5-4. Work center description

a. *WCD summary direct.*

(1) *Performs planning.* Develops staffing plan and develops or revises the merit placement plan.

(2) *Establishes and implements installation policy.* Develops policy or revises R&P procedures for: special placement program, pay setting policy, RIF/reorganization/transfer of function, career management, contracting out Commercial Industrial Type Activities (CITA), Federal Equal Opportunity Recruitment Program (FEORP), and Severely Handicapped Recruitment Program (SHARP).

(3) *Performs fill actions.* Receives the request for personnel action, determines candidate sources, determines requirements, locates candidates, evaluates candidates, refers candidates and processes selection.

(4) *Processes other personnel actions.* Processes details; changes in appointment; status and conversion; mass changes; changes in duty station and occupational code; and termination, separation, and resignation actions.

(5) *Conducts training/orientation.* Develops training material and conducts or assists in the training/orientation of installation employees.

b. *WCD detail direct.* The WCD detail direct is included in figure 5-1.

c. *Indirect categories.* The standard indirect categories will be

used for this work center. See appendix B for standard indirect categories.

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## 1. Performs planning

- 1.1. Develops staffing plan.
    - 1.1.1. Analyzes manpower needs.
      - 1.1.1.1. Reviews past requirements and ascertains what manpower needs are at the present time.
      - 1.1.1.2. Projects future requirements considering such factors as employment turnover, mission and technology changes, projected retirement, funding capabilities, and other factors bearing on projected needs.
    - 1.1.2. Assesses the labor market.
      - 1.1.2.1. Analyzes and identifies skill categories based on past experience.
      - 1.1.2.2. Identifies type of position that may be used in the future and sources of future recruitment.
      - 1.1.2.3. Analyzes factors impacting on a changing labor market, likely sources of recruitment, and special incentive/salary pay requirements.
      - 1.1.2.4. Relates analysis of projected requirements to probable sources of recruitment.
    - 1.1.3. Considers special programs and employment plan. Considers the needs and requirements of all segments of population and the role of Government to be responsive to these needs in developing special programs to cover these needs.
    - 1.1.4. Compiles requirement. Develops statistics from past, present, and projected requirements based on the analysis of manpower, labor market, and special program considerations.
    - 1.1.5. Prepares plan.
      - 1.1.5.1. Reviews and analyzes compiled requirements.
      - 1.1.5.2. Projects manpower needs and requirements.
      - 1.1.5.3. Devises plan to fill positions.
      - 1.1.5.4. Maintains contact with labor offices.
    - 1.1.6. Develops mobilization staffing plan.
      - 1.1.6.1. Determines projected changes in mission and/or staffing structure that would occur in a general mobilization.
      - 1.1.6.2. Makes pre-emergency preparations for mobilization staffing.
  - 1.2. Develops or revises the merit placement plan.
    - 1.2.1. Reviews and researches directives, regulations, and policies.
    - 1.2.2. Evaluates local situation.
    - 1.2.3. Drafts and coordinates policy and operating procedures.
    - 1.2.4. Approves and publishes policy.
    - 1.2.5. Promotes policy.
    - 1.2.6. Assures conformance and integration of plans.
- ## 2. Establishes and implements installation policy
- 2.1. Develops policy and implements special placement programs.
    - 2.1.1. Reviews and researches directives, regulations, and policies.
    - 2.1.2. Evaluates local situation by contacting minority groups, community action groups, and Vocational Rehabilitation Offices to discuss recruitment needs for affirmative action and special employment programs.
    - 2.1.3. Drafts and coordinates policy.
    - 2.1.4. Approves, publishes, and promotes policy.
    - 2.1.5. Develops internal operating procedure to implement special programs such as: Host Enrollee Civilian Employment Training Act

(CETA), upward mobility, Veterans Readjustment Act (VRA), stay-in-school, summer employment, worker trainee, apprenticeship, prisoner work-release; legal intern, Army Mobility Opportunity Development (AMOD), dependent hire, DOD education, Intergovernmental Personnel Act, cooperative education, handicapped disabled vets, Presidential management intern, President's executive interchange, President's volunteer services, employment of college faculty, Federal junior fellowship, and Army part-time employment.

- 2.2. Develops pay setting policy.
  - 2.2.1. Reviews and researches directives, regulations, and policies.
  - 2.2.2. Evaluates local situation.
  - 2.2.3. Drafts and coordinates policy.
  - 2.2.4. Approves and publishes policy.
  - 2.2.5. Promotes policy and assures consistent application.
  - 2.2.6. Provides information to MACOM for negotiating pay agreements for LN employees.
- 2.3. Develops policy and procedures for RIF and reorganization/transfer of function. (Includes out-placement programs.)
  - 2.3.1. Develops policy on the use of vacancies.
  - 2.3.2. Determines competitive areas and levels.
  - 2.3.3. Informs and discusses with union, work council, and foreign government the impact and aspects of RIF and RIF procedures.
  - 2.3.4. Establishes procedures to ensure that out-placement programs are operational.
  - 2.3.5. Counsels and registers employees in the DOD Priority Placement Program.
- 2.4. Develops R&P career management policies and procedures.
  - 2.4.1. Develops local policy on R&P plan including occupational information on workforce characteristics.
  - 2.4.2. Develops standard operating procedures (SOPs).
  - 2.4.3. Develops implementing instructions in support of the activity regulation on R&P.
  - 2.4.4. Identifies training needs.
  - 2.4.5. Staffs policy and regulation output with appropriate agencies and activities.
- 2.5. Develops local personnel policy and procedure for contracting out CITA.
  - 2.5.1. Develops and provides information for cost comparison analysis.
  - 2.5.2. Informs union.
  - 2.5.3. Develops program for selective training of contract personnel.
- 2.6. Develops local policy and procedures for FEORP.
  - 2.6.1. Determines occupations and grade levels in which underrepresentation exists.
  - 2.6.2. Develops plan of action, procedures, and milestones to promote program.
- 2.7. Develops local policy and procedures for SHARP.
  - 2.7.1. Determines occupations and grade levels in which underrepresentation exists.
  - 2.7.2. Develops plan of action, procedures, and milestones to promote program.

## 3. Performs fill action

- 3.1. Receives and logs-in SF 52.
- 3.2. Identifies sources of candidates.
  - 3.2.1. Identifies persons entitled to mandatory consideration. Reviews priority placement lists and files to identify persons eligible for statutory, regulatory, or mandatory placement, and those

entitled to special consideration because of having been demoted through no fault of their own or for other reasons.

3.2.2. Identifies sources of candidates for competitive placement in accordance with local merit placement plan.

3.2.2.1. Reviews records of fills of similar positions.

3.2.2.2. Consults with other staffing specialists to identify expected availability of highly qualified candidates from varying sources.

3.2.2.3. Evaluates recruitment action with consideration to—Series and grade level of position; under-representation of minorities and females in that series, grade, and/or occupation; and the need to obtain sufficient highly qualified candidates including sufficient minority and female candidates.

3.2.2.4. Determines area of consideration and sources from which candidates will be obtained in accordance with local merit placement plan. Sources include the following:certificates from OPM; career referral lists from MACOM, HQDA, and DOD career referral agencies; local applicant supply file; local job announcement; military community;foreign governments; State agencies; and so forth.

3.2.2.5. Determines if examining authority must be obtained from OPM to develop a referral register and if local testing (such as typing and stenography) must be administered to obtain sufficient highly qualified candidates.

3.3. Determines job requirements.

3.3.1. Reviews job for EEO considerations.

3.3.1.1. Analyzes job requirements and worker characteristics to determine if special recruitment program is appropriate.

3.3.1.2. Determines if selection criteria and referral procedures have adversely impacted the employment of minorities and women. Considers this when developing: knowledge, skills, and abilities (KSA); skills, knowledge, ability, and personal characteristics (SKAP) elements for career and noncareer positions.

3.3.2. Determines requirement for career positions.

3.3.2.1. Discusses job requirements and desired worker characteristics with selecting official, career program manager, or subject matter specialist.

3.3.2.2. Jointly determines SKAP elements and prepares list of SKAP elements.

3.3.3. Determines qualifications, rating and ranking requirements, and process to fill noncareer positions.

3.3.3.1. Reviews previously developed KSA and crediting plan.

3.3.3.2. Determines basic eligibility requirements by reviewing qualification standards, Justification Standards for Positions Under General Schedule (X-118/X-118C), special position requirements, and legal and regulatory guidance.

3.3.3.3. Determines (jointly, with subject matter specialist)KSA elements.

3.3.3.4. Develops, jointly with subject matter specialist, a crediting plan.

3.3.3.5. Develops information for request for examining authority. (Application of authority is addressed under para 4-12.)

3.4. Locates candidates.

3.4.1. Develops list of eligibles for mandatory consideration. Reviews files and list to identify all those entitled to priority or special consideration for vacant position.

3.4.2. Requests OPM Certificates.

3.4.2.1. Prepares and forwards request and receives certificates. Note: In USAREUR, obtains eligibility list from Civilian Recruitment Center.

3.4.2.2. Reviews for priority considerations.

3.4.2.3. Queries candidates for availability and annotates lists.

3.4.3. Requests MACOM, HQDA, or DOD career referral.

3.4.3.1. Prepares referral list request.

3.4.3.2. Receives list and reviews for priority considerations.

3.4.3.3. Queries candidate for availability and annotates list.

3.4.3.4. Coordinates recruitment with CONUS activity.

3.4.3.5. Conducts extensive followup to locate and attract qualified candidates for overseas assignments.

3.4.4. Advertises job locally.

3.4.4.1. Prepares job announcement.

3.4.4.2. Advertises job.

3.4.4.3. Receives applications.

3.4.4.4. Compiles list of applicants.

3.4.5. Obtains candidates from applicant supply file.

3.4.5.1. Reviews applicant supply file to identify qualified candidates.

3.4.5.2. Compiles list of candidates for positions.

3.5. Evaluates candidates.

3.5.1. Determines qualified candidates.

3.5.1.1. Requests previous supervisor to verify candidate's employment data and rates employee's potential for advertised job.

3.5.1.2. Reviews candidate's application, SF 66, OPM examination announcement and other appropriate documents;and compares against the basic eligibility requirements for the job in the job announcement (special position requirements), qualification standards (X-118/X-118C) and legal and regulatory requirements or in crediting plan.

3.5.1.3. Determines and compiles list of qualified candidates.

3.5.1.4. Advises and counsels applicants that are not qualified for position.

3.5.2. Determines highly qualified candidates.

3.5.2.1. Rates highly qualified candidates.

3.5.2.2. Develops list of highly qualified candidates using KSA criteria, crediting plan, supervisory appraisal, SF 66, and other sources as appropriate. (The rating is accomplished by staffing specialists and/or panels of subject matter experts or supervisors.)

3.5.3. Determines best qualified candidates. Compares highly qualified candidate against predetermined levels in crediting plan to identify best qualified candidate.This ranking of the best qualified candidates is accomplished by a staffing specialist and/or panel. The staffing specialist compiles the list of best qualified candidates.

3.6. Refers candidates.

3.6.1. Processes mandatory considerations.

3.6.1.1. Requests availability and qualification statement from losing CPO.

3.6.1.2. Receives reply and annotates register list.

3.6.1.3. Prepares and transmits reference record (priority and special consideration candidate) to selecting official.

3.6.2. Prepares and transmits referral list.

3.6.2.1. Prepares DA Form 2600 (Referral and Selection Register) based on best qualified candidates.

3.6.2.2. Attaches OPM certificate, career referral list (if obtainable), and candidate qualification/application information.

3.6.3. Arranges interviews.

3.6.3.1. Discusses appropriate interview dates with selecting official.

3.6.3.2. Contacts candidates to arrange interview time.

3.6.3.3. Informs supervisor of schedule.

3.6.3.4. Assists with interview as necessary.

3.6.4. Advises selecting official. Arranges questions, explains

pertinent procedures, and provides additional information when not supplied with referral.

3.6.5. Completes R&P list and forwards to originating source.

3.6.5.1. Completes and forwards SF 52 and back-up documents to TSO for preparation of SF 50.

3.6.5.2. Maintains placement file records of individual actions received and completed; includes backup documents, such as job announcements and referral list.

