

DEPARTMENT OF THE ARMY
 HEADQUARTERS III CORPS AND FORT HOOD
 Fort Hood, Texas 76544-5058

FH PAMPHLET
 No. 690-32

2 November 1987

Civilian Personnel
 A GUIDE TO CIVILIAN PERSONNEL MANAGEMENT

SUGGESTED IMPROVEMENTS. The proponent of this pamphlet is CPO. Users are invited to send comments and suggested improvements to Commander, III Corps and Fort Hood, ATTN: AFZF-CP.

SUMMARY. Civilian Personnel Management is a supervisory responsibility which, if performed efficiently, can improve organizational climate and your employees' productivity. This pamphlet is designed to provide you with policies and procedures necessary to do your job as a personnel manager and supervisor. Recommend that you keep this pamphlet in a loose leaf 3-ring binder, so as to facilitate keeping up with future changes. The content of this pamphlet are intended to be informative of general civilian personnel management operations at Fort Hood. This document in and of itself does not constitute controlling guidance. Some of the information contained herein is mandatory for application based upon higher level regulations; where that is true, those regulations are cited for reference.

	<u>Title</u>	<u>Para</u>
CHAPTER 1	Civilian Personnel Office (CPO) Responsibilities	
	Who to Call for Assistance.1-1
	Civilian Personnel Officer.1-2
	Technical Services Office.1-3
	Position Management and Classification Division.1-4
	Recruitment and Placement Division.1-5
	Management-Employee Relations Division.1-6
	Training and Development Division.1-7
	Nonappropriated Fund Civilian Personnel Division.1-8
CHAPTER 2	Supervisory Responsibilities	
	General.2-1
	Employee Record Card, SF 7.2-2
CHAPTER 3	Employee Rights and Responsibilities	
	Standards of Conduct.3-1
	Political Activity.3-2
	National Guard/U.S. Army Reserves.3-3
	Charitable Contributions.3-4
	Transfers.3-5
	Clearing Post.3-6
	Identification Cards.3-7
CHAPTER 4	Employee Services	
	Health Insurance.4-1
	Group Life Insurance.4-2
	Retirement.4-3
	Injury Compensation and Reporting.4-4
	Death Benefits.4-5
	Unemployment Insurance.4-6
	Savings Bonds.4-7
	Official Personnel Folder.4-8
CHAPTER 5	Leave and Pay Administration	
	Types of Leave and Leave Accumulation.5-1
	Hours of Work/Tours of Duty.5-2
	Daylight Saving Time.5-3
	Overtime/Fair Labor Standards Act/Title 5 Pay Administration.5-4
	Legal Holidays.5-5
	Within-Grade Increases.5-6
	Retained Grade and Pay.5-7

*This supersedes PH Pam 690-32, 1 Sep 80.

CHAPTER 6 Civil Service Employment
 Job Information6-1
 Civil Service Appointments.6-2
 Conditions of Employment.6-3
 Physical Fitness Requirements6-4
 Special Hiring Authorities and Employment Programs.6-5
 Summer Employment Program6-6
 Overseas Employment6-7

CHAPTER 7 Placement and Promotion
 Merit Staffing Plan7-1
 How Vacancies Are Filled.7-2
 Priority/Mandatory Considerations7-3
 Reassignments7-4
 Change to Lower Grade7-5
 Details7-6
 Temporary Promotions.7-7
 Open Continuous Announcements7-8
 Candidate Evaluation.7-9
 How Statements of Knowledges, Skills, Abilities,
 and Other Characteristics (KSAO) Are Developed.7-10
 How to Complete the KSAO Application.7-11
 Interviewing Candidates7-12
 Selection and Release of Employee7-13
 Career Intern Program7-14
 Severely Handicapped Recruitment Program (SHARP).7-15
 Employee Complaints7-16

CHAPTER 8 Reduction in Force (RIF)
 Identifying Positions.8-1
 Programs To Aid Employees.8-2

