

Department of the Army
Pamphlet 690-11

Civilian Personnel

Guide to Civilian Personnel Management for Key Military Personnel

Headquarters
Department of the Army
Washington, DC
15 September 1979

UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 690-11

Guide to Civilian Personnel Management for Key Military Personnel

Not applicable.

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RESERVED

FOREWORD

Purpose of this pamphlet is to describe, in brief form, major features of civilian personnel management in the Department of the Army. It is written primarily for key military officials whose responsibilities include the management and supervision of civilians. It serves as a basis for the orientation of newly assigned commanders and key military managers, with particular benefit to those with limited experience in managing a civilian work force.

This guide can also be used in meeting reading requirements for students in service schools or in other training or orientation programs relating to civilian personnel management or supervision.

This pamphlet does not substitute for consultation with civilian personnel office staff members on personnel problems or serve as an authoritative source of instructions and requirements which are covered in the Federal Personnel Manual (FPM) and Army and civilian personnel regulations. The FPM is published by the Office of Personnel Management (formally designated the US Civil Service Commission).

This pamphlet should be used in a selective manner and should be supplemented by pertinent local or major command personnel information, by reports on the status of activity personnel programs, and by local evaluation of personnel management problems or achievements.

This pamphlet applies to the Active Army and Army Reserve. It does not apply to the Army National Guard.

Civilian Personnel

Guide to Civilian Personnel Management for Key Military Personnel

By Order of the Secretary of the Army:

E. C. MEYER
General, United States Army
Chief of Staff

Official:

J. C. PENNINGTON
Major General, United States Army
The Adjutant General

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Proponent and exception authority. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel.

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 Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAPE—CPR)WASH DC 20310.

Distribution. *Active Army, ARNG, USAR:* To be distributed in accordance with DA Form 12-4, requirements for Civilian Personnel Pamphlets.

History. This publication has been organized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. Purpose of this pamphlet is to describe, in brief form, major features of

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Chapter 1

THE CIVILIAN IN THE ARMY

1-1. Civilian Work Force.

a. Approximately one of every three Army assignments is performed by civilian employees. Over 300,000 US citizens and 70,000 foreign nationals are employed and paid from appropriated funds including civil functions. Thirty-five thousand employees are also employed by nonappropriated fund organizations.

b. Employment is distributed among many functions with employee concentrations highest in logistics, research and development, base operations, construction, and civil functions. At many logistics and industrial-type installations, the great majority of personnel is civilian. In these instances, command-type and other key positions are filled by high ranking military officers and, consequently, work contacts with most civilian employees are of a limited and indirect nature due to intervening levels of civilian supervision.

c. There are 1,200 occupations found in the work force, from laborers to top level managers and clerical support to research scientists. Clerical positions represent almost 16 percent of the total, followed by Engineering and Scientist positions (13 percent), Equipment Operation and Repair (12 percent), and Supply (11 percent).

d. The Army has employed civilians in relatively large numbers since its beginning in the Revolutionary War. In the early days, they served in such occupations as clerks, teamsters, scouts, doctors, leather craftsmen, repairman, and laborers. History tells us that in the Civil War perhaps 30,000 civilian employees traveled with 105,000 soldiers under General Sherman in the Atlanta Campaign.

e. Professional and technical employees supported the Army in making the transition to the use of high technology, modern arms, and in accomplishing major engineering and construction projects. The civilian work force supports military missions in peace and in war and shares fully in carrying out mission responsibilities. Consequently, the civilian force is an integral part of the Army team.