3.6.5.3. Provides placement information input for CSGPA 495 and 549 (Civilian Personnel Program Report).

3.6.5.4. In-processes new employees.

#### 4. Processes other personnel actions

4.1. Processes details.

4.1.1. Non-competitive.

4.1.1.1. Receives request for action from TSO.

4.1.1.2. Reviews for requested action, authorization, and completeness.

4.1.1.3. Annotates proper information and forwards it to TSO.

4.1.2. Competitive.

4.1.2.1. Analyzes job.

4.1.2.1.1. Determines area of consideration.

4.1.2.1.2. Reviews qualification standard and special job requirement.

4.1.2.1.3. Discusses job requirements and desired worker characteristics with subject matter specialist.

4.1.2.1.4. Determines appropriate skill, knowledges, and ability (KSA/SKAP) elements.

4.1.2.1.5. Develops crediting plan.

4.1.2.2. Announces job.

4.1.2.2.1. Prepares and issues job announcements.

4.1.2.2.2. Compiles list of applicants.

4.1.2.3. Evaluates candidates. Determines qualified and highly qualified candidates.

4.1.2.4. Refers to selecting official.

4.1.2.4.1. Prepares referral lists.

4.1.2.4.2. Develops interview schedule and arranges interview if applicable.

4.1.2.4.3. Forwards referral list to selecting official.

4.1.2.4.4. Advises and follows up as appropriate.

4.1.2.5. Processes selection.

4.1.2.5.1. Reviews selection statement.

4.1.2.5.2. Notifies candidate of selection or nonselection.

4.1.2.5.3. Annotates SF 52 and internal office documents.

4.1.2.5.4. Files documents.

4.1.2.5.5. Forwards SF 52 and proper documents to TSO.

4.2. Processes changes in appointment status/conversion.

4.3. Processes mass changes.

4.4. Processes changes in duty status.

4.5. Processes changes in occupational code.

4.6. Processes termination.

4.7. Processes separation.

4.8. Processes resignation.

#### 5. Conducts training/orientation on R&P

5.1. Conducts training units and courses.

5.2. Assists, participates in, and conducts: orientations;training

units; and courses for installation employees, supervisors, and managers.

### Figure 5-1. WCD—Detail direct Recruitment and Placement AFD code (SWCC)—RBC

#### 5-5. Standard data

a. *Classification of standard.* Army common.

b. *Date approved.* 2 December 1981.

c. *Man-hour data source.* Operational audit using historical performance and technical estimate.

#### 5-6. Application

a. *Man-hour range.* A valid man-hour data range for this AMSS has not been developed.

b. *Man-hour adjustments.* Man-hour adjustments due to additives, exclusions, and deviations will be made to the man-hours specified by the standard equation before dividing by the appropriate AAF to compute total manpower requirements. The AAF can be found in AR 570-5.

#### 5-7. Workload factor and equation

a. *Workload factor title.*

(1)  $X_1$ —average monthly number of AF personnel served.

(2)  $X_2$ —average monthly number of all competitive referral lists (DA Forms 2600 and 2302-2-R(Civilian Career Program Referral Request and Record) that resulted in completed fill actions).

(3)  $X_3$ —average monthly number of DA Form 2600 issued that were developed by the local panel and/or staff evaluations. (Does not include lists developed as a result of delegated examining authority.)

b. *Workload factor definition.* See source of count.

c. *Source of count.*

(1)  $X_1$ —average actual on-board strength obtained from strength reports generated by the local force development/manpower officer.

(2)  $X_2$ —official files within the R&P branch for the retention of referral actions for career programs and merit promotion actions. The count is referral lists, not placements. If a list is used for more than one placement, the count is only one.

(3)  $X_3$ —sources the same as for the workload factor  $X_2$  (part 2), that is, the merit promotion files.  $X_3$  does not include career referrals. The count includes competitive referral lists generated from the open continuous announcement if any new names were added and ranking was performed. The count does not include lists generated as a result of delegated examining authority. These are accounted for by an additive. Neither duplicates nor separate originals with the same set of names or same names less one or more deletions are to be counted.

d. *Standard man-hour equation.*

(1) *For Europe and Far East.*

(a) Sites servicing less than 1000 AF employees:  $Y=100.00+.318(X_1)+10.237(X_2)$

(b) Sites servicing 1000 or more AF employees:  $Y=418.316+10.237(X_2)$

(2) *All other locations.*  $Y=73.01+25.581(X_2)+6.646(X_3)$

e. *Programmability.* A program estimating factor has not been developed for this work center.

#### 5-8. Statement of conditions (SOC)

This is an administrative work center that normally operates 5 days a week, 8 hours a day.

#### 5-9. Application instructions

AR 570-5 contains guidance for the annual application of manpower staffing standards. An LOI with additional application instructions will be provided by the Commander, USAMARDA, prior to the scheduled application date.

## 5-10. Manpower table

Table 5-1 depicts manpower requirements for R&P by occupational series code.

## 5-11. Travel additive

USAMARDA will provide specific application instructions before the scheduled application date in the form of an LOI.

## 5-12. Army common additives

*a. Applicability.* These additives apply to all operating CPOs that perform these functions.

*b. Additive detail direct.* The Army common additive detail direct is included in figure 5-2.

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### 1. Administers civilian career program

1.1. Advises on career programs. Provides orientation, training, and counseling on career management program registration, appraisal process, and career referral system to activity career program managers (ACPM), management officials, and careerists.

1.2. Processes career appraisals.

1.2.1. Distributes SKAP instructions.

1.2.1.1. Receives, reproduces, sets suspenses for, and distributes SKAP appraisal package to activity ACPM and careerist.

1.2.1.2. Followup to obtain all appraisals.

1.2.2. Certifies careerists qualifications.

1.2.2.1. Receives, reviews, and provides qualification certification for appraisals.

1.2.2.2. Forwards completed appraisals to higher headquarters.

1.2.3. Processes panel results. Receives, files, and transmits a copy of screening panels feedback letter to ACPM, careerist, and TSO.

1.2.4. Counsels on reclaims. Counsels employees on implication of feedback letter and processes for requesting reconsideration of screening panel determinations.

1.2.5. Maintains files.

1.2.5.1. Establishes and incorporates listing of personnel registered in each career program.

1.2.5.2. Updates listing as changes occur.

1.3. Projects intern intake.

1.3.1. Analyzes workforce and queries ACPM to project intern intake needs.

1.3.2. Reviews, compiles, and transmits projected intern needs to MACOM.

1.4. Supports careerist training. Assists Training and Development (T&D) Branch with guiding careerist in identifying and obtaining training.

### 2. Exercises examining authority

2.1. Requests and receives examining authority.

2.2. Develops examining procedure.

2.3. Determines area of recruitment.

2.4. Develops register announcement.

2.5. Develops mailing list.

2.6. Distributes announcement.

2.7. Receives applications.

2.8. Administers tests.

2.9. Rates and ranks applicants.

2.10. Prepares register of eligibles.

2.11. Notifies applicant of rating.

2.12. Prepares and transmits certificates of eligibles.

2.13. Audits certificates and posts action to register.

### 3. Participates in planning and accomplishment of RIF, reorganization, and transfer of functions (TOF)

3.1. Advises on options.

3.1.1. Identifies and discusses numbers and types of personnel and positions to be abolished and transferred.

3.1.2. Identifies vacant positions for potential placements.

3.1.3. Recommends alternative actions.

3.2. Prepares for implementation.

3.2.1. Requests approval of RIF. Sends request for approval of RIF of 50 people or more to higher headquarters in accordance with AR 5-10.

3.2.2. Requests approval for and administers early out retirements.

3.2.2.1. Develops and transmits requests for authority for early out retirements.

3.2.2.2. Receives approval.

3.2.2.3. Announces retirement options and notifies TSO.

3.2.2.4. Reviews register to verify accuracy.

3.3. Accomplishes action.

3.3.1. Obtains retention registers.

3.3.1.1. Identifies competitive area and competitive levels.

3.3.1.2. Requests retention registers from TSO.

3.3.1.3. Reviews registers to verify accuracy.

3.3.2. Informs workforce.

3.3.2.1. Prepares and sends letter and memorandum to announce the RIF and reorganization/transfer of function.

3.3.2.2. Provides general briefing on the action that indicates the scope of the action, management reasons for the action, potential impact of the action on the workforce, and likely retention and placement opportunities.

3.3.3. Determines placements and separations.

3.3.3.1. Identifies employees to be released from competitive levels.

3.3.3.2. Determines right for bumping, retreat, and assignment based on personnel retention standing.

3.3.4. Forwards offer of jobs or opportunity to compete.

3.3.4.1. Prepares letters to employee providing managements reason for RIF, current employment data, offers of continued employment (if applicable), employee rights, and point of contact for additional information.

3.3.4.2. Transmits letter.

3.3.4.3. Obtains acknowledgment of receipt.

3.3.5. Monitors placement effort.

3.3.5.1. Reviews action to assure offer is the best available offer.

3.3.5.2. Cancels and amends letters as appropriate.

3.3.6. Documents placement and separation.

3.3.6.1. Accepted offer.

3.3.6.1.1. Annotates retention register.

3.3.6.1.2. Completes and forwards SF 52 to TSO to accomplish placement and separation.

3.3.6.2. Rejected offer.

3.3.6.2.1. Annotates retention register.

3.3.6.2.2. Initiates SF 50 for separation.

3.3.6.3. No offer.

- 3.3.6.3.1. Drafts letter releasing employee from competitive level and forwards it to employee.
- 3.3.6.3.2. Annotates retention register.
- 3.3.6.3.3. Initiates SF 50 for separation.
- 3.3.7. Counsels employees.

- 3.3.7.1. Provides reason for action, appeal rights, grievance procedures, retirement eligibility, and severance pay.
- 3.3.7.2. Responds to inquiry.
- 3.3.8. Provides out-placement assistance.
- 3.3.8.1. Advises employee on eligibility for out-placement opportunities.
- 3.3.8.2. Assists in registering in priority placement programs.
- 3.3.8.3. Reviews and forwards registration.

**Table 5-1  
Manpower table for Recruitment and Placement AFD code (SWCC)—RBC**

Standard applicability man-hour range: N/A

Position title	Series	Manpower requirement															
Supv, Pers Stf Sp	GS-0212			1	1	1	1	1	1	1	1	1	1	1	1	1	1
Pers Stf Sp	GS-0212	1	2	2	3	3	4	5	5	5	6	7	7	8	8	9	9
Stf Asst/Stf Clk(T)	GS-0203	1	1	1	1	2	2	2	3	3	3	3	4	4	4	4	5
Clk Typ/Stf Clk(T)	GS-0322	1	1	1	1	1	1	1	1	2	2	2	2	2	3	3	3
	Total	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

- 3.3.8.4. Updates employee registrations and certifies employee qualifications when required by other activities.
- 3.3.8.5. Discusses placement opportunities with private industry and local government.
- 3.4. Processes RIF appeals.
- 3.4.1. Receives notification and request for information and documents from the Merit System Protection Board (MSPB).
- 3.4.2. Develops and forwards material to MSPB and appellant.
- 3.4.3. Prepares or advises on preparation of agency position for MSPB hearing.
- 3.4.4. Serves as agency representative or witness at MSPB hearing.

**4. Recruits employee for dependent's school system**

- 4.1. Determines recruiting requirements.
- 4.2. Determines method of recruitment (local hire, transfer, or centralized).
- 4.3. Takes appropriate recruitment action.

**5. Administers DOD priority placement program**

- 5.1. Counsels and registers eligible personnel.
- 5.2. Screens qualifications.
- 5.3. Reviews vacancies for placement opportunities.
- 5.4. Extends job offers to registrants.

**6. Performs CPO activities associated with a class action suit**

Conducts record searches, tabulations, meetings, conferences, hearings, court appearances, and so forth associated with a class action suit.

**7. Provides Federal job information**

Operates as a defacto Federal job information center as the result of closure of OPM center.

**8. Provides placement assistance for family members in OCONUS (Executive Order 12362)**

**9. Administers the employment assistance service to military and civilian family members**

- 9.1. Provides guest speakers at civilian and military community organizations.
- 9.1.1. Prepares speech.

- 9.1.2. Gives speech.
- 9.1.3. Prepares special materials.
- 9.1.4. Copies special materials.
- 9.1.5. Distributes special materials.
- 9.1.6. Arranges for special guest speakers.
- 9.2. Maintains liaison with organization providing local employment trends.
- 9.2.1. Receives information from local, State, and national organizations.
- 9.2.2. Disseminates information to family members.
- 9.2.3. Collects information on base employment.
- 9.2.4. Forwards information to local, State, and national organizations.
- 9.3. Publicizes employment opportunities.
- 9.3.1. Prepares special base employment opportunities for base publications.
- 9.3.2. Develops local articles on Federal Government employment regulations for base publications.
- 9.3.3. Publicizes employment opportunities in special newsletter (such as those developed by clubs).
- 9.3.4. Publicizes local article in special newsletter(same sources as those mentioned in previous sentence)on Federal Government employment policy.
- 9.3.5. Publicizes opportunities in local media.
- 9.3.6. Develops paid advertising.
- 9.4. Advises unemployed family member of known local sources of employment.
- 9.4.1. Reviews noncompetitive opportunities for family member to continue Government services without a break in service.
- 9.4.2. Counsels family members on known local sources of employment in civilian community.
- 9.4.3. Provides career counseling for family members.
- 9.5. Conducts seminars on family member's employment.
- 9.5.1. Organizes seminar.
- 9.5.2. Arranges for guest speakers.
- 9.5.3. Prepares handouts.
- 9.5.4. Copies handouts.