CHAPTER 9 Relationship with Employee Groups
 Labor Relations9-1
 Definitions9-2
 Management Rights9-3
 Labor Organization Rights9-4
 Employee Rights9-5
 Responsibilities.9-6
 Negotiation9-7
 Worksite Implementation of the Agreement.9-8
 Use of Official Time.9-9
 Payroll Withholding of Labor Organization Dues.9-10
 Unfair Labor Practices.9-11
 Distribution of Literature.9-12
 Solicitation.9-13
 Reporting Contacts With Labor Organization
 Representatives9-14

CHAPTER 10 Performance Appraisals
 Overview10-1
 Responsibilities10-2
 Performance Management Systems (PMS)10-3
 Performance Management and Recognition System.10-4
 Planning of Performance Objective.10-5
 Performance Appraisal10-6

CHAPTER 11 Discipline
 General11-1
 Fraud, Theft, and Intentionally Dishonest Conduct11-2
 Choosing Among Disciplinary Actions11-3
 Written Reprimands.11-4
 Withdrawal of Reprimand11-5
 Suspensions, Reduction in Grade and Pay, Removals11-6

CHAPTER 12 Grievances and Appeals
 General12-1
 Fort Hood Employees Use One of Two Grievance Procedures .12-2
 Matters Excluded From Agency Grievances Are12-3
 Matters Excluded From Negotiated Grievances Are12-4
 Procedures for Filing a Negotiated Grievance12-5
 Procedures for Filing an Agency Grievance12-6
 Grievance Decision12-7

CHAPTER 13	Awards	
	Incentive Awards.13-1
	Career Service Recognition.13-2
	References.13-3
CHAPTER 14	Position Management and Classification	
	Position Management14-1
	Job Description14-2
	Position Classification14-3
	Position Review14-4
	Classification Appeals and Oral Complaints14-5
	Federal Wage Survey14-6
	Environmental Pay14-7
	Hazard Pay.14-8
CHAPTER 15	Training and Development	
	Training Policy15-1
	Training at Government Expense.15-2
	Determining Training Needs.15-3
	Sources of Training15-4
	Special Training Programs15-5
	Self-Development.15-6
CHAPTER 16	Department of the Army Career Program Management	
	Objectives.16-1
	Programs.16-2
	Registration and Referral16-3
CHAPTER 17	Equal Employment Opportunity Program	
	General17-1
	Discrimination Complaints17-2
CHAPTER 18	Employee Assistance Program	
	What is the Employee Assistance Program?.18-1
	What Type Problems Should Be Referred to the Employee Assistance Program?.18-2
	Motivating an Employee to Seek Counseling18-3
	Who is Eligible to Use the Employee Assistance Program?18-4
CHAPTER 19	Health and Safety	
	General19-1
	Preventive Medicine Activity.19-2
	Employee Health Services.19-3
	III Corps Safety Office19-4
CHAPTER 20	Recording Official Time for Representational Functions	
	General.	20-1
	Responsibilities	20-2
	Definitions.	20-3
	Use of Official Time	20-4
	Procedures	20-5
CHAPTER 21	Unacceptable Performance21-1

Appendix A - References
Appendix B - Definition of Common Civilian Personnel Terms
Appendix C - Official Time for Representational Functions
Appendix D - Environmental Differential Pay Implementation Guidance
Appendix E - Fort Hood Recognized EDP Situations
Glossary - 1