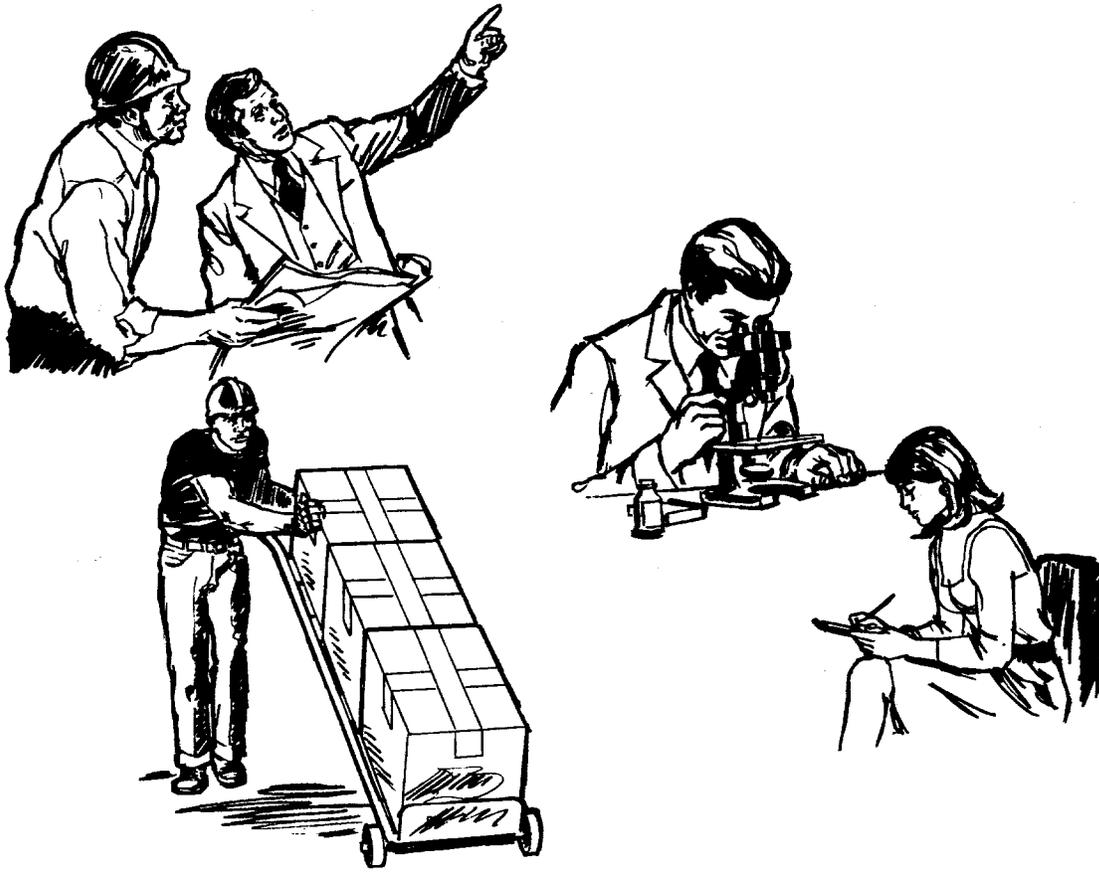


Figure 1-1. Approximately one of every three Army assignments is performed by civilian employees.

1-2. Military and Civilian Assignments.

a. In a typical field activity, the distinctions between military and civilian activities appear to be clearcut. Department of the Army policy is to delineate for military occupancy only those table of distributions and allowances (TDA) positions which require military incumbents for the reasons of law, security, maintenance of morale and discipline, rotation, combat readiness and training; or which require military background for successful performance of the duties involved; or which are traditionally occupied by military personnel. All other positions are normally delineated for civilian occupancy. Manning tables and missions reflect concentrations of either military or civilian personnel. Although substantial differences exist between these two manpower categories, work locations and assignments sometime overlap. For example, maintenance of weapon systems is often the responsibility of civilian technicians, either contract or direct hire. However, where weapons are committed to action on a battlefield, civilians are generally not available. In such situations, the Army requires qualified military personnel to carry out such responsibilities in the field.

b. Other than these special situations, four considerations are generally applied in delineating civilian assignments. Civilian employees are used when they:

- (1) Possess skills not otherwise available.
- (2) Assure continuity of administration and operations.
- (3) Release military personnel for duties which are primarily military.
- (4) Provide a nucleus of trained personnel to expand support forces of newly established or enlarged activities.

c. Army personnel management differs from employment situations in non-Defense agencies since both military and civilian personnel management systems must be simultaneously maintained in a complimentary manner in staffing Army missions. The Army is authorized a specified level of manpower, both uniformed personnel and civilian personnel, and must assure the most efficient use of both components. Major commanders have the authority to convert

military positions to permanent civilian incumbency when such conversions meet fully the Army's delineation criteria as set forth in AR 570-4. Civilian positions may not, however, be converted to permanent military incumbency without the prior approval of HODA (DAPE-MBA), Wash., DC 20310.

d. To ensure maximum effectiveness, key supervisory military officials are expected to recognize the special features and policies governing civilian personnel management. Some of these features sharply diverge from military personnel practices and require different approaches.

1-3. Comparison—Military Personnel and Civilian Personnel Management.

a. Army personnel are bound by a service commitment and by a centrally managed personnel and career system. Military personnel management is conducted under special laws and authorities applicable to the US Army or to all Armed Forces. A key word in Today's Army is readiness, since it must function effectively under adverse, unpredictable circumstances and during mobilization periods with a rapid influx of personnel. The peacetime force serves as the nucleus for a possible buildup and must be available and capable of assuming increased levels of responsibility.

b. The Army civilian role is obviously not as directly tied to readiness factors. The civilian employee is a free agent and can seek other employment at will; employees are administered under Federal civil service law and policy which in many respects are similar to industrial labor relations. Thus, most civilian employment in the Army is tied directly to a particular job in contrast to the military contractual career commitment to the US Army. On the other hand, civilian employees in career programs, 70,000 in number, are administered in part on an Army-wide basis.

c. Assignments for military personnel generally are controlled by higher headquarters, under clear-cut MOS or officer specialty codes. Civilian assignments are, of course, voluntary and based upon employee choice and local circumstances. A limited exception, again, is found in career program employees whose assignment/promotion opportunities at higher grade levels are major command or Army-wide in scope.

d. In the uniformed service, rank is vested in the individual and based upon the service and career commitment. Civilian personnel are paid by grade level and pay schedule of positions, based upon Office of Personnel Management standards.

e. Individual training and education for military personnel are a continuing factor in military service and career management, based upon overall Army manning requirements and generally without cost to the individual. Civilian training is, of course, endorsed by the Army under Federal policy and budget controls. However, there are clear-cut eligibility requirements for civilian training programs which must be job-related, reasonably tied to the career field, or based upon upward mobility target jobs. Thus, the essential difference between military and civilian training is that military personnel enter the service without experience in military science and have to be trained. Civilian employees are hired based on qualifications for employment and receive training which enhances their background and keeps pace with changes in their occupational fields.