- 9.5.5. Distributes handout.
- 9.5.6. Provides personnel to conduct seminar.
- 9.6. Conducts training for volunteers who will provide employment information.
  - 9.6.1. Provides training or provides personnel to conduct training.
  - 9.6.2. Prepares instruction material to be presented.
  - 9.6.3. Prepares handouts.
  - 9.6.4. Copies handouts.
  - 9.6.5. Distributes handouts.
  - 9.6.6. Conducts periodic updates of training to present new material or to advise new volunteers.

**10. Administers Federal Employee's Compensation Act (FECA) program**

- 10.1. Administers FECA program.
  - 10.1.1. Writes procedures.
  - 10.1.2. Advises commander.
  - 10.1.3. Provides safety office information of job-related injury.
  - 10.1.4. Coordinates with legal office on third party claims.
  - 10.1.5. Refers suspected fraud to proper authority.
  - 10.1.6. Confers with doctors on duties that injured employee can perform.
  - 10.1.7. Requests medical information from doctors.
  - 10.1.8. Researches vacancies in an effort to locate possible employment for an employee on compensation.
  - 10.1.9. Counsels employees on returning to work.
  - 10.1.10. Sends letters, forms, and documents to DOL.
- 10.2. Publicizes the program.
  - 10.2.1. Briefs supervisors and employees.
  - 10.2.2. Writes bulletins.
  - 10.2.3. Distributes pamphlets to new employees.
- 10.3. Assists on claims.
  - 10.3.1. Advises supervisors and claimants on required actions.
  - 10.3.2. Provides assistance to employees and supervisors on completing forms.
  - 10.3.3. Advises employees and dependents on entitlements.
  - 10.3.4. Maintains supply of forms.
  - 10.3.5. Reviews forms and forwards them to the Office of Workmen's Compensation (OWC).
  - 10.3.6. Acquires/coordinates one to three signatures on most forms sent to OWC.
- 10.4. Maintains records.
  - 10.4.1. Maintains case log.
  - 10.4.2. Responds to headquarters reports.
  - 10.4.3. Maintains case files.
  - 10.4.4. Reviews case files to assure proper documentation and followup is accomplished.

**Figure 5-2. Army common additive—Detail direct Recruitment and Placement AFD code (SWCC)—RBC**

*c. Workload factor and equation.*

*(1) Workload factor title.*

(a) X<sub>1</sub>—average monthly number of personnel served by the career program.

(b) X<sub>2</sub>—average monthly tests administered under delegated examining authority, when less than 100 applicants are rated and ranked annually.

(c) X<sub>3</sub>—average monthly applicants rated and ranked under delegated examining authority when less than 100 applicants are rated and ranked annually.

(d) X<sub>4</sub>—average monthly tests administered under delegated examining authority when more than 100 applicants are rated and ranked annually.

(e) X<sub>5</sub>—average monthly applicants rated and ranked under delegated examining authority when more than 100 applicants are rated and ranked annually.

(f) X<sub>6</sub>—average monthly certificates of eligibility that are prepared under the delegated examining authority.

(g) X<sub>7</sub>—average monthly requests for permission to RIF that are processed.

(h) X<sub>8</sub>—average monthly number of persons that are placed or separated as a result of formal RIF.

(i) X<sub>9</sub>—average monthly dependent school system employees that are recruited (central, transfer, or local hire).

(j) X<sub>15</sub>—administer DOD Priority Placement Program.

(k) X<sub>16</sub>—CPO activities that are associated with a class action suit.

(l) X<sub>17</sub>—Federal job information center.

(m) X<sub>18</sub>—provides placement assistance for family members that are in OCONUS.

(n) X<sub>19</sub>—administers the Employment Assistance Service (EAS) to military and civilian family members.

(o) X<sub>20</sub>—administers the FECA Program.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.*

(a) X<sub>1</sub>—local records of formal registrants in career programs. (SCIPMIS has a 2-digit field indicating registration in a career program. Summary report is available locally.) Remember to divide the average monthly number of careerists served by 12. For example, if the average monthly number of careerists served was 120, then the X<sub>1</sub> workload factor would be 10 (that is, 120 dividing by 12=10).

(b) X<sub>2</sub>—average monthly tests administered under delegated examining authority when fewer than 100 applicants rated and ranked annually.

1. For all other locations—Records maintained by the responsible delegated examining authority specialist or examining unit that administer the tests. There should be a formal delegation from OPM and this delegation should be scheduled to be continued over the period of time for which manpower requirements are being predicted. Also, to receive credit for this count, the installation must actually be administering tests rather than assisting OPM in conducting the tests.

2. For USAREUR only—Local records. This additive applies to the Civil Service Test that is still conducted by some European CPOs. For the typing test, an additive of .333 hours per test is acceptable as is test. This additive applies in Europe regardless of the number of tests conducted annually. This applies to X<sub>2</sub> and X<sub>3</sub> USAREUR CPOs do not have the OPM responsibility of "delegated examining authority." However, European CPOs must rate, rank, and test applicants against job criteria to determine the eligibility of each individual. WLF X<sub>2</sub> and X<sub>3</sub> will be used as indicated. Appropriate comments are furnished where needed.

(c) X<sub>3</sub>—average monthly applicants rated and ranked under delegated examining authority when fewer than 100 are rated and ranked.

1. For all other locations—Records maintained by the responsible delegated examining authority specialist or examining unit that issued the formal announcement, conducted the rating and ranking, and issued the certificate(s). Delegation must be formal from OPM and must be projected to continue. Does not include direct hiring authority such as that typically granted for temporary WG employees. Does not include rating and ranking associated with summer hires, seasonals, and so forth.

2. For USAREUR only—Local records. This additive applies to the rating and ranking of external candidates, both U.S. and LN. It does not apply to the rating of internal candidates that is already accounted for in the standard.

(d) X<sub>4</sub>—average monthly tests administered under delegating examining authority when more than 100 are rated and ranked annually. Records should be maintained by the delegated examining authority examining unit. Delegation from OPM and over the period of time for which manpower requirements are being predicted. Also, to receive credit for this count, the installation must actually be administering tests rather than assisting OPM in the conduct of the tests. USAREUR only—Not applicable.

(e) X<sub>5</sub>—records maintained by the delegated examining authority examining unit (data furnished to OPM quarterly). Delegation must be formal from OPM and must be projected to continue. Does not include direct hiring authority such as that typically granted for temporary WG employees. Does not include rating and ranking associated with summer hires, seasonals, and so forth. Delegated examining authority is not the same as direct hiring authority (such as direct hiring authority for temporary WG employees, or engineers). Neither should activities associated with summer hires, interns, and so forth be included in this count unless specifically and directly a result of the formal delegated examining authority. Not applicable for USAREUR.

(f) X<sub>6</sub>—local records (data furnished to OPM quarterly). Certificates must be new and the result of formal delegated examining authority. Do not count certificates for jobs for which delegation has been withdrawn or is slated to be withdrawn. The count does not reflect local lists/registers developed for summer hires, seasonals, temporaries, direct hires, etc. Not applicable for USAREUR.

(g) X<sub>7</sub>—local records and HQDA request files. Limit count to formal requests for permission to RIF, which is required when 50 or more people will be affected.

(h) X<sub>8</sub>—local records. Placements initiated by commercial activities (CA). RIFs may be predicted if based on the percentage of studies completed during the application base period and by the percentage of jobs in completed studies that have generated a RIF action. The local manpower/force management office will make the determination. Predicted workload may be counted only once (that is, slippage in the CA schedule does not justify recounting the workload in a subsequent standard application period).

(i) X<sub>9</sub>—R&P records.

(j) Actual average monthly hours of effort validated by a manpower analyst for the following:

1. X<sub>15</sub>—administers Department of Defense Priority Placement Program (DODPPP).

2. X<sub>16</sub>—CPO activities associated with a class action suit.

3. X<sub>17</sub>—Federal job information center.

4. X<sub>18</sub>—use actual number of family members requesting assistance for placement in the CONUS for Executive Order 12362.

5. X<sub>19</sub>—administering the employment assistance service to military and civilian family members. Registering family members in DODPPP is to be included in  $WLF \times 15$ .

6. X<sub>20</sub>—administers the Federal Employee's FECA Program.

(a) *Additive man-hour equation.*

(a)  $Y = 1.415(X_1)$ .

(b)  $Y = 3.868(X_2) + .854(X_3)$ .

(c)  $Y = 4.639 + 2.107(X_4) + .079(X_5) + 35.705(X_6)$ .

(d)  $Y = 27.824 + 18.052(X_7) + 2.264(X_8)$ .

(e)  $Y = 10.124(X_9)$ .

(f)  $Y = \text{Actual hours expended for } X_{15} \text{ through } X_{20}$

(g)  $Y = 1.25 \times (18)$ .

### 5-13. CONUS additive

a. *Applicability.* This additive applies only to the CONUS operating CPOs that perform this function.

b. *Additive detail direct.* The CONUS additive detail direct is included in figure 5-3.

#### 1. Special recruitment of non-Government person for job series specified in the FEORP as under-represented

1.1. Contacts military community, local community, social, State,

minority, and so forth organizations to locate candidates for occupation where FEORP indicates under-representation. Contacts could involve on-site recruitment visits, or consultation with representatives of groups when they visit activity.

1.2. Receives and compiles list of applications. The remainder of the special recruitment is covered by paragraph 3.

**Figure 5-3. CONUS additive—Detail direct Recruitment and Placement AFD code (SWCC)—RBC**

c. *Workload factor and equation.*

(1) *Workload factor title.* X<sub>10</sub>—Total AF civilians serviced (for FEORP recruiting).

(2) *Workload factor definition.* See source of count.

(3) *Source of count.* FEORP coordinator. At some installations, this is equal to population served.

(4) *Additive man-hour equation.*  $Y = .031(X_{10})$

### 5-14. OCONUS additive

a. *Applicability.* This additive applies only to OCONUS operating CPOs that perform these functions.

b. *Additive detail direct.* The OCONUS additive detail direct is included in figure 5-4.

#### 1. Performs action peculiar to OCONUS Area

1.1. Administers 5-Year OCONUS Tour Limitation Program.

1.1.1. Monitors tours. Notifies employee and management of tour expiration.

1.1.2. Processes request for extensions.

1.1.2.1. Advises and assists employees in developing requests for extensions.

1.1.2.2. Receives requests.

1.1.2.3. Approves and/or forwards requests to higher headquarters for approval.

1.1.2.4. Receives approved requests.

1.1.2.5. Extends approved tours of duty.

1.1.2.6. Notifies employee, management, and OCONUS activity where employee has return rights of approval or nonapproval of extension.

1.1.2.7. Initiates document to extend tour.

1.1.2.8. Sends action to TSO.

1.2. Assists with CONUS placement.

1.2.1. Processes action for placement of employees returning to CONUS.

1.2.2. Notifies CONUS activity of employees pending return.

1.2.3. Advises and processes employee's registration in priority placement program.

1.2.4. Processes requests for certification of CONUS returnees qualifications.

**Figure 5-4. OCONUS additive—Detail direct Recruitment and Placement AFD code (SWCC)—RBC**

c. *Workload factor and equation.*

(1) *Workload factor title.*

(a) X<sub>11</sub>—average monthly overseas tours monitored.

(b) X<sub>12</sub>—average monthly number of overseas tour extensions processed.

(c) X<sub>13</sub>—average monthly return to CONUS placements assisted.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.*

(a) X<sub>11</sub>—local records. Count is based on the number of people

notified of the approaching termination date of their tour, not total people on tour.

(b)  $X_{12}$ —local records. Remember to calculate the average monthly number.

(c)  $X_{13}$ —local records. Remember to calculate the average monthly number.

(4) *Additive man-hour equation.*

(a)  $Y = .659(X_{11})$ .

(b)  $Y = .885(X_{12})$ .

(c)  $Y = 1.143(X_{13})$ .

## 5-15. USARJ additive

a. *Applicability.* This additive applies only to operating CPOs in USARJ that perform this function. Man-hour adjustments due to additives, exclusions, or deviations will be made to the man-hours specified by the standard equation before dividing by the appropriate AAF to compute total manpower requirements.

b. *Additive detail direct.* The USARJ additive detail direct is included in figure 5-5.

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## 1. Performs action peculiar to Japan

1.1. Requests MLC referral.

1.1.1. Prepares merit promotion announcement in coordination with selecting supervisor to assure correct information on such factors as duties, required skills, place and hours of duty.