CHAPTER 1

CIVILIAN PERSONNEL OFFICE (CPO) RESPONSIBILITIES

- 1-1. Who To Call For Assistance. The paragraphs below indicate the functional areas of responsibility within the CPO. Additional information concerning which division in the office or other staff section to contact in specific situations is provided in other chapters of this guide.
- 1-2. Civilian Personnel Officer (288-2002). The Civilian Personnel Officer has overall responsibility for the development, review, and implementation of Department of the Army (DA) personnel management administration to meet local needs. Personnel management policies, program plans and evaluations, labor-management responsibilities, and all personnel management services provided are at the direction of the Fort Hood Commander.
- 1-3. Technical Services Office (288-2020). Provides record keeping services in support of all CPO divisions; maintains the official personnel folders of all employees serviced by this office; provides information on individual employee benefits; processes and maintains suspense of personnel actions; analyzes directives of DA and the Office of Personnel Management (OPM) for applicability and impact on the local program; and collects data used for reports.
- 1-4. Position Management and Classification Division (288-2095). Advises management on position structure designed to use available resources to the highest potential for efficiency and productivity. Position classification specialists evaluate and grade positions in accordance with published standards and provide advice to employees and managers on classification complaints and appeals. This division participates in the locality wage survey by coordinating the data collection of wage information in the Waco area. This data determines salary paid employees whose positions are classified as WG, WD, WL, WN, and WS.
- 1-5. Recruitment and Placement Division (288-2090). Administers staffing programs to provide and maintain the best possible work force for accomplishment of the Fort Hood mission. The personnel staffing specialists plan and develop local applicant evaluation systems that provide quality candidates from which a supervisor may make a selection. Supervisors and employees assist in the analysis of jobs by providing information on position duties, how these duties are to be performed and what a candidate must possess to perform these duties. Personnel staffing specialists also advise employees regarding opportunities for advancement, development, relocation, or more suitable occupations.
- 1-6. Management-Employee Relations (MER) Division. (288-2010). Provides supervisors and employees guidance and assistance on performance evaluation; the application of constructive discipline; grievances and appeals; management-employee communications; administration of leave; labor-management relations; the incentive awards programs; and personnel policies, work-type problems, and employee services.
- 1-7. Training and Development Division (288-2015). Provides guidance, technical advice and assistance to top management, supervisors and employees in job related training needs; career counseling; and special emphasis programs, such as upward mobility, veterans readjustment, intern, executive development, tuition assistance, and correspondence courses. Types of training include: executive, supervisory, professional, engineering, scientific, medical, technical, administrative, clerical, trades and crafts, and orientation. The training and development goal is to maintain an efficient and productive work force.
- 1-8. Nonappropriated Fund (NAF) Civilian Personnel Division (288-2055). Administers all personnel functions relating to NAF employees. Functions include staffing, position and pay management, technical services, training, and management-employee relations.

CHAPTER 2

SUPERVISORY RESPONSIBILITIES

2-1. General.

a. Supervisors and managers of civilian employees are given authority to carry out personnel management responsibilities through various directives. These directives include laws, executive orders, regulations and other appropriate means of conveying policies, procedures and rules governing resources allocated for the accomplishment of agency missions. This delegation of authority also includes the planning, programming, and budgeting responsibilities inherent in the position.

b. Supervisors are delegated authority or assigned responsibilities for some of the functions which directly impact on personnel management. These responsibilities may include: assigning duties and responsibilities to a job which determines pay; providing training (such as orientation, safety, and on-the-job); making work assignments and checking for completed work; setting standards of work performance and advising employees of their performance in relation to these standards; making decisions or recommendations for selection, promotion, awards, discipline, and step increases; developing and motivating employees to reach their fullest potential; dealing on a bilateral basis with local union officials, including shop stewards, on matters relating to working conditions, grievances, and the application of personnel policies; and keeping employees fully informed of their role in the organization's mission and accomplishments.

2-2. Standard Form (SF) 7 (Employee Record Card).

a. The immediate supervisor uses an SF 7 as a source of data to: initiate requests for personnel actions, plan and schedule employee training, counsel employees on their performance, establish a basis for proposing commendations or disciplinary actions, and carry out personnel management responsibilities in general.

b. SF 7 privacy is covered by the laws that govern the official personnel folder (OPF).