1-4. Civilian Personnel Management.

A basic principle of management of the civilian workforce is decentralized personnel authority. Unlike the Army's military system, personnel management of civilian employees is the direct responsibility of installation/activity commanders and managers. Local commanders are accountable up the line for the effective management of the civilian component. To assist these commanders in the effective discharge of delegated responsibilities and authorities, civilian personnel offices have been established at command and local levels.

Chapter 2

STRUCTURE OF CIVILIAN PERSONNEL MANAGEMENT

2-1. Responsibilities of the Office of Personnel Management.

a. The central personnel agency of the Executive Branch is the Office of Personnel Management (OPM) which reports to the President. The OPM is charged with the administration of many Federal laws and Executive orders dealing with all aspects of personnel administration and related subjects. The OPM is also affected by decisions of the General Accounting Office and the Office of Management and Budget.

b. Within this environment, the OPM:

- (1) Develops proposals for Federal personnel legislation and Executive orders.
- (2) Develops and publishes specific policies, procedures, and regulations implementing Federal personnel laws and Presidential directives.
- (3) Provides testing, evaluation, and referral of job applicants to agencies.
- (4) Evaluates agency personnel management systems; provides advice and assistance to agencies in developing effective personnel management programs.
- (5) Develops standards by which jobs are classified.
- (6) Administers retirement programs.

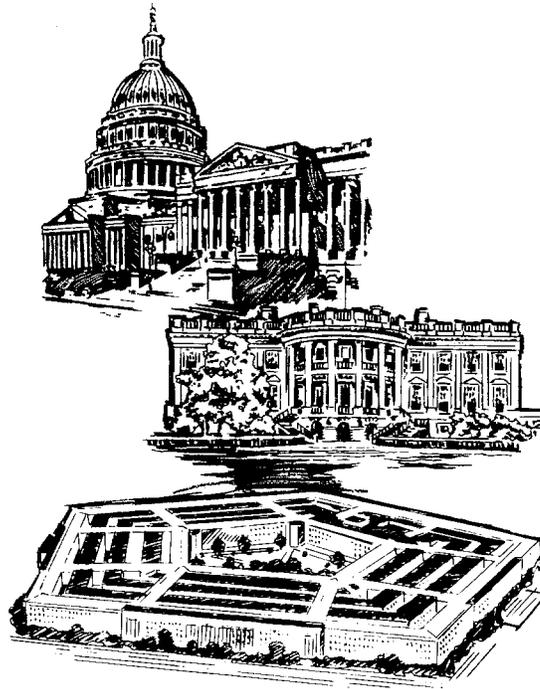


Figure 2-1. The central personnel agency of the Executive Branch is the Office of Personnel Management (OPM).

c. Some laws and Executive orders place certain personnel management responsibilities directly on agency heads, subject to OPM policy and review. In other cases, the OPM has been given either statutory authority by the Congress or delegated authority by the President to establish specific program standards and to regulate and control the means of carrying out major aspects of agency personnel management.

d. The OPM has a surveillance responsibility which is exercised through audits, reviews, and inspections. Failure to observe the prescribed standards, requirements, and instructions may result in the withdrawal of personnel management authority delegated to agencies.

e. The principle of merit guides the OPM in policy development and operational support within the personnel system. Observance of this principle means:

(1) Recruiting, selecting, and promoting employees on the basis of their relative abilities, knowledges, skills, and past performance achievement.

(2) Maintaining equitable and adequate compensation.

(3) Retaining employees on the basis of the adequacy of their performance and separating, demoting, or reassigning employees whose poor job performance has not been corrected.

(4) Training employees as needed to improve quality of performance.

(5) Assuring equal and fair treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, color, age, national origin, sex, religious creed, or nondisqualifying physical handicap and with proper regard for their privacy and constitutional rights as citizens.

(6) Assuring that employees are protected against coercion for partisan political purposes.

f. Affirmative action requirements under equal employment opportunity law and policy directly undergird civilian personnel administration. (See para. 2-3.)

2-2. Civilian Personnel Management in the Department of the Army.

a. The OPM has delegated to the Secretary of the Army authority to act in personnel matters in accordance with policies, program requirements, standards, and instructions. The authority originating with E.O. 9830 to conduct all aspects of the civilian personnel management program, including but not limited to: appointment, placement and promotion, separation, performance appraisal, position and pay management, training and development, conduct and discipline, grievances, leave, relationships with employee organizations, employee services and working conditions, incentive awards, career management, equal employment opportunity, and mobilization planning.

b. Within this framework and Army regulations, the Secretary of the Army has delegated similar authority to major

commanders, with authority to redelegate this authority through channels to commanders of independent field activities. AR 10-20 sets forth the delegation pattern. Thus, the actual management of the work force is decentralized to installation/activity commanders and local managers.