1.1.2. Refers request to LMO, which performs recruiting and provides candidates.

1.1.3. Contacts public and private employment services for highly technical jobs.

1.1.4. Receives and reviews applications to determine if basic skills needed are met.

1.1.5. Prepares individual referral slip and attaches experience resumes.

1.2. Processes MLC and IHA selection.

1.2.1. Receives supervisor's selection form.

1.2.2. Notifies selectee and nonselectees.

1.2.3. Arranges release date if an internal assignment is involved.

1.2.4. Assists new employee in filling out personal history form.

1.2.5. Translates personal history data into English.

1.2.6. Provides a copy to LMO for Japanese policy check and G2 for security check.

1.2.7. Establishes SF 78.

1.2.8. Prepares SF 78.

1.2.9. Establishes personnel folders (for IHA only).

1.2.10. Prepares SF 52.

1.2.11. Distributes various forms to proper locations (for example, local files, or LMO).

1.3. Processes miscellaneous actions for Japanese LN personnel.

1.3.1. Processes a number of actions not associated with R&P functions. These include preparing mass change documents for general pay and periodic within grade pay increases (IHA only), maintaining control cards, and processing change of address actions.

1.3.2. Processes IHA housing allowance requests.

1.4. Supports domestic hire or personnel services effort for LNs.

1.4.1. Puts people desiring work in contact with people desiring workers.

1.4.2. Issues reports for gate passes.

1.4.3. Arranges for pre-employment medical examinations.

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## Figure 5-5. USARJ additive—Detail direct Recruitment and Placement AFD code (SWCC)—RBC

c. *Workload factor and equation.*

(1) *Workload factor title.*  $X_{14}$ —average monthly number of MLC employees selected.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.* Local records. Remember to calculate the average monthly number.

(4) *Additive man-hour equation.*  $Y = 5.394(X_{14})$ .

## 5-16. Learning curve/turnover rate allowance

a. *Applicability.* A turnover rate of .37 (or 37 percent) is considered normal and is covered by the standard base equation. A 3-year average turnover rate is needed to complete the computation. If the 3-year average is .37 or less, no further computation is necessary.

b. *Workload factors.*

(1) P—total number of permanent placements made in the CPO during the reporting period.

(2) A—total number of TDA authorized positions in the CPO during the reporting period.

## Chapter 6 Labor/Management Employee Relations AFD Code (SWCC)—RCB

### 6-1. Objective

This AMSS quantifies the manpower required to accomplish the tasks described in the WCD for varying levels of workload volume in the L/MER work center of the civilian personnel function.

### 6-2. Authority

Authorities for this AMSS are CPR 200 (250.5), AR 570-4, and AR 570-5.

### 6-3. Applicability

This AMSS applies to all operating CPOs.

### 6-4. Work center description

a. *WCD summary direct.*

(1) *Administers local labor/management relations program.* Develops guidance; promulgates guidance; conducts or coordinates management negotiations; and supports negotiation committee/team.

(2) *Administers personal disciplinary and adverse action process.* Develops and promulgates policies and plans; evaluates policy; assists manager; counsels and assists employees; acts as central point of contact; and prepares decision letters.

(3) *Administers grievance and appeal process.* Develops and promulgates policies; evaluates policy; assists manager; counsels and assists employees; processes employees' grievances and appeals; and serves as the management representative.

(4) *Fosters employee-management communication/relations.* Develops and promulgates policies, plans, and guidance; prepares and issues publications; conducts supervisory training; administers performance appraisal process; supports Alcohol and Drug Abuse Control Program (ADACP); and processes special actions.

(5) *Provides management-employee relations counseling services.* Advises managers and supervisors, and counsels and orients employees.

(6) *Accomplishes CPO EEO/affirmative action (AA) officer responsibility.* Coordinates CPO activities related to EEO and AA program; assists and advises EEO officials; and provides administrative support for civil litigations.

(7) *Conducts evaluation of Civilian Personnel Management Program (CPMP).* Conducts overall evaluation; advises commanders

and officials; evaluates the effectiveness of CPO services; and evaluates personnel management in major organizations.

b. *WCD detail direct.* The WCD detail direct is included in figure 6-1.

c. *Indirect categories.* The standard indirect categories will be used for this work center. See appendix B for standard indirect categories.

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## **1. Administers local labor/management relations program**

1.1. Develops guidance.

1.1.1. Develops plans, policies, and procedures for administration of the program.

1.1.2. Assures communication of higher headquarters and local guidance to installation officials.

1.2. Promulgates guidance.

1.2.1. Acts as point of contact.

1.2.1.1. Develops correspondence to notify management and employees of the principal point of contact on labor/management relations matters.

1.2.1.2. Reviews and analyzes case law decisions and other labor relations material to maintain a working knowledge of new developments.

1.2.1.3. Monitors eligibility for dues check-off.

1.2.2. Advises and provides technical advice and assistance to management regarding the respective rights and obligations of managers/supervisors, employees, and unions.

1.2.3. Represents/coordinates management activities in connection with representation matters; contract negotiations; allegation of unfair labor practices and dispute resolution; grievances and arbitrations; use of official time of employees serving as union representatives; and contract administration.

1.2.4. Conducts training on labor contracts and contract administration.

1.2.4.1. Develops and/or coordinates courses with employee development officer.

1.2.4.2. Conducts training when new contract is established or existing contract is re-negotiate.

1.2.4.3. Evaluates training to determine effectiveness.

1.2.5. Evaluates effectiveness of local labor relations activities.

1.3. Conducts or coordinates management negotiation efforts on new and revised policies and practices that affect conditions of employment to assure involvement of appropriate officials and staff subject matter specialists, and assures that management's responsibility to negotiate with recognized unions is carried out in accordance with law.

1.4. Supports negotiation committee/team.

1.4.1. Serves as advisor and/or member of the installation negotiation committee/team.

1.4.2. Provides input.

1.4.2.1. Provides input in preparation for negotiation meeting.

1.4.2.2. Reviews and provides comments on any proposed change before and after negotiation proceedings.

1.4.3. Collects and analyzes experience data.

1.4.3.1. Monitors and/or collects and analyzes experience data under negotiated agreements.

1.4.3.2. Conducts studies to develop management demands and/or respond to union demands at the bargaining table.

1.4.4. Advises management on the interpretation and application of negotiated agreements to facilitate contract administration.

1.4.5. Participates in resolutions of grievances, negotiability disputes, and allegation of unfair labor practices arising out of the application and/or interpretation of negotiated agreements.

## **2. Administers personal disciplinary and adverse action process**

2.1. Develops and promulgates local policies and plans on constructive discipline and personal adverse actions.

2.2. Evaluates policy.

2.2.1. Evaluates application of policy using attitude surveys, supervisor surveys, and program statistics.

2.2.2. Identifies area of possible supervisor weakness or other supervisor-employee practices that tend to cause dissatisfaction or make for improper conduct.

2.2.3. Works with appropriate officials in correcting problem.

2.3. Assists manager.

2.3.1. Provides assistance and technical advice to managers on individual disciplinary and adverse action cases.

2.3.2. Prepares or assists in preparing notices of proposed adverse actions, advising on DA penalty guides.

2.3.3. Assists in conducting inquiries.

2.4. Counsels employees and assures employee awareness of standards of conduct/performance and procedure for redress.

2.5. Acts as central point of contact for disciplinary cases submitted to the CPO for final action.

2.5.1. Reviews, analyzes and researches applicable laws, rules, and regulations.

2.5.2. Determines appropriate media and/or procedure for final disposition of the case.

2.6. Prepares decision letters for management official's signature.

## **3. Administers grievance and appeal process**

3.1. Develops and promulgates policies.

3.1.1. Researches subject matter.

3.1.2. Develops and prepares publication of local policies for handling grievances and appeals.

3.2. Evaluates policy and identifies area for improvement (such as supervisor weakness).

3.3. Provides assistance and technical advice to managers on grievances and appeals cases.

3.4. Counsels and assists employees and their representative on employee rights and grievance or appeal procedures; makes regulations and policies available; provides information needed for preparing/processing cases.

3.5. Processes employees' grievances and appeals.

3.5.1. Provides technical assistance.

3.5.1.1. Provides technical advice and assistance to managers and employees on procedural requirements, rights, and obligations in handling/filing a grievance and appeal.

3.5.1.2. Assists parties concerned in attempts to resolve the problem at an informal stage to the extent possible.

3.5.2. Acts as impartial moderator between manager or employee in researching a satisfactory resolution.

3.5.2.1. Investigates circumstances involved in the grievance and appeal.

3.5.2.2. Provides findings, evidence, and recommendations to assist in determining grievability of subject matter, granting or denial of remedies sought, and/or other courses of action available for reaching a favorable resolution.

3.6. Serves as management representative.

3.6.1. Prepares management cases after researching applicable laws, rules, and regulations.

- 3.6.2. Prepares briefs for presentation.
- 3.6.3. Represents Manager.
- 3.6.3.1. Represents management at formal hearing.
- 3.6.3.2. Provides administrative support to Army grievance examiner.
- 3.6.3.3. Provides expert advice and administrative support to attorney representing management.
- 3.6.4. Prepares commander's decision letter in grievance cases or letter forwarding case to higher echelon for decision.

#### **4. Fosters employee-management communication/relations**

- 4.1. Develops and promulgates policies, plans, and guidance.
  - 4.1.1. Prepares and disseminates guidance.
    - 4.1.1.1. Researches subject matter.
    - 4.1.1.2. Develops and prepares publication of local policies, plans, and guidance to enhance communications.
  - 4.1.2. Evaluates effectiveness of communications.
    - 4.1.2.1. Evaluates effectiveness of communications in serviced organizations using statistics on employee reactions, surveys, and supervisor interviews.
    - 4.1.2.2. Considers cultural and lingual differences that cause barriers to effective communication.
  - 4.1.3. Provides staff assistance and advice relating to two-way flow of information, use of informational media and staff meetings, and supervisor-employee consultation on work-type problems, as well as broader questions of personnel policy.
- 4.2. Prepares and issues publications.
  - 4.2.1. Researches and prepares subject material.
  - 4.2.2. Issues personnel publications and releases personnel-type information to Daily Bulletin and other periodicals after appropriate coordination within the CPO and with the installation information office.
- 4.3. Conducts supervisory training.
  - 4.3.1. Develops courses.
    - 4.3.1.1. Develops and conducts courses for supervisory training in area such as leave administration, labor/management relations, FLSA, conduct and discipline, performance evaluation, grievances and appeals procedures, employee counseling, and communications.
  - 4.3.2. Evaluates training to determine effectiveness.
- 4.4. Administers performance appraisal process.
  - 4.4.1. Develops and publishes guidance.
    - 4.4.1.1. Develops and publishes local policy and procedures.
    - 4.4.1.2. Implements higher headquarters guidance.
  - 4.4.2. Assists supervisors in developing performance standards and identifying critical elements.
  - 4.4.3. Counsels supervisors on dealing with marginal employee.
  - 4.4.4. Advises on and processes actions on employees for unacceptable performance.
  - 4.4.5. Processes grievances on performance through negotiated (third party) procedure or HQDA grievance procedure (U.S. Army Civilian Appellate Review Agency (USACARA)).
- 4.5. Supports ADACP.
  - 4.5.1. Serves as point of contact within CPO for matter relating to the ADACP. If ADACP is tasked to other than CPO (for example, Chaplain or special official), refers inquiries to appropriate office.
  - 4.5.2. Coordinates activity of the program within and across functional lines and with external agency as required.
  - 4.5.3. Provides program advice and assistance to manager, employee, and union.
  - 4.5.4. Counsels employees referred by supervisors to determine

whether a problem exists, makes appropriate referrals, and follows up.

- 4.6. Coordinates with other CPO branches in the processing of special actions having L/MER implications such as fitness for duty/related actions, debt complaints, advanced sick leave/LWOP requests, back-pay claims, and restoration of annual leave.

#### **5. Provides management-employee relations counseling services**

- 5.1. Advises managers and supervisors on their responsibilities for counseling employees through use of performance evaluation and recognition programs standards of conduct, Hatch Act restrictions, duty hours, work schedule, leave administration, probationary periods, ADACP, Organizational Effectiveness Program, occupational health and safety matters, and employee services and facilities.
  - 5.2. Counsels and orients employees.
    - 5.2.1. Counsels employees.
      - 5.2.1.1. Provides counseling service to employees on complaints and inquiries not referred by employees to supervisors.
      - 5.2.1.2. Provides advice on personnel policy, administrative regulations, employee rights and services (in the areas of food, medical, health, transportation, housing, welfare, finance, recreation, education and information, and special events), and other subjects not referred through the supervisory chain. (If information requested is available in another branch within the CPO, refers employee to appropriate branch or obtains information for the employee.)
    - 5.2.2. Orients employees. Prepares, coordinates, schedules, monitors, and conducts employee orientation sessions for new employees.

#### **6. Accomplishes CPO EEO/AA officer responsibilities**

- 6.1. Coordinates CPO activities related to EEO and AA program.
  - 6.1.1. Solicits, reviews, and consolidates input from civilian personnel branches for inclusion in the installation EEO plan.
  - 6.1.2. Monitors, assesses, and makes recommendations on personnel program areas to assure that policy, procedures, and requirements are consistent with EEO and affirmative action policy and objectives.
  - 6.1.3. Keeps management and EEO officials informed of personnel program changes and situations on which affirmative action or other EEO-oriented action should be taken.
  - 6.1.4. Assists and provides EEO training for employees and supervisors.
- 6.2. Assists and advises EEO officer, EEO counselors, and management officials on resolving EEO complaints, EEO evaluation of activity and organizations, development of actions to promote EEO, and follows up to advise management of status of actions.
- 6.3. Provides administrative support for civil litigations.
  - 6.3.1. Provides administrative support in defense of agency-initiated cases involving civil litigation alleging discrimination, including research and document preparation.
  - 6.3.2. Acts as technical advisor to defense attorneys in matters related to Federal personnel management.