CHAPTER 3

EMPLOYEE RIGHTS AND RESPONSIBILITIES

3-1. Standards of Conduct.

a. Government employees are in public service and a high standard of conduct must govern their actions. Accordingly, in many instances the conduct of a DA employee is subject to more restrictions and to higher standards than might be true in the case of private employment. While DA does not desire to interfere unnecessarily in private life, it does expect employees to conduct themselves in a manner which does not reflect unfavorably upon DA. It expects all employees to be loyal, honest, reliable, trustworthy, and of good reputation and character. Misconduct on or off the job is a reflection upon DA and cannot be condoned. This guide does not set forth all of the rules of conduct expected of all employees. However, each new employee at Fort Hood is required to read AR 600-50 (Standards of Conduct for Department of the Army Personnel). These standards are also brought to the attention of all employees semiannually so that they may thoroughly acquaint themselves with the standards of conduct expected both on and off the job. Generally employees are expected to:

(1) Report promptly for work in a condition which permits them to perform assigned duties, i.e., in appropriate clothing, with required tools or equipment, and in a sober condition.

(2) Render full, efficient, and industrious service in the performance of assigned duties. If insufficient work is assigned to occupy them fully at any given time, they are expected to notify their supervisor so that additional work may be assigned.

(3) Give ready response and enthusiasm to directions and instructions received from their supervisor.

(4) Exercise courtesy and tact in dealings with fellow workers and the public.

(5) Maintain a clean and neat personal appearance to the maximum practicable extent during working hours.

(6) Safeguard public information.

(7) Conserve and protect Federal funds, property, equipment, and materials.

(8) Observe the various laws, rules, regulations, and other authoritative instructions, and consistently conduct themselves in a manner which is above reproach.

(9) Recognize their responsibility for taking an active part in the Department's affairs.

(10) Uphold with integrity the public trust involved in the position to which assigned.

b. Employees are expected to discharge private financial obligations and to maintain a reputation in the community for honoring debts. The reputation of Government employees as good credit risks must be protected against any detrimental effect of the action of a few people.

c. DA employees may not engage in private outside employment, with or without compensation, which interferes with the performance of their official duties, which may reasonably be expected to bring discredit upon DA, or which is inconsistent with the conflict of interest provisions set forth in AR 600-50. A supervisor has the responsibility to ensure the accomplishment of organizational mission is not impaired by outside employment of individuals in the organization. All civilians are prohibited from using their civilian titles or positions in connection with any commercial enterprise or in endorsing any commercial product.

d. No postage is needed on official Government correspondence. Envelopes bearing the caption "Official Business" are provided for that purpose only. Employees are liable to fine if Government envelopes are used for any other purpose.

e. Office telephones are used for official business. These telephone facilities are left open for work related conversation.

3-2. Political Activity. Employees have the right to express privately and publicly their opinions on all political subjects and candidates and, as citizens, have the right and duty to vote as they choose; however, they are prohibited from using official authority or influence for the purpose of interfering with an election or affecting its results, and from taking an active part in political management or in political campaigns. Employees may be a member of political clubs but may attend meetings, caucuses, and conventions only as a spectator. They may be politically active in connection with questions not specifically identified with a political party, such as a constitutional amendment, referendums, approval of a municipal ordinance or any other question or issue of similar character. Further, they may be a candidate and serve in an office which is filled in a nonpartisan campaign and election.

3-3. National Guard (NG)/US Army Reserves (USAR).

a. Generally, rights and responsibilities are identical for members of the NG and the USAR forces. However, if an employee is a member of or wants to join the NG, he/she must obtain written consent from the local head of the department or service in which he/she is employed prior to being permitted to enlist or reenlist in the NG. This written consent is an agreement that the employee be released immediately from the civilian position to accompany NG units to active duty in the event of emergency. The civilian personnel officer is delegated authority to authenticate certificates of consent to enlist or reenlist and to issue release from employment.

b. Upon an employee's request, DA generally grants leave of absence for the period or periods required to perform active duty for training or inactive duty training in the armed forces. If an employee is not entitled to military leave, then the employee is permitted to use annual leave or leave without pay (LWOP). Employees are entitled to return to work with the same seniority, status, pay, and vacation they would have had, had they not been absent for that training.

c. If employees are ordered to an initial period of active duty for training, they are entitled to restoration when they are released from that active duty after satisfactory service and to make application for restoration within 31 days after release from active duty. Restoration rights are provided in the following order: to the position that was vacated when entering active duty, if vacant; if that position is not available, then to a position of like seniority, status, and pay; if that type position is not available, then to the next best available position for which the employee is qualified.