c. Responsibility for implementing and developing civilian personnel policy and program guidance is assigned to the Director of Civilian Personnel who reports to the Deputy Chief of Staff for Personnel and Chief of Staff, US Army, HODA. Responsibilities and authority for implementing and tailoring the regulatory and program guidance material to meet local needs are delegated, with limitations, through command channels to field activities.

d. Commanders of major commands plan, coordinate, supervise, and evaluate the civilian personnel management functions of their subordinate activities and provide program support with regard to command personnel office staffing and operations.

e. Commanders of installations/activities are responsible for effective implementation and evaluation of the civilian personnel management programs within their organizations. They are expected to develop and effectively utilize subordinate supervisors and managers and to establish a work environment which provides for positive employee motivation and high performance. The civilian personnel officer and the civilian personnel office (CPO) staff assist management officials in carrying out assigned personnel management responsibilities.

f. Supervisors and managers have delegated authority to manage subordinate civilian employees; this carries with it certain inherent responsibilities in planning and directing their work. The concept of the "supervisor as the personnel manager" is a basic feature in the Army's system of civilian personnel management. The civilian personnel office, however, is expected to play an important role in assisting and supporting supervisors in the effective discharge of their personnel management responsibilities.

2-3. Special Program Features.

a. Equal employment opportunity (EEO) considerations underlie all civilian personnel actions, with heaviest emphasis on recruitment and promotion, employee grievances, upward mobility, and training. Program goals established in the DA EEO Plan of Action represent major guidelines in civilian personnel office operations and overall management objectives. Each installation/activity is required to develop and publish an affirmative action plan under CPR 713 and FPM Ltr 713-40. Implementation of the EEO action plan requires close CPO and management relationships with equal employment opportunity officials at all organizational levels. EEO (Specialist) positions are administered under a separate career field, with a number of joint training activities and other interaction with the Civilian Personnel Administration field.

b. Civilian career management represents one area in which Army-wide staffing interests are predominant. Highly qualified careerists in the various career programs are considered for vacant jobs based upon their employment and performance achievement record and career appraisal data. Individual Development Plans are annually prepared and pertinent training courses are attended. As a related point, career program managers at various levels have special monitoring responsibilities relating to Army-wide career programs. This includes development of Individual Development Plans, career planning, lateral assignments, and career progression based upon work achievements and pertinent knowledges, skills, and abilities.

c. Consistent with Army's program management system, 3-year priority civilian personnel management planning and evaluation objectives, field and HODA supporting actions, and specific statistical goals are established. These are published in a Program Document annually (DA circular 690 series), ODCSPER conducts regular evaluation surveys of command-and installation/activity personnel management programs which include coverage of the responsibilities of managers and supervisors as well as those of the civilian personnel office. All installations are visited on a 3- to 5-year schedule. The Office of Personnel Management also inspects Army civilian personnel programs. Army and OPM survey schedules are coordinated to avoid duplication and sometimes joint surveys are made.

d. Considerable military planning effort is expended on preparing for national emergencies while additional planning is required for the acquisition and management of an expanded civilian work force to perform emergency functions in support of military missions. Important elements in civilian personnel mobilization include:

(1) Decentralization of authorities to permit each echelon of command to exercise self-sufficiency in civilian staffing and operations.

(2) Use of civilian personnel to the maximum extent practicable.

(3) Execution of pre-emergency planning requirements established by higher command.

(4) Preparation of estimates of civilian manpower requirements under general mobilization.

(5) Plans for greatly expanded recruitment and training activities.

e. The US Army Civilian Appellate Review Agency (USACARA) conducts investigations of grievances and discrimination complaints, including investigations of adverse action appeals submitted by NAF employees. Investigations of grievances include formal hearings, when necessary, and preparation of a Report of Inquiry which is submitted to the appropriate commander with the investigator's findings and recommendations for corrective action.

f. The Office of Employment Policy and Grievance Review (OEPGR), OASA(M&RA), reviews discriminations that reach the Department level for a final agency decision. The OEPGR reviews investigative findings and recommendations on personnel and EEO actions and policies and recommends the final agency decision, including appropriate

corrective action to the Director of Equal Employment Opportunity. This review is based on the complaint file and is made on the record, with or without a hearing.

Chapter 3 ORGANIZATION AND FUNCTIONS OF THE CIVILIAN PERSONNEL OFFICE

3-1. Organization.

a. AR 10-20 establishes the organizations, functions, and responsibilities for civilian personnel management and administration within the Army. CPR 250.5 sets forth the criteria for establishing an operating civilian personnel office (CPO), establishes a model organizational structure for civilian personnel offices, and describes the functions of the office.

b. The civilian personnel officer is expected to be placed at an organizational level which permits ready access to the commander.

c. Generally, the organizational structure of civilian personnel offices consists of the following as shown in figure 1:

- (1) Office of the Civilian Personnel Officer.
- (2) Technical Services Office.
- (3) Functional branches consisting of Position and Pay Management, Recruitment and Placement, Management-Employee Relations, and Training and Development.