#### **7. Conducts evaluation of CPMP**

- 7.1. Conducts overall evaluation.
  - 7.1.1. Develops data.
    - 7.1.1.1. Develops, analyzes, and interprets statistical data and results of supervisory/employee questionnaires to determine effectiveness and propriety of CPMP.
    - 7.1.1.2. Identifies specific trends and problem areas.
    - 7.1.1.3. Conducts in-depth studies on specific problem areas to determine causes and possible courses of corrective actions required.

- 7.1.1.4. Follows up accordingly.
- 7.1.2. Coordinates with respective functional chiefs within CPO to develop action plans for correcting or improving any adverse situation or weakness identified in their respective areas.
- 7.2. Advises commanders and officials.
  - 7.2.1. Advises commanders and management officials of CPMP status within their organizations.
  - 7.2.2. Acts as action officer to compile and publish written feedback reports to management officials on progress made in the personnel programs, and successes or failures in meeting program goals and objectives.
  - 7.2.3. Provides specific recommendations to improve or correct program deficiencies or shortcomings.
  - 7.2.4. Conducts oral briefings for commanders and management officials on program status.
- 7.3. Evaluates effectiveness of CPO services.
  - 7.3.1. Analyzes management/employee responses to questionnaires, exit interviews, placement followup.
  - 7.3.2. Identifies specific areas of CPOs servicing functions that need to be improved/corrected.
  - 7.3.3. Coordinates with appropriate functional chief within CPO and/or initiates action to correct/improve CPO services and assistance to management and employees.
- 7.4. Evaluates personnel management in major organization.
  - 7.4.1. Conducts on-site review. Initiates and holds discussion on effectiveness of personnel programs with administrative personnel, supervisors, employees, and union officials.
  - 7.4.2. Reviews maintenance of employee records.
    - 7.4.2.1. Reviews employee record maintained by supervisors.
    - 7.4.2.2. Evaluates items maintained by employee's supervisors.
    - 7.4.2.3. Assists and advises supervisor on required items.

**Figure 6-1. WCD—Detail direct Labor/Management Employee Relations AFD code (SWCC)—RCB**

### 6-5. Standard data

- a. *Classification of standard.* Army common.
- b. *Date approved.* 2 December 1981.
- c. *Man-hour data sources.* Operational audit using historical performance and technical estimate techniques.

### 6-6. Application

- a. *Man-hour range.* A valid man-hour data range for this AMSS has not been developed.
- b. *Man-hour adjustments.* Man-hour adjustments due to additives, exclusions, or deviations will be made to the man-hours specified by the standard equation prior to dividing by the appropriate AAF to compute total manpower requirements. The AAF can is in AR 570-5.

### 6-7. Workload factor and equation

- a. *Workload factor title.*
  - (1)  $X_1$ —total AF employees covered by collective bargaining agreements.
  - (2)  $X_2$ —average monthly unfair labor practices, arbitrations, and contract sections negotiated.
  - (3)  $X_3$ —total AF civilians serviced.
  - (4)  $X_4$ —average monthly adverse disciplinary actions, grievances, and appeals processed.
- b. *Workload factor definition.* See sources of count.
- c. *Source of count.*
  - (1)  $X_1$ —annual OPM report—"Union Recognition in the Federal Government." For USAREUR—LN employees are not covered by

collective bargaining units. Few U.S. employees are covered by collective bargaining units. DODDS teachers may be counted.

(2)  $X_2$ .

(a) *Average monthly unfair labor practices.* A formal report for each Unfair Labor Practice Changes (ULPC) will be in the L/MER files. The ULPC work count consists of the cases referred to the CPO from the Federal Labor Relations Authority.

(b) *Average monthly arbitrations.* A formal report of each arbitration will be in the L/MER files. This count consists of the number of requests for arbitrations initiated by the local labor organization(s).

(c) *Average monthly contract sections negotiated.* Count all contract sections the office is responsible for negotiating, and average the count over the contract's life span to obtain a monthly count. This count is based on all approved union contracts negotiated for the AF activities at the installation and any tenants or satellite organizations serviced. Do not include any NAF contracts the office may have administered or negotiated. For USAREUR—Local national employees do not use ULPC or arbitration.

(3)  $X_3$ —strength reports generated by local force development/manpower offices. This count consists of the average annual actual on-board strength. This count should exclude ceiling-exempt employees in special opportunity programs. It should also exclude persons in full-time student status (for example, student interns attending courses full-time at the Defense Ammunition School at Savannah Army Depot). For USAREUR—Include in the count those LN employees in AF positions.

(4)  $X_4$ .

(a) *Average monthly adverse/disciplinary actions based on unacceptable conduct or performance.* A formal report for each action will be in the L/MER files. Only formal (written) actions may be counted. Do not count adverse/disciplinary issues that were resolved at an employee's first level of supervision and did not require formal actions by the L/MER Branch.

(b) *Average monthly grievances and appeals.* A formal report for each action processed will be in the L/MER files. This count consists of formal grievances and appeals processed under MSPB agency guidelines and/or negotiated grievance procedures. Only formal (written) actions may be counted. Do not count informal grievance actions or counseling sessions. Do not include any grievance or appeal actions processed for NAF personnel. This count does not include any actions based on the separations of temporary or probationary personnel. For USAREUR—Disciplinary actions may be counted for LN employees, but not grievances or appeals.

d. *Standard man-hours equation.*  
 $Y = 195.52 + .037(X_1) + 1.9462(X_2) + .1866(X_3) + 3.7444(X_4)$ .

e. *Programmability.* A program estimating factor has not been developed for this work center.

### 6-8. Statement of conditions (SOC)

This is an administrative work center that normally operates 5 days a week, 8 hours a day.

### 6-9. Application instructions

AR 570-5 contains guidance for the annual application of manpower staffing standards. An LOI with additional application instructions will be provided by the Commander, USAMARDA, prior to the scheduled application date.

### 6-10. Manpower table

Table 6-1 depicts manpower requirements for L/MER by occupational series code.

### 6-11. Travel additive

USAMARDA will provide specific application instructions before the scheduled application date in the form of an LOI.

### 6-12. Army common additive

a. *Applicability.* This additive applies to operating CPOs that perform this function.

b. *Additive detail direct.* The Army common additive detail direct is included in figure 6-2.

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### 1. Administers GPAS

- 1.1. Provides guidance involving standards development.
  - 1.1.1. Provides orientation, technical assistance, and guidance to employees and rating official involving standards development.
  - 1.1.2. Provides adequate training for supervisors and managers.
  - 1.1.3. Develops training packages.
  - 1.1.4. Assists with on-site reviews.
  - 1.1.5. Provides follow-ups to assure compliance.
  - 1.1.6. Conducts training.
  - 1.1.7. Identifies "critical and major elements" within a position.
- 1.2. Provides guidance involving appraisals.
  - 1.2.1. Provides technical advice and assistance to manager and supervisors on appraisals and appropriate personnel actions, such as training, down grades, and awards.
  - 1.2.2. Reviews evaluation to ensure quality.
  - 1.2.3. Counsels employee involving rating received.

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**Figure 6-2. Army common additive—Detail direct Labor/Management Employee Relations AFD code (SWCC)—RCB**

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c. *Workload factor and equation.*

- (1) *Workload factor title.* Average monthly number of GPAS standards.
- (2) *Workload factor definition.* See source of count.
- (3) *Source of count.*  $X_1$ —Divide the total number of GPAS standards by 12 to obtain an average monthly workload count. Formula equation should be used in all cases unless workload factor count is not available; otherwise, use actual time.
- d. *Additive man-hour equation.*  $Y=.042(X_1)$ .

### 6-13. USAREUR additive

- a. *Applicability.* This additive applies to operating CPOs in USAREUR that perform this function.
- b. *Additive detail direct.* The USAREUR additive detail direct is included in figure 6-3.

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### 1. Coordinates Works Council activities (Europe) $X_2$

- 1.1. Advises management.
  - 1.1.1. Advises commanders, top management, and supervisor on Works Council actions, appeals, and/or complaints.
  - 1.1.2. Assists management with local shop agreements and Works Council elections.
- 1.2. Informs Works Council.
  - 1.2.1. Informs Works Council of management views.
  - 1.2.2. Discusses problems or items of common interest.
- 1.3. Attends or conducts meetings.
  - 1.3.1. Attends meetings.
    - 1.3.1.1. Prepares for meetings.
    - 1.3.1.2. Coordinates management position to agenda items.
    - 1.3.1.3. Attends meetings in advisory capacity.

- 1.3.2. Conducts meetings.
  - 1.3.2.1. Prepares for meetings.
  - 1.3.2.2. Conducts formal periodic meetings with Works Council Chairmen and exchanges CPO and Works Council matters of interest.

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**Figure 6-3. USAREUR additive—Detail direct Labor/Management Employee Relations AFD Code (SWCC)—RCB**

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c. *Workload factor and equation.*

- (1) *Workload factor title.*  $X_2$ —total USAREUR works council activities supported.
- (2) *Workload factor definition.* See source of count.
- (3) *Source of count.* Number of works councils supported.
- (4) *Additive man-hour equation.*  $Y=12.196(X_2)$ .

### 6-14. USARJ additive

- a. *Applicability.* This additive applies to operating CPOs in USARJ that perform this function.
- b. *Additive detail direct.* The USARJ additive detail direct is included in figure 6-4.

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### 1. Provides support for MLC (Japan)

- 1.1. Accomplishes actions.
  - 1.1.1. Reviews personnel action requests. Reviews and assesses all personnel actions, personnel work orders, and related documents for MLC and IHA that are to be authenticated by GOJ prior to signature of COR.
    - 1.1.2. Processes uniform purchasing and physical examinations.
      - 1.1.2.1. Prepares and processes budget estimates for CPO/COR "Annual Requirement of Protective Clothing and Uniform" and "Employees Scheduled for Medical Examinations" for Japanese LN employees of MLC, IHA, and Mariner Contract (MC).
      - 1.1.2.2. Checks and processes for CPO/COR uniforms purchasing requests and arranges periodic physical examinations for LN employees.
    - 1.1.3. Serves as point of contact and coordinates with GOJ for health supervisors' activities, length of service award ceremony, and welfare/recreation activities conducted by LN employee under MLC, IHA, and MC.
    - 1.1.4. Coordinates with GOJ for health insurance program. Includes scheduling employees for periodic physical examination, job interview, and so forth.
  - 1.2. Provides labor liaison.
    - 1.2.1. Acts as interpreter for CPO/COR meetings with LMO or GOJ.
    - 1.2.2. Contacts GOJ agencies as an official representative of the CPO/COR concerning administration of MLC and/or IHA.
  - 1.3. Prepares budget estimates for GOJ on incentive awards paid for by the GOJ.

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**Figure 6-4. USARJ additive—Detail direct Labor/Management Employee Relations AFD code (SWCC)—RCB**

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**Table 6-1**  
**Manpower table for Labor/Management Employee Relations AFD code (SWCC)—RCB**

Standard applicability man-hour range: N/A

Position title	Series	Manpower requirement									
Supv, Labor Rel Sp/Supv, Empl Rel Sp	GS-0233										
	GS-2030				1	1	1	1	1	1	1
Labor Rel Sp/Empl Rel Sp	GS-0233										
	GS-0230	2	2	3	2	3	4	5	5	6	
Empl Rel Asst (T)/Labor Rel Asst (T)	GS-0203				1	1	1	1	2	2	
Clk Typ	GS-0322		1	1	1	1	1	1	1	1	
	Total	2	3	4	5	6	7	8	9	10	

*c. Workload factor and equation.*

(1) *Workload factor title.* X<sub>3</sub>—total number of LN employees supported by MLC.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.* Local records.

(4) *Additive man-hour equation.* Y=.015(X<sub>3</sub>).

**Chapter 7**  
**Training and Development AFD Code (SWCC)—RDA**

**7-1. Objective**

This AMSS quantifies the manpower required to accomplish the tasks described in the WCD for varying levels of workload volume in the Training and Development (T&D)work center of the Civilian Personnel function.

**7-2. Authority**

Authorities for this AMSS are CPR 200 (250.5), AR 570-4, and AR 570-5.

**7-3. Applicability**

This AMSS applies to all operating CPOs.

**7-4. Work center description**

*a. WCD summary direct.*

(1) *Develops training program.* Develops/implements policy and guidance; conducts training needs survey;develops fiscal year (FY) training plan; supports training committee; and evaluates training program.

(2) *Administers training program.* Manages funding for training; schedules internal training;schedules external (off-post) training; develops and conducts training courses; updates personnel data system;administers special training program; administers self-development training program; and evaluates training.

(3) *Advises manager and employee.* Advises manager and counsels and orients employee.

*b. WCD detail direct.* The WCD detail direct is included in figure 7-1.

*c. Indirect categories.* The standard indirect categories will be used for this work center.See appendix B for standard indirect categories.

**1. Develops training program**

1.1. Develops/implements policy and guidance.

1.1.1. Conducts review of existing or proposed local and higher headquarters policy and guidance for revision, replacement, and or discontinuance.

1.1.2. Prepares draft document (regulation, circular, subject letter, and so forth) and transmittal paper for coordination.

1.1.3. Receives and reviews comments and incorporates them in proposed document.

1.2. Conducts training needs survey.

1.2.1. Establishes schedule.

1.2.1.1. Establishes schedule for conduct of survey in coordination with training committee.

1.2.1.2. Consults with budget official after survey is complete.

1.2.1.3. Prepares schedule for publication.

1.2.1.4. Distributes schedule. (Schedule should coincide with local budget cycle.)

1.2.2. Conducts pre-survey orientation as required in coordination with the training committee and operating official.

1.2.3. Distributes training needs survey document.

1.2.3.1. Assembles data.

1.2.3.1.1. Accomplishes required research.

1.2.3.1.2. Assembles data for inclusion in survey package.

1.2.3.1.3. Develops instruction and guidance for determining how training needs are identified, documented, and reported.

1.2.3.1.4. Provides pertinent budget guidance.

1.2.3.2. Prepares survey plan for publication and distribution.

1.2.4. Provides assistance to operating official and career program manager in the training needs determination process.

1.2.5. Receives and analyzes report.

1.2.5.1. Receives report/inventory of training needs from serviced organization.

1.2.5.2. Reviews, analyzes, and validates input versus available records (personnel records, performance appraisals, career appraisals, production records, school, catalogs, announcements, individual development plans, and UMP).

1.2.6. Develops cost estimate.

1.2.6.1. Researches past records and current data for travel, per diem, and tuition cost.

1.2.6.2. Coordinates with applicable comptroller officer personnel.

1.2.6.3. Assists operating official in establishing priority.

1.2.7. Reviews training needs survey to assure completeness and resolves problem areas with operating official as required.

1.3. Develops FY training plan.

1.3.1. Prepares consolidated training needs inventories.

1.3.1.1. Groups similar needs together by employee and training opportunities selected.

1.3.1.2. Evaluates requirement and determines whether training should be conducted internally or if it can be more economically or expeditiously obtained from other U.S. Government sources or non-Government sources.

1.3.1.3. Estimates resources (money, facilities, equipment, and personnel) needed to accomplish the FY portion of the inventory.

1.3.1.4. Assembles compiled training and budget data for presentation to training committee.

1.3.1.5. Summarizes essential data for each major grouping of training opportunities selected and includes the number of courses, employees, hours involved, and estimated cost.

1.3.2. Prepares FY training program plan and submits it to the training committee. (After training committee approval, the chairperson submits plan to commander(or designee) for review, approval, and signature.)

1.3.3. Receives plan from commander (or designee)and modifies, if/as required, for re-submission to commander (or designee) for final review, approval, and signature.

1.3.4. Publishes FY training program plan and distributes to training committee members and other key managers.(Retains original of initial and modified plan in T&D Branch.)

1.4. Supports training committee.

1.4.1. Serves as an executive secretary.

1.4.2. Prepares agenda with supporting material for distribution to committee members.

1.4.3. Prepares and distributes a summary of training committee proceedings and accomplishments.

1.4.4. Prepares special orders.

1.4.5. Prepares correspondence.

1.4.6. Orients new training committee members.

1.4.7. Arranges meetings.

1.5. Evaluates training program.

1.5.1. Prepares written, annual evaluation of FY training plan (in conjunction with training committee)at conclusion of each FY to assess the overall training program and to provide basis for future planning and reporting.

1.5.2. Reports planned accomplishments in civilian personnel narrative, RCS GSGPA-663; RCS GSGPA 495 and 549; RCS 1056-OPM; RCS GSGPA 1103; and RCS GSGPA 1522.

## **2. Administers training program**

2.1. Manages funding for training.

2.1.1. Determines funds.

2.1.1.1. Determines the type fund (such as TDY or tuition) and appropriate account needed to support the training.

2.1.1.2. Manages Program Element 878751, (Civilian Training, Education, and Development).

2.1.2. Cites funding data, as required, on DD Form 1556 (Request, Authorization, Agreement and Certificate of Training and Reimbursement) and DA Form 3953, (Purchase Request and Commitment).

2.1.3. Records and maintains data on funding status of each fund account, such as general training, executive and management development, intern training, and long-term training.

2.1.4. Prepares reports. Prepares fund status report as required and/or requested by local and MACOM directives.

2.2. Schedules internal training.

2.2.1. Prepares and publishes request or announcement for nominees for internal training course (by title and date).

2.2.2. Receives and reviews for completeness DD Form 1556 for training provided by the T&D and/or local educational center.

2.2.3. Validates training need of nominee as reflected in the installation/activity annual training program(previously approved or modified) or as a special training requirement.

2.2.4. Selects employee for training based on research of merit

promotion provisions or refers to training committee for further competitive screening, as appropriate.

2.2.5. Determines source of training by contract or in-house.

2.2.5.1. Contacts contractor.

2.2.5.2. Prepares and processes DA Form 3953, sole source justification, and program description.

2.2.6. Schedules training.

2.2.6.1. Schedules nominee by name, date, and course title.

2.2.6.2. Notifies employee of selection or non-selection through supervisory channels with the training coordinator.

2.3. Schedules external (off-post) training.

2.3.1. Prepares and publishes request or announcement for external training opportunity.

2.3.2. Receives DD Form 1556, or other appropriate form, and reviews it for completeness.

2.3.3. Validates training need of nominee as reflected in installation/activity annual training program(previously approved or modified) or as a special training requirement.

2.3.4. Selects employee for training based on merit promotion provisions or refers to training committee for further competitive screening, as appropriate.

2.3.5. Determines source of off-post training;requests quota for training provided by other Government agency; or forwards nomination for training program(such as military colleges, or education for public management) through channels to HQDA for further selection, as appropriate.

2.3.6. Schedules training.

2.3.6.1. Notifies supervisory personnel or training coordinator on receipt of quota from other U.S. Government training agency or decision document from HQDA for special program.

2.3.6.2. Coordinates and follows up with appropriate official to assure quota is used or turned in.

2.4. Develops and conducts training course.

2.4.1. Accomplishes research necessary to identify course subject content.

2.4.2. Applies instructional systems development(ISD) techniques in developing objective, curriculum, instructional technique, lesson plan, handout, and measurement device.

2.4.3. Reviews and updates training material as necessary.

2.4.4. Arranges for instructor or guest speaker as required.

2.4.5. Schedules and arranges for classroom site and equipment.

2.4.6. Develops and distributes class schedule.

2.4.7. Prepares roster for designee.

2.4.8. Conducts or monitors course of instruction, including training and orientation on T&D functions.

2.4.9. Completes local rating and attendance forms.

2.4.10 Prepares thank you letter for instructor and guest speaker (outside CPO).

2.4.11. Reviews student critique and identifies course material for potential revision.

2.4.12. Translates material from English to foreign language. (Translated material may be typed on foreign language typewriter).

2.5. Updates personnel data system.

2.5.1. Updates SCIPMIS, Corps of Engineer Management Information System (COEMIS), or Civilian Personnel Accounting System (CPAS) as appropriate with completed training data (accomplished internally or off-post).

2.5.2. Receives a copy of DD Form 1556 or equivalent form.

2.5.3. Reviews, codes, and prepares key punch format.

- 2.5.4. Reviews and corrects output listing. This includes maintaining manual records and files.
- 2.6. Administers special training programs.
- 2.6.1. Identifies need for and content of special training programs such as intern training plan, upward mobility training, apprentice training program, and VRA.
- 2.6.2. Develops or assists in developing special training plans and advises on appropriateness of formal and on-the-job training.
- 2.6.3. Coordinates/processes training agreement including obtaining approval from OPM.
- 2.6.4. Provides budget and cost data.
- 2.6.5. Monitors application of training plan and progress of trainee and determines need to and advises on modifying plan.
- 2.6.6. Certifies that the individual completes the required program before promotion action.
- 2.6.7. Maintains records and files on individual assigned to program.
- 2.7. Administers self-development training program.
- 2.7.1. Receives, reviews, approves or disapproves request for enrollment in self-development programs such as correspondence courses (DD Form 1556).
- 2.7.2. Monitors the progress of individual training accomplishment to include administering end-of-course test when required.
- 2.7.3. Processes funding documents.
- 2.7.3.1. Receives certification of completion of course.
- 2.7.3.2. Prepares invoice for reimbursement of individual completing approved course.
- 2.7.3.3. Transmits record of completion to supervisor for inclusion on employee's SF Form 7B (Employee Record).
- 2.8. Evaluates training.
- 2.8.1. Evaluates individual training in terms of student critique, instructor analysis of class participation, and supervisor appraisal of employee performance before and after training completion.
- 2.8.1.1. Conducts follow-up evaluations with student and/or supervisor, by questionnaire or personal interview, regarding on-the-job application of skills, techniques, or methods learned.
- 2.8.1.2. Provides assistance to MACOMs and HQDA in conducting special survey on program evaluation.
- 2.8.2. Evaluates course content and material in terms of meeting employee and supervisor needs, course leader and instructor presentation, and consideration of student critique and revises as required.
- 2.8.3. Conducts on-site visit with supervisor and trainee on training progress, adjustment to the work, problems that need to be discussed, complaints, changes in programs, and degree to which trainee is following program (any deviation from the norm).

### 3. Advises manager and employee

- 3.1. Advises manager.
- 3.1.1. Advises managers and provides information. Provides information, technical advice and assistance to supervisor, career program managers, and other management officials concerning determination of training needs, sources of training, types of training development programs available, type of expenditures and training costs authorized, needs planning, and evaluation of results.
- 3.1.2. Provides assistance to supervisors in development of training plan and in preparing Individual Development Plans (IDP).
- 3.1.3. Provides advice.
- 3.1.3.1. Provides advice to managers on training to meet special needs (personal or organizational problems, reorganizations, new equipment, mission change, and so forth).

- 3.1.3.2. Analyzes needs and designs training program to be conducted by installation personnel or develops course review specifications.
- 3.1.3.3. Requests procurement to solicit training proposals.
- 3.1.3.4. Reviews proposals and selects or recommends contractor.
- 3.1.3.5. Advises management on evaluating effectiveness of training based on past training performance and contractor performance.
- 3.2. Counsels and orients employee.
- 3.2.1. Counsels and assists employee in undertaking self-development activity and preparation of IDP. Assures the employee is aware of obligations of training agreement.
- 3.2.2. Orients employee.
- 3.2.2.1. Conducts a group orientation program for all new employees.
- 3.2.2.2. Interviews all interns, VRA appointees, UMP participants, and cooperative education students to orient them to their respective program.

**Figure 7-1. WCD—Detail directTraining and DevelopmentAFD code (SWCC)—RDA**

### 7-5. Standard data

- a. *Classification of standard.* Army common.
- b. *Date approved.* 2 December 1981.
- c. *Man-hour data sources.* Operational audit using historical performance and technical estimate techniques.

### 7-6. Application

- a. *Man-hour range.* A valid man-hour data range for this AMSS has not been developed.
- b. *Man-hour adjustments.* Man-hour adjustments due to additives, exclusions, or deviations will be made to the man-hours specified by the standard equation prior to dividing by the appropriate AAF to compute total manpower requirements. The AAF is in AR 570-5.

### 7-7. Workload factor and equation

- a. *Workload factor title.*
- (1)  $X_1$ —average monthly off-post training requests processed and approved (for training 8 hours or more).
- (2)  $X_2$ —average monthly on-post training sessions supported.
- b. *Workload factor definition.* See source of count.
- c. *Source of count.*
- (1)  $X_1$ —count the copies of DD Form 1556 (copy 1) retained in the T&D office.
- (a) This work count consists of the number of training requests approved to obtain off-post training or development at service schools, other Government agencies and non-Government agencies that result in completed training. Includes training requests as justification to support nominees for special educational opportunities. Applies to off-post short-term training (under 120 workdays, but no less than 8 hours) and long-term training (over 120 workdays). Cancellations should be excluded from the count.
- (b) DD Forms 1556 may be counted for courses that are normally considered off-post, but were given on-post for economical reasons (for examples, OPM courses the CPO arranges to offer on-post instead of sending employees TDY to attend them). DD Forms 1556 in this category may only be counted if the CPO has a contract or formal agreement on file certifying the training arrangement with the outside agency, and indicating that the CPO was either the Contracting Officer's technical representative COTR (for contracts) or the primary arranger for Government training.
- (c) The count does not include DD Forms 1556 for in-house training; however, it does include approvals of courses for service schools that coincidentally are at the same installation. (For example, an employee of Rock Island Arsenal completes a course of the Army Management Engineering Training Activity.)