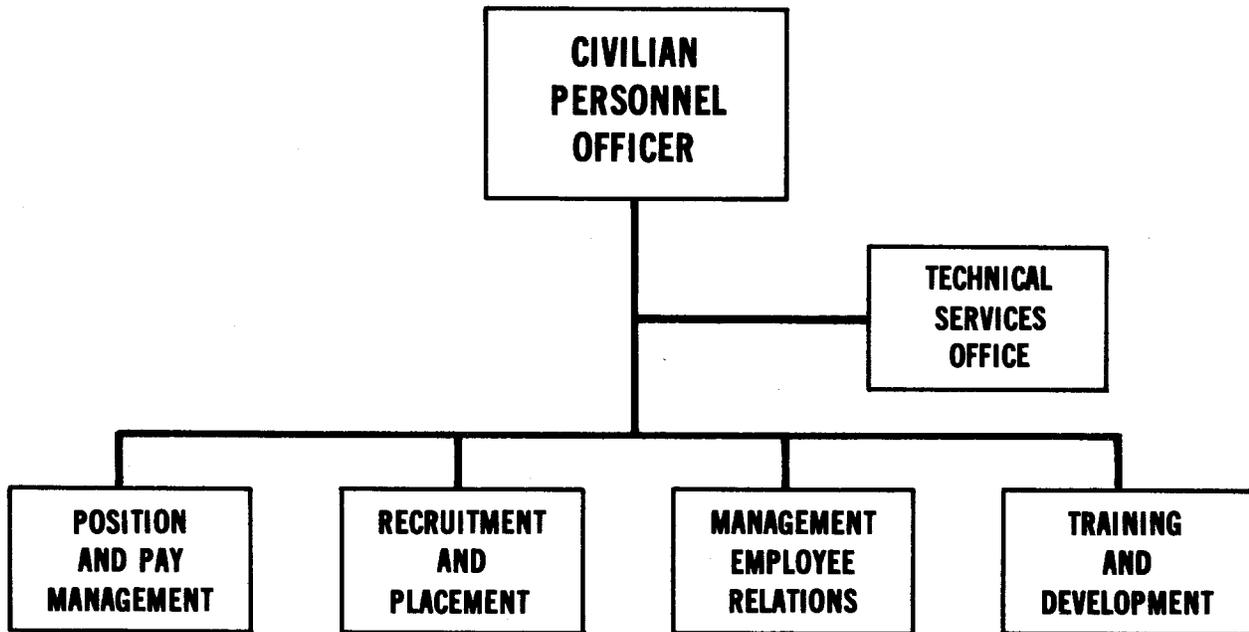


Figure 3-1. Organizational chart of the Civilian Personnel Office.

3-2. The Civilian Personnel Officer.

a. Commanders with delegated authority for civilian personnel management are required to designate a civilian personnel officer to act for them in the administration of the program. This often means the designation of the servicing installation CPO. The civilian personnel officer is expected to have access to the commander and works with key staff officials in meeting personnel problems. Except for those cases which must be handled through Army channels, the CPO is authorized to deal directly with the Office of Personnel Management on an as needed basis on employment issues.

b. The CPO is the local career program manager for the civilian personnel administration field and, as such, is concerned with quality intake and planned development of the staff.

c. As a representative of the commander, the CPO is responsible for interpreting personnel policies and regulations and for providing leadership in local program management and problem solving. Significant unresolved policy issues are referred to higher headquarters. He/she seeks to assure that management actions affecting civilian employees are taken in such a manner as to enhance the installation's reputation as a good and fair employer, to assure employee productivity, support equal opportunity objectives, and maintain effective community relations.

3-3. Functions of the Civilian Personnel Office.

a. The CPO is established to carry out responsibilities set forth in AR 10-20 and CPR 250. Subsequent paragraphs outline general responsibilities as a backdrop to the specific functions of the operating personnel office.

b. Provides central personnel service, processes personnel actions, maintain personnel records, and prepares reports of various types. Administers legal, regulatory, and procedural controls established within the Federal personnel system. Acts under authority from the commander to evaluate jobs and accomplish personnel actions.

c. Exercises leadership in the development and administration of local civilian personnel policies and programs. Coordinates with and supports activity commanders in the development, administration, and evaluation of civilian personnel programs designed to obtain, compensate, train and develop, utilize, and retain a qualified, productive, and motivated workforce.

d. Provides staff assistance to managers and supervisors in support of planned position and pay actions, personnel actions, supervisor-employee relations and communications, recognition, training and development, employee services, and other line personnel responsibilities.

e. Provides labor relations advice on issues dealing with administration of union agreements and periodic union-management negotiations.

3-4. Position and Pay Management Branch.