(d) The count includes completion of a full course (semester or quarter) taught after normal duty hours on the installation by a college or university. It does not include DD Forms 1556 processed for correspondence courses or for learning resource center courses.

(e) The count also includes an "8 hour" class in which 15 minutes to 1/2 hour may be "clipped" from either end of the day resulting in a 7-hour 45-minute or 7-hour 30-minute class.

(f) Count does not include documentation of on-the-job training.

(2) X<sub>2</sub>—the count should be obtained from line entries in logs within T&D. Branch records and files should provide an audit trail for the log entries. Sample audits should be conducted to verify the accuracy of the logs.

(a) The work count is based on the actual number of sessions supported, not the number of days in session. Sessions are not "meetings" or blocks of "instruction." In practical terms, "session" is the same group of people being collectively taught a formal course of instruction in a classroom over a period of time. A course that is interrupted prior to actual completion will be counted. The count does not include any learning resource center training.

(b) The count includes only those courses arranged or administered by T&D branch. It is not necessary that T&D branch actually conduct the platform teaching. The count does not include sessions arranged, conducted, and/or administered by other organizations of the serviced work force.

(c) The count does not include documentation of on-the-job training.

d. *Standard man-hour equation.*  
 $Y = 177.13 + 2.832(X_1) + 9.049(X_2)$

e. *Programmability.* A program estimating factor has not been developed for this work center.

### 7-8. Statement of conditions (SOC)

This is an administrative work center that normally operates 5 days a week, 8 hours a day.

### 7-9. Application instructions

AR 570-5 contains guidance for the annual application of manpower staffing standards. An LOI with additional application instructions will be provided by the Commander, USAMARDA, prior to the scheduled application date.

### 7-10. Manpower table

Table 7-1 depicts manpower requirements for Training & Development by occupational series code.

### 7-11. Travel additive

USAMARDA will provide specific application instructions before the scheduled application date in the form of an LOI.

**Table 7-1**  
**Manpower table for Training and Development AFD code (SWCC)—RDA**

Standard applicability man-hour range: N/A

Position title	Series	Manpower requirement								
Supv, Empl Dev Sp	GS-0235					1	1	1	1	1
Empl Dev Sp	GS-0235	1	1	2	2	2	3	3	3	4
Empl Dev Asst (T)/Empl Dev Clk (T)	GS-0203	1	1	1	1	1	1	2	2	2
Clk Typ/Empl Dev Clk (T)	GS-0322				1	1	1	1	2	2
	Total	1	2	3	4	5	6	7	8	9

### 7-12. Army common additive

a. *Applicability.* This additive applies to those operating CPOs that perform these functions.

b. *Additive detail direct.* The Army common additive detail direct is included in figure 7-2.

#### 1. Supports GPAS and Merit Pay System(X<sub>1</sub>)

- 1.1. Reviews IDP.
  - 1.1.1. Advises management on training opportunities.
  - 1.1.2. Suggests improvement on IDP.
  - 1.1.3. Determines appropriateness and legality of IDP.
  - 1.1.4. Assists employees in meeting an acceptable level of performance.
  - 1.1.5. Develops on-the-job training plans for GPAS.
- 1.2. Coordinates IDPs with related training programs.
  - 1.2.1. Coordinates IDPs with training needs survey.
  - 1.2.2. Applies IDPs and augmented special needs to prepare activity FY training plan and segment of command operating budget.

#### 2. Supports cost comparison (X<sub>2</sub>)

- 2.1. Cost comparison between agency, interagency, and non-Government.
  - 2.1.1. Determines direct, indirect, and overhead costs for training courses.

- 2.1.2. Compares cost of agency providing training with cost of inter-agency provided training.
- 2.1.3. Determines best source to include cost, quality, course content, and duration.
- 2.1.4. Documents its findings.
- 2.1.5. Compares the cost of Government sources to the best non-Government source.
- 2.1.6. Decides which cost is best for agency.

#### 3. Commercial activities study of training(X<sub>3</sub>)

- 3.1. Commercial activities study program with operating budget of \$100,000 or more.
- 3.2. Provides cost budget estimate information to CA office.
- 3.3. Participates in CA study of training program.

#### 4. Mobilization planning(X<sub>4</sub>)

- 4.1. Reviews MOBTDAs. Reviews three MOBTDAs and prepares training materials peculiar to the MOBTDAs.
- 4.2. Maintains mobilization training materials. Maintains separate file of material for jobs peculiar to the MOBTDAs.
- 4.3. Labor market surveys. Reviews MOBTDAs for different geographic locations to determine skills, performs annual TDY in the area of mobilization site to determine availability of skills, and renders after-action report.

**Figure 7-2. Army common additive—Detail direct Training and Development AFD code (SWCC)—RDA**

c. *Workload factor and equation.*

(1) *Workload factor title.*

(a) Average monthly number of GPAS and Merit Pay standards for noncareer program employees.

(b) Supports cost comparison.

(c) Supports CA studies of training.

(d) Mobility planning.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.* Local records.

(4) *Additive man-hour equation.*

(a)  $Y = .24(X_1) - 2.87$ , where  $(X_1)$  equals average monthly number of GPAS and Merit Pay standards for noncareer program employees. (Formula equation should be used in all cases unless workload factor count is not available. Otherwise use actual time.)

(b) For paragraphs 7-12c(1)(b), 7-12c(1)(c), and 7-12c(1)(d) use actual man-hours  $(X_2 - X_4)$  expended.

### **7-13. Eighth United States Army (EUSA) only additive**

a. *Applicability.* This additive applies only to operating CPOs in Korea that perform this function.

b. *Additive detail direct.* The EUSA additive detail direct is included in figure 7-3.

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### **1. Administers Korean National Out-Placement Vocational Training Program (KNOP) ( $X_5$ )**

1.1. Identifies KNOP trainees.

1.1.1. Queries R&P to identify and compiles list of surplus Korean LN employees.

1.1.2. Conducts training needs survey to identify training requirement of surplus LN employees.

1.2. Obtains approval and funds.

1.2.1. Prepares and submits request through MACOM for approval and allocation of funds for instructor costs from Administration of Labor Affairs (ALA), Korean Government. Request includes resume of instructors, course cost and list of students.

1.2.2. Coordinates training and submits request to ALA to pay instructor cost.

1.3. Assists in placement of surplus employee.

1.3.1. Coordinates approval and conducts skills testing.

1.3.2. Counsels LN surplus employees and assists them in registering their skills with: the ALA, the Korean Overseas Development Corporation, and the Republic of Korea Vocational Retraining and Placement Program.

1.4. Evaluates and reports. Evaluates and prepares report on the reality of the KNOP course instruction and content.

**Figure 7-3. EUSA additive—Detail direct Training and Development AFD code (SWCC)—RDA**

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c. *Workload factor and equation.*

(1) *Workload factor title.*  $X_5$ —Total LN AF civilians served.

(2) *Workload factor definition.* See source of count.

(3) *Source of count.* Local records.

(4) *Additive man-hour equation.*  $Y = .04509(X_5)$ .

## Appendix A References

### Section I Required Publications

#### AR 570-4

Manpower Management. (Cited in paras 2-2, 3-2,4-2, 5-2, 6-2, and 7-2)

#### AR 570-5

Manpower Staffing Standards System. (Cited in paras 2-2, 2-6b, 2-9, 3-2, 3-6b, 3-9, 4-2,4-6b, 4-9, 5-2, 5-6b, 5-9,6-2, 6-6b, 6-9, 7-2, 7-6b, and 7-9)

#### CPR 200 (250.5)

General Personnel Provisions. (Cited in paras 2-2,3-2, 4-2, 5-2, 6-2, and 7-2)

### Section II Referenced Forms

#### DA Form 279

Position Review and Group Action Request List

#### DA Form 374

Job Description (Civilian Personnel)

#### DA Form 1045

Suggestion

#### DA Form 1256

Incentive Awards Nomination Approval

#### DA Form 1602

Civilian Identification Card

#### DA Form 2000

Inventory/Location Survey Work Card

#### DA Form 2028

Recommended Changes to Publications and Blank Forms

#### DA Form 2303-2-R

Civilian Career Program Referral Request and Record

#### DA Form 2440

Suggestion Evaluation

#### DA Form 2441

Suggestion Award Certificate

#### DA Form 2443

Commendation Certificate

#### DA Form 2600

Referral and Selection Register

#### DA Form 3884-R

Payroll Change Slip—Nonappropriated Fund Employee

#### DA Form 3953

Purchase Request and Commitment

#### DA Form 4250

Certificate of Retirement

#### DA Form 4251

Certificate of Appreciation

#### DA Form 4395

Time and Attendance Card

#### DA Form 4592

DA Certification of Promotion

#### DA Form 5398-R

Civilian Performance Rating

#### DCSPER Form 542

Civilian Personnel Data File

#### DD Form 1056

Authorization to Apply for a “No-Fee” Passport and/or Request for Visa

#### DD Form 1556

Request, Authorization, Agreement and Certificate of Training and Reimbursement

#### DD Form 1614

Request and Authority for Civilian Personnel Duty Travel

#### DOD Form 145

DOD Bus Pass

#### DSP Form 11

Department of State Passport Application

#### DSP Form 231

Post Differential Report

#### DSP Form 234

Retail Price Schedule Report

#### OF Form 49

Inquiry for U.S. Government Use Only

#### SF Form 7

Employee Record Card

#### SF Form 7B

Employee Record

#### SF Form 7D

Position Identification Strip

#### SF Form 50

Notification of Personnel Action

#### SF Form 52

Request for Personnel Action

#### SF Form 66

Official Personnel Folder

#### SF Form 75

Request for Preliminary Employment Data

#### SF Form 78

Certificate of Medical Examination

#### SF Form 85

Data for Nonsensitive or Noncritical-Sensitive Position

#### SF Form 86

Security Investigation Data for Sensitive Position

#### SF Form 144

Statement of Prior Service

**SF Form 1190**  
Foreign Allowance Application Grant and Report

**SF Form 2809**  
Health Benefit Registration Form

**SF Form 2810**  
Notice of Change in Health Benefit Enrollment

**SF Form 2817**  
Life Insurance Election Form

**SF Form 2821**  
Agency Certification of Insurance Status

**SF Form 2823**  
Designation of Beneficiary

**USARJ Form 9353J**  
Suggestion Award Certificate

**USFJ Form 12**  
Request of Payment for Cash Award

## Appendix B Standard Indirect Categories

### B-1. Definition

The standard indirect categories describe the work that is essential to support the work center and its personnel, as opposed to the direct categories that support the mission of the work center.

### B-2. Usage

The standard indirect categories will be used in accordance with the guidance in AR 570-5.

### B-3. Detail indirect

The detail indirect categories are included in figure B-1.

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## II. Supervision

II.1. Administers personnel.

II.1.1. Indoctrinates personnel. Conducts initial interview, makes original job assignment, and acquaints newly assigned personnel with the work center.

II.1.2. Rates performance.

II.1.2.1. Prepares evaluation. Writes evaluation (performance report) by researching, evaluating, drafting, proofreading typed copies, marking boxes, and signing completed report(excludes counseling and typing).

II.1.2.1.1. Prepares enlisted evaluation.

II.1.2.1.2. Prepares officer evaluation.

II.1.2.1.3. Prepares civilian evaluation.

II.1.2.2. Endorses civilian evaluation. Writes endorsement by researching, evaluating, drafting, proofreading typed copies, and signing completed report (excludes typing).

II.1.2.2.1. Endorses enlisted evaluation.

II.1.2.2.2. Endorses officer evaluation.

II.1.2.2.3. Endorses civilian evaluation.

II.1.3. Nominates personnel for award. Prepares recommendation by researching, evaluating, drafting, proofreading typed copies, and signing recommendations as required (excludes typing).

II.1.4. Monitors management improvement program.

II.1.4.1. Assists subordinates in developing improvement suggestion.

II.1.4.2. Processes suggestion. Processes suggestion received for evaluation.

II.2. Supervises personnel.

II.2.1. Schedules personnel. Reviews work requirements and priorities, reviews personnel status, determines duty assignments, and prepares personnel schedule.

II.2.2. Develops directive. Develops policy, procedure, plan, operating instruction, checklist, or performance standard by researching, drafting, proofreading typed copy, and signing completed directive as required.

II.2.3. Directs work center activity.

II.2.3.1. Inspects work. Inspects work in progress.

II.2.3.2. Coordinates status. Coordinates with supervisor or other units or agencies on work center or personnel status.

II.2.3.3. Informs work center personnel. Informs work center personnel of changes effecting an individual or a work center activity.

II.2.3.4. Prepares correspondence. Prepares routine correspondence.