Overall responsibility is to describe and evaluate positions and assist supervisors to maintain a position structure which achieves the optimum balance between economy, efficiency, skills utilization, and employee development. Specific responsibilities follow.

a. Establishes and evaluates civilian positions. Assures position classification accuracy and consistency with established position and pay management regulations, standards, principles, and practices. Schedules and conducts an annual review of positions; processes individual position action requests; and supports supervisory training. Provides advice and assistance to employees, managers, and supervisors on classification complaints and appeals.

b. Serves as a principal adviser to management in coordination with concerned staff elements in the establishment and maintenance of a sound and efficient position structure. Participates in the development of TDA/MTDA and budgets with regard to establishment of position structures and conducts a technical review of these documents to assure application of sound classification and position management principles. Analyzes position structure trends and high grade positions and provides position management and grade control advice to managers and supervisors.

c. Participates in locality wage survey planning and surveys. In coordination with other CPO elements and management officials, requests approval for special salary rates where necessary for recruitment or retention purposes and advises on such rates and other pay issues.

d. Evaluates the position and pay management program for the purpose of determining its effectiveness in response to management needs, grade controls, timeliness, grade accuracy, and problem solving and effect upon morale, budget, and mission accomplishment.

3-5. Recruitment and Placement Branch.

a. Overall responsibility is to provide well-qualified candidates and applicants for competitive selection by supervisors, consistent with merit principles and the equal employment opportunity program.

b. Estimates future manpower requirements in terms of expected missions and future workload, availability of in-service manpower skills, potential of individual employees, and statistical analyses of employee movement (such as promotions, reassignments, and losses). The result is staff planning to determine potential outside intake versus in-service training and progression.

c. In conjunction with managers, develops projection of interns and other intake requirements for career programs, cooperative education programs, college recruitment where pertinent, apprentice selection and training, upward mobility, etc. Recommends action projects by higher DA or Federal authority to help meet anticipated labor market situations.

(1) Is responsible for any college-level or other recruitment. Makes full use of all potential employment sources. Recruits and provides support to other Army and Federal recruiting activities.

(2) Advises employees regarding opportunities for advancement, development, relocation, or more suitable occupation. Provides guidance for applicants regarding Federal employment and job opportunities within Army or other Federal activities at desired locations. Assists employees, separating military, and other applicants wishing employment in other geographic areas.

d. Administers all in-service placement, including mandatory actions under OPM, DOD, DA, and command programs, promotions, reassignments, details, nonpersonal adverse actions (such as reduction in force), and out-placement. Is responsible for the quality of all placement actions; plans and develops local applicant evaluation systems; and participates in programs established by higher echelons.

e. Special program areas.

(1) Assures that through outside and in-service placement, that timely and highly qualified referrals are made to fill all authorized positions.

(2) Assists in developing the installation/activity EEO Plan of Action; in consultation with EEO officers and key managers provides effective support in meeting staffing goals, under established policy; assures that both external recruitment and in-service resources are effectively used in support of affirmative action and upward mobility goals.

(3) Administers career management through a series of staffing actions, from entry into career program intern jobs at various grade levels; outside recruitment at all levels, including civil service certificates, reinstatements and transfers and outreach efforts; in-service promotion and lateral assignments under established career patterns or individual development plans.

3-6. Training and Development Branch.

a. This branch is responsible for administration and support of all types of training activities in support of employee skills development and productivity, upward mobility, managerial capability, and career development.

b. Provides technical advice and assistance to all levels of management on determination of training needs, sources of needed training, planning to meet needs, design and presentation of training, and evaluation of results. Provides guidance and advice to managers and career program managers in conducting intern training and planning career-related developmental assignments and pertinent training, in line with overall career program intentions.

c. Develops, coordinates, and administers training and development programs responsive to immediate and long-range needs and goals of the installation, the major command, and the Department of the Army. Interprets higher echelon policies, goals, regulations, and statutes. Serves as the center of activity for civilian training advice and information on available courses, career program training plans, intern training, apprentice programs, adult education, clerical, and other skills training. Provides technical advice and support -to activity training committees. Assists management in planning and preparing fiscal year activity training plans and assists in program evaluation. Assures proper planning and budgeting under the DOD Program Element.

d. Coordinates with higher echelons, Army educational activities, other governmental agencies, and civilian institutions and industrial firms to identify training programs/resources to meet identified local needs. Coordinates the pooling of internal and external training resources to meet common area needs. Plans and coordinates supervisory training activities.

e. Advises on the selection and training of personnel to serve as instructors or part-time training coordinators. Serves as a consultant on new training methods or programs.

3-7. Management-Employee Relations Branch.

a. Overall responsibility is to assist management in day to day relations with regard to employee's performance, discipline, personal adverse actions, effective use of recognition and awards, management-employee communications, administration of leave and hours of work, and monitoring of health and safety conditions. Purpose is to provide a positive work atmosphere leading to optimum employee productivity and employee motivation. This branch is also often responsible for labor relations and union negotiations.

b. Develops local operating policy and procedures and administers employee annual and trial period performance appraisals; and monitors actions to withhold step rate increases based upon performance limitations. Provides staff support to key managers in use of performance objectives or standards.

c. Develops local policies and plans for applying work force discipline and personal adverse actions effectively and fairly.

d. Assists management in effective use of staff meetings, personnel information issuances, and supervisor-employee communications including use of negative feedback and counseling.

e. Promotes effective use of recognition awards and commendations and the Suggestion Program. Assures effective orientation and supervisory training in this area.

f. Other employee relations and related subjects include:

(1) Grievance procedures and administration.

(2) Sick leave control, annual leave scheduling, and hours of work.

(3) Monitoring of safety/working conditions from a civilian personnel standpoint.

g. Evaluates morale/motivation/communication using attitude surveys, supervisor surveys, and program statistics. Identifies areas of possible supervisor weakness or other supervisor-employee practices which tend to cause dissatisfaction, make for improper conduct, or prompt lower productivity.

h. Develops and recommends plans, policies, and procedures for local administration of the DA labor relations program and assures communication of DA and local policies and procedures to management and staff officials.

Provides the principal point of contact on labor-management relations matters of overall concern to established bargaining units: unit questions, recognition requests, conduct of elections and resolution of complaints under the Code of Fair Labor Practices and Standards of Conduct for Employee Organizations.

i. Assures that management's responsibility to consult with formally and exclusively recognized unions is carried out in a meaningful manner. Coordinates management consultation efforts on new and revised personnel policies and practices. Serves as adviser to or as a member of negotiation committees. Assures the collection and analysis of experience under negotiated agreements and conducts special studies to develop management demands and/or respond to union demands at the bargaining table. Advises management on the interpretation and application of negotiated agreements to facilitate contract administration. Participates in the resolution of grievances and unfair labor practice complaints.

3-8. Technical Services Office.

a. Overall responsibilities deal with processing of personnel actions, maintaining personnel records, preparing reports, providing information support, and accomplishing legal and regulatory reviews.

b. Analyzes directives and other issuances for applicability. Refers to the proper staff organization for appropriate action or takes action to comply with such directives. Monitors timeliness and subject matter coordination of action taken by substantive functional organizations. Among the publications reviewed are the FPM, FPM letters, and FPM bulletins, Joint Travel Regulations, AR, CPR, DA Cirri, Department of State Standardized Regulation, and various command publications.

c. Coordinates the publication of local policies and regulations as required. Develops instructions pertaining to matters which are the responsibility of the technical services office. Serves as the point for preparation of personnel management newsletters or daily bulletin items. Maintains the central library of regulations covering all aspects of civilian personnel administration.

f. Conducts audit of civilian personnel actions processed in the civilian personnel office to assure compliance with legal and regulatory requirements.

e. Processes personnel actions (SF 50), including completion of records, forms, and documents, Controls personnel actions in process and makes distribution of copies of actions and supporting papers. Establishes and maintains central personnel records and files. Initiates necessary action on periodic step increases, performance appraisals, expiration of temporary appointments, extended leave without pay, extended suspension, details, furlough, conversion from career conditional to career appointments, and similar actions.

f. Develops and administers DA or local systems for data collection and recording to fulfill requirements of local and higher level authority for program evaluation and reporting. Serves as the link between the civilian personnel office and the ADPE servicing organization. Coordinates data processing activities of the office with the civilian payroll functions of finance and accounting office. Maintains reports schedules for the CPO and prepares, coordinates, or monitors accurate and timely preparation of such reports.

g. Provides information and determines entitlement in individual cases with respect to employee benefit programs, including but not limited to: leave, health benefits, life insurance, retirement, compensation for disability and death, unemployment compensation, travel and transportation in connection with travel to first duty station or permanent change of station, and allowances and differential. Prepares informational material as necessary to keep employees fully informed of these benefits.

Chapter 4

PERSONNEL MANAGEMENT AND THE SUPERVISOR

4-1. Supervisor's Personnel Management Responsibilities.

a. Supervisors have certain inherent responsibilities for the management of subordinate employees in planning and directing their work. The Department of the Army has identified 14 distinct aspects of personnel management which are present in the supervisor's job. They are grouped into four categories, based on the four standard functional branches in the CPO. Each is summarized in subsequent paragraphs.

4-2. Establishing and Managing Positions.

a. The supervisor is responsible for establishing positions by grouping work/responsibilities, helping to write job descriptions, and participating in the annual reviews of civilian positions to assure compliance with grade controls and proper position classification.

b. Position management, the structuring of positions in the most efficient and economical manner to do the work of the organization, is a primary responsibility of the supervisor assisted by the classification specialist.

c. Supervisors are expected to assure that job descriptions are accurate, that assignments to employees are within the job description, and to initiate job changes as appropriate.

4-3. Staffing.

a. Selection of employees is a key supervisory responsibility. Office of Personnel Management regulations require that selections for vacant positions be fair and impartial, completely free of personal bias, and based upon merit factors. Supervisors are also expected to assist the CPO by identifying sources for recruitment of future manpower, to include affirmative action outreach efforts, anticipating future staffing requirements, and participating in development of rating and ranking criteria for use in determining highly qualified candidates. Every installation has a local promotion and placement plan which prescribes policies and procedures to be used in filling civilian positions.



Figure 4-1. OPM regulations require selections for vacant positions be fair and impartial.

b. Supervisors are expected to be informed on the local affirmative action plan and discrimination complaint procedures. Supervisors and managers must assure that selection and promotion judgments are open and based only on competitive qualifications of candidates as measured against job requirements.

c. Supporting career planning and management is a key aspect of the supervisor's staffing responsibility. This part of the supervisor's staffing responsibility applies to organizations where civilians in career programs are employed. Supervisors are expected to counsel employees regarding progression in the respective career field, use of lateral assignments for self-development, and annual training needs surveys and Individual Development Plans.