II.2.4. Counsels personnel. Counsels subordinate personnel on performance and progress in career development, and suggests areas for improvement. Counsels and assists an individual with morale,

welfare, and disciplinary problems. Takes corrective action to maintain discipline.

II.3. Reviews incoming distributions. Reviews incoming distribution for information and necessary action.

II.4. Reviews outgoing distribution. Reviews outgoing distribution for completeness and accuracy and signs as required.

II.5. Reviews report and statistical data. Reviews the information contained in reports and statistical data for impact on work center status and to identify possible trends that require management action.

II.6. Develops budget estimate. Prepares input to unit resource monitor by researching, evaluating, coordinating, drafting, and forwarding estimates (includes answering follow-on inquiries on estimate).

II.7. Inspects facility. Periodically inspects for housekeeping, safety, fire hazards, or equipment conditions that require attention. This includes time to write report.

II.8. Investigates accident or incident. Investigates ground accident or incident within work center. This includes preparing required report and associated correspondence.

II.9. Receives and assists visiting official. Receives visitor, inspector or other official; assists visitor to accomplish his or her purpose, and escorts visitor in restricted or controlled areas as required.

## I2. Administration

I2.1. Types communications. Obtains and assembles materials, inserts in typewriter, types, separates copies, collates, fastens, proofreads, releases to originator, and puts materials away.

I2.1.1. Types letter.

I2.1.2. Types message.

I2.1.3. Types report.

I2.1.4. Types plan, schedule, or roster.

I2.1.5. Types enlisted evaluation.

I2.1.6. Types officer evaluation.

I2.1.7. Types civilian evaluation.

I2.1.8. Types endorsement to evaluation.

I2.1.9. Types statistical data.

I2.2. Processes unclassified distribution. Includes time spent at delivery or pickup point.

I2.2.1. Processes incoming distribution. Receives and opens envelope, reviews for required action, marks and routes distribution.

I2.2.2. Processes outgoing distribution. Stamps, marks, seals, packages, and routes distribution.

I2.3. Maintains unclassified correspondence file.

I2.3.1. Establishes file. Prepares file outline, folder, guide, and label.

I2.3.2. Files correspondence. Receives material, marks, sorts, classifies, inserts in file, removes for reference and re-files.

I2.3.3. Maintains suspense file. Determines need for suspense, assigns suspense, posts file, reviews file for compliance, reminds individual of suspense, annotate file at completion of action.

I2.3.4. Disposes of record. Removes record from file and disposes of record in accordance with AR 340-18.

I2.3.5. Maintains log and register. Obtains book or form, makes entry, puts book or form away.

I2.3.6. Maintains security file. Establishes, posts, and changes security record, access documentation, and the list of restricted area badge numbers for work center personnel. Destroys material as required.

I2.3.7. Maintains personnel locator file. Prepares card or similar record. Posts, changes, and disposes of record as required.

- I2.4. Maintains classified material.
  - I2.4.1. Controls material. Prepares document receipt, routes file, and removes material for referral.
  - I2.4.2. Inventories material. Screens files, reviews retention criteria, removes obsolete or unnecessary material.
  - I2.4.3. Safeguards material. Opens and closes safe, performs safe area check, and changes safe combination.
  - I2.4.4. Destroys material. Prepares form, destroys material, and annotates record. Includes time of witness.
- I2.5. Maintains unclassified publication file.
  - I2.5.1. Obtains administrative publications. Receives request, prepares requisition form, obtains authorizing signature, processes and files form.
  - I2.5.2. Maintains index. Posts new index, new publication, or a change to index.
  - I2.5.3. Maintains publication. Posts or files new publication.
- I2.6. Operates copying machine.
  - I2.6.1. Operates machine.
  - I2.6.2. Collates copies.
- I2.7. Maintains stock of blank forms. Establishes requirement, prepares requisition, receives, routes and controls stock of blank forms.
- I2.8. Maintains status chart or bulletin board. Removes existing information and posts new information.
- I2.9. Maintains time and attendance card. Records time and attendance information, and forwards card.
- I2.10. Provides stenographic service.
  - I2.10.1. Takes dictation.
  - I2.10.2. Takes minutes.
  - I2.10.3. Transcribes notes and recordings.
- I2.11. Maintains appointment record. Posts calendar or book coordinates appointment with supervisor, reminds supervisor of pending appointment, and makes changes as required.
- I2.12. Acknowledges visitor. Greets visitor, answers inquiry, and refers visitor to appropriate person or location.
- I2.13. Processes ADP card. Receives input data, punches card, verifies punched information, corrects error, and releases card to originator.

### **I3. Meeting**

- I3.1. Prepares for meeting. Gathers information, organizes material, prepares briefing chart or slide, and practices presentation for meeting.
- I3.2. Conducts or attends meeting. Conducts or attends a meeting, briefing, or conference.

### **I4. Training**

- I4.1. Administers training. Reviews training record, interviews and counsels trainee, determines training need, designates trainer, and evaluates training progress.
- I4.2. Develops training material. Researches, drafts, reviews, and updates training outline, lesson plan, or test. This includes developing a chart, mockup, demonstrator, or other training aid.
- I4.3. Conducts training.
  - I4.3.1. Prepares for training. Obtains training materials and prepares classroom and equipment.
  - I4.3.2. Instructs trainee. Instructs trainee on the job, conducts lecture, conference, and group discussion.
  - I4.3.3. Administers test. Administers and evaluates result of job related test given in the work center.
- I4.4. Receives training.

- I4.4.1. Receives instruction. Attend lecture or demonstration, or participates in group discussion.
- I4.4.2. Takes test. Takes locally devised oral, practical, and written test.
- I4.4.3. Reads publication. Maintains job proficiency by reading applicable technical and standard publication.

### **I5. Supply**

- I5.1. Processes equipment request. Determines need and authorization for equipment, researches stock number or nomenclature, prepares justification, submits request and takes followup action. This includes receiving or returning equipment.
- I5.2. Conducts inventory. Inventories equipment onhand and ensures the accuracy of records.
- I5.3. Maintains custodian document. Receives listing from supply, posts changes to record, and resolves inconsistency.
- I5.4. Obtains expendable supplies. Determines need, researches stock numbers, orders, picks up, and distributes expendable supplies.

### **I6. Equipment maintenance**

- I6.1. Maintains office equipment. Cleans, dusts, changes ribbon, belt, or tape, or makes minor adjustment.
- I6.2. Maintains shop equipment.
  - I6.2.1. Maintains shop machinery. Cleans, lubricates, or makes minor adjustment.
  - I6.2.2. Maintains test equipment. Cleans, lubricates, or makes minor adjustment; establishes list of equipment requiring Test, Measurement and Diagnostic (TMDE) calibration or testing; prepares equipment for TMDE; turns in and picks up equipment from TMDE; posts list as required; and returns equipment to storage location.
  - I6.2.3. Maintains consolidated tool kit. Establishes requirement, researches stock number and nomenclature; orders tool; takes followup action; and picks up tools. Replaces broken or lost tool and conducts periodic inventory.
  - I6.2.4. Maintains individual tool kit. Reports to supply for initial issue or a subsequent issue, replaces broken or lost tool, and conducts periodic inventory.
- I6.3. Maintains assigned vehicle. Cleans, washes, inspects, refuels, or makes minor adjustment.

### **I7. Cleanup**

- I7.1. Prepares workarea. Places working tool or equipment in the proper location at beginning of duty period and arranges area to conform with any sanitary, safety or security requirement. (Preparation time for a specific productive task should be included with that task time.)
- I7.2. Puts work away. Stores working tool or equipment in proper location at the end of the duty period, and arranges area to conform with any sanitary, safety, or security requirement. ("Put away" time for a specific productive task should be included with that task time.)
- I7.3. Cleans workarea. Dusts, sweeps, mops, waxes, buffs, washes windows, and performs other associated janitorial tasks. (Use this task only when the work center is not authorized custodial services.)

**Figure B-1. Detail indirectStandard Indirect Categories**

## Glossary

### Section I Abbreviations

<b>AA</b> affirmative action	<b>CPAS</b> Civilian Personnel Accounting System	<b>GPAS</b> General Performance Appraisal System
<b>AAF</b> Army availability factor	<b>CPDF</b> civilian personnel data file	<b>GS</b> general service
<b>ACPM</b> activity career program manager	<b>CPMP</b> Civilian Personnel Management Program	<b>HQDA</b> Headquarters Department of the Army
<b>ADACP</b> Alcohol and Drug Abuse and Control Program	<b>CPO</b> Civilian Personnel Office	<b>IA</b> incentive award
<b>ADP</b> automatic data processing	<b>CS</b> Civil Service	<b>ID</b> identification
<b>AF</b> appropriated fund	<b>DAC</b> Department of the Army Civilian	<b>IDP</b> Individual Development Plan
<b>AFD</b> Army Functional Dictionary	<b>DOD</b> Department of Defense	<b>IHA</b> indirect hire agreement
<b>ALA</b> Administration of Labor Affairs	<b>DODDS</b> Department of Defense Dependents Schools	<b>ISD</b> instructional systems development
<b>AMOD</b> Army mobility opportunity development	<b>DODPPP</b> Department of Defense Priority Placement Program	<b>KNOP</b> Korean National Out-Placement Training Program
<b>AMSS</b> Army manpower staffing standards	<b>DODWFA</b> Department of Defense wage fixing authority	<b>KSA</b> knowledge, skills, and abilities
<b>ASF</b> applicant supply file	<b>DOL</b> Department of Labor	<b>L/MER</b> labor/management employee relations
<b>C&amp;CM</b> career and classification management	<b>DPI</b> data processing installation	<b>LMO</b> Labor Management Office
<b>CA</b> commercial activities	<b>EAS</b> employment assistance service	<b>LN</b> local national
<b>CETA</b> Civilian Employment Training Act	<b>EEO</b> equal employment opportunity	<b>LOI</b> letter of instruction
<b>CITA</b> commercial industrial type activity	<b>EMR</b> employee master record	<b>LQA</b> living quarters allowance
<b>CIVPERSINS</b> Civilian Personnel Management Information System	<b>FAO</b> finance and accounting office	<b>LWOP</b> leave without pay
<b>COEMIS</b> Corps of Engineers Management Information System	<b>FECA</b> Federal Employees Compensation Act	<b>MACOM</b> major Army command
<b>COLA</b> cost of living allowance	<b>FEGLI</b> Federal Employees Group Life Insurance	<b>MC</b> marine contract
<b>CONUS</b> continental United States	<b>FEORP</b> Federal Equal Opportunity Recruitment Program	<b>MLC</b> master labor contract
<b>COR</b> contract officers representative	<b>FLSA</b> Fair Labor Standards Act	<b>MOB</b> mobilization
<b>COTR</b> contracting officers technical representative	<b>FY</b> fiscal year	<b>MOBTDA</b> mobilization table of distribution and allowances
	<b>GARL</b> group action referral list	<b>MOS</b> military occupational specialty
	<b>GOJ</b> government of Japan	<b>MSPB</b> Merit System Promotion Board

**NAF**  
nonappropriated fund

**NOA**  
new obligation authority

**NOAC**  
nature of action code

**OCONUS**  
outside the continental United States

**OCPD**  
Office of the Civilian Personnel Director

**OPM**  
Office of Personnel Management

**OWC**  
Office of Workmen's Compensation

**P&PM**  
placement and position management

**PBX**  
private exchange branch

**PCS**  
permanent change of station

**PEP**  
Position Evaluation Program

**PIRS**  
Personnel Information Retrieval System

**PMS**  
position management study

**QSI**  
quality step increase

**R&P**  
recruitment and placement

**RIF**  
reduction in force

**SCIPMIS**  
Standard Civilian Personnel Management Information System

**SES**  
Senior Executive Service

**SHARP**  
Severely Handicapped Recruitment Program

**SKAP**  
skill, knowledge, ability, and personal characteristics

**SOC**  
statement of conditions

**SOP**  
standing operating procedure

**SSPA**  
Sustained Superior Performance Award

**SWCC**  
Standard Work Center Code

**T&D**  
training and development

**T/A**  
time/attendance

**TDA**  
table of distribution and allowances

**TDY**  
temporary duty

**TED**  
training and educational development

**TLA**  
temporary living allowance

**TOF**  
transfer of function

**TSO**  
Technical Services Office

**ULPC**  
unfair labor practice changes

**UMP**  
upward mobility program

**USACARA**  
U.S. Army Civilian Appellate Review Agency

**USAFAC**  
U.S. Army Finance and Accounting Center

**USAMARDA**  
U.S. Army Manpower and Requirements Documentation Agency

**USAREUR**  
U.S. Army, Europe

**USARJ**  
U.S. Army, Japan

**VRA**  
Veterans Readjustment Act

**WACI**  
wages and incentives

**WCD**  
work center description

**WG**  
wage grade

**WL**  
wage leader

**WLF**  
workload factor

**WS**  
wage supervisor

## Section II Terms

There are no special terms.

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