4-4. Training and Development.

a. Supervisors are responsible for the effective determination of employee training needs based primarily on performance evaluation. This involves relevant use of on-the-job training, arranging for employees to obtain needed classroom training, counseling employees regarding available training opportunities to improve skills and performance, and applying EEO goals to training opportunities.

b. Supervisors and managers are also expected to support upward mobility training and developmental assignments as a part of career progression.

4-5. Management-Employee Relations.

a. Every DA employee's job performance must be assessed and documented annually and the supervisor is a key figure in the process. The employee's performance appraisal and rating are the major bases for jointly identifying goals for improving the quality and quantity of performance and establishing employee productivity standards. The new DA performance appraisal system is expected to provide a better basis for decisions concerning employee status, training needs and training plans, and retention of probationary employees.

b. Supervisors are authorized and expected to take disciplinary action against employees who violate established codes of conduct or who disregard administrative requirements. To properly exercise this authority, supervisors must be adequately informed about necessary steps to be taken, employee rights, and the table of penalties chart. Disciplinary problems also may suggest the possible need for review of supervisor practices and work environment.

c. Supervisors have a primary responsibility to assure management-employee communication which includes an

open door policy and the effective use of all available communication media to assure the flow of information up and down the chain of command. Effective communication means that employees should have a clear understanding of management's goals and objectives and that management possess a clear understanding of employee concerns and reactions.

d. The ability to effectively use incentive awards and other employee recognition is a responsibility of the supervisor. The awards program covers various types of recognition aimed at motivating employees and supporting employee productivity. These recognition measures include honorary and monetary awards. Monetary awards such as sustained superior performance and special acts or achievement awards are directly tied to the performance evaluation program.

e. Supervisors are responsible for administering annual leave, monitoring sick leave, and hours of work. Several knowledges/skills are required for effective line performance in this area, such as:

- (1) Know how to change tours of duty.
- (2) Approve or request approval for overtime work only for unusual work requirements. Require compensatory time when appropriate. Understand the different rules applicable to exempt and nonexempt employees under the Fair Labor Standards Act.
- (3) Be able to advise employees about administrative dismissals from duty.
- (4) Know how and when to approve advance leave and to excuse absences.
- (5) Be able to monitor and identify possible sick leave abuse.
- (6) Be able to take followup actions to minimize misuse of sick leave, meet sick leave goals, and support employee productivity.

f. Promoting safety and helpful working conditions are essential supervisory requirements. This includes monitoring working conditions, maintaining job safety, and accident prevention.

g. The supervisor must be able to competently handle grievance situations. The prevention of grievances or, that failing, their effective resolution requires special supervisory attention and a knowledge of grievance procedures.

h. The supervisor's responsibility in labor management relations evolves around the day-to-day administration and application of the local labor agreement. The first line supervisor's responsibility requires primarily a knowledge of provisions of the labor agreement related to the particular situation. Most labor agreements will cover the entire range of personnel management subjects. In some cases, substantial variation from normal installation civil service procedures is called for by the agreement. This is particularly true with regard to unit employment practices and grievance procedures. Higher level managers have additional responsibilities dealing with direct negotiation with the union and establishment of overall installation policy in this area.

Chapter 5

NONAPPROPRIATED FUNDS PERSONNEL MANAGEMENT

5-1. General.

a. Army clubs and messes, guest houses, child care centers, visiting officers' quarters, bowling centers, and other nonappropriated fund instrumentalities (NAF) employ a considerable number of employees at most Army installations. These employees are paid from funds that are generated through the sale of goods and services, i.e., nonappropriated funds (NAF), rather than from funds that are appropriated by the Congress of the United States.



Figure 5-1. Army clubs, recreation centers and other activities employ a considerable number of employees.

b. Installation/activity civilian personnel officers and their staff provide technical advice, guidance, and administrative staff supervision over the NAFI personnel lists who are charged with the responsibility for administering the NAN personnel program on the installation.

5-2. Department of the Army Policy.

a. The personnel program for NAFI employment is contained in AR 230-2. Nonappropriated Fund-Personnel Policies and Procedures. This regulation establishes policies and procedures for administering the total personnel program for NAFI employees of the Department of the Army.

b. Army's NAFI civilian personnel policies are designed to maintain uniform, fair, and equitable employment practices in keeping with the Army's traditional concept of being a good employer.

5-3. NAFI Employment.

a. Army NAFI employees usually comprise civilians from the local labor market and off-duty US military personnel, both of whom compete for such employment on the basis of merit. These employees are an integral part of the Army team and play an important role in providing morale and recreation services to military personnel and their dependents.

b. Aside from the fund sources from which paid, nonappropriated fund employment is also distinct from appropriated fund employment (usually referred to as civil service employment). NAF employment is not governed by most laws and regulations which are administered by the Office of Personnel Management.

c. In view of the difference in fund sources, laws, regulations, and employee benefits, it is not intended that identical personnel policies and practices be used in administering both appropriated and nonappropriated fund personnel programs. However, it is Army's policy that within prescribed requirements, maximum comparability of treatment be afforded these two types of Army employees.

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