3-4. Charitable Contributions. Contributions to a charitable institution through the Combined Federal Campaign (CFC) or to any officially designated drive is an opportunity for employees to exercise their preference to support or not to support a particular charitable organization. Fort Hood employees typically respond with a generosity seldom exceeded in this area. The guidelines of "fair share" outlined by the CFC are not a demand for a contribution an employee does not wish to give, nor do they imply an employee may not give more. The guidelines are simply a measure employees may wish to adopt.

3-5. Transfers. If an employee is considering a transfer to another installation and is eligible to do so, the employee may apply by completing a SF 171 (Personal Qualifications Statement). Eligibility to transfer depends on personal status as a Federal employee. Mail or take the application along with a SF 50 (Notification of Personnel Action) to the prospective activity or installation CPO. Positions an employee may apply for vary with the needs of the employing activity. Addresses of other Army installations are available in the Recruitment and Placement Division of CPO.

3-6. Clearing Post. Employees are permitted time, not to exceed 2 hours, during duty hours to visit CPO and other offices necessary for clearing post when they enter LWOP status for the purpose of accompanying their spouse to a new duty location, resign, or transfer. An employee of the Technical Services Office of CPO begins the clearing process and provide information on the other offices that must be cleared prior to departure.

3-7. Identification Cards. Civilian appropriated fund and NAF employees will be issued a civilian identification card and will have it available for access to the installation, should the need arise. Identification cards will be turned in to the Technical Services Office for appropriated fund employees and the NAF Division for NAF employees prior to departure from Fort Hood.

CHAPTER 4
EMPLOYEE SERVICES

4-1. Health Insurance.

a. All employees except those excluded by law or regulation, i.e., temporary and intermittent employees, are eligible for coverage. Enrollment in the program is voluntary and may be done at the time an individual enters Federal employment or during the annual open season.

b. If an employee elects to enroll and then wishes to cancel the enrollment, they may do so at any time. Some changes to the existing plan may be made at any time; other changes may be made at the time an event occurs, such as when there is a change in marital status, loss of coverage as a family member under enrollment of another, change in family status, open season, etc.

c. Although there are fewer opportunities to change plans, changes may be made if there is a change in marital status or during open season. Several plans are available for employees to select the kind and amount of protection they need and want. There is no requirement for a physical examination, no waiting period, and no restriction because of age or physical condition.

d. The government makes a contribution toward the cost of the employee's plan and payments for their portion are made through regular payroll deductions. Information on the types of plans available, to include the cost to both the employee and the government, and the coverage provided by each plan, is furnished by the Technical Services Office when individuals initially enter Federal service and each year during the open season period.

4-2. Group Life Insurance.

a. General. The insurance provided is term insurance. It builds no cash, loan, paid-up, or extended insurance equities, nor can it be assigned to anyone before a loss occurs. Regular insurance is coverage (\$10,000 minimum) based on salary which an eligible employee automatically has unless the employee waives it. Optional insurance is additional coverage which an employee may elect in addition to the regular insurance. All waivers of life insurance coverage filed prior to 1 April 1981 were automatically canceled at midnight of the day before the first day of the employee's pay period beginning on or after 1 April 1981.

b. Employees Covered. The Federal Employees Group Life Insurance (FEGLI) Act covers employees paid from appropriated funds, except those excluded by law or regulation. A partial list of exclusions follows:

(1) Employees serving under appointment limited to 1 year or less, except employees appointed for full-time employment, without break in service, or after a separation of 3 days or less, following service in which they were insured.

(2) Intermittent or when-actually-employed employees having no prescheduled tour of duty.

(3) Employees paid on a contract or fee basis.

c. Exclusions. Exclusions pertaining to employees of, or serviced by, this command have been listed above. A full list of exclusions is available in the CPO.

d. Acquiring Regular Insurance. Eligible employees have coverage automatically at the actual entry time on duty on the first day in a pay status unless, before the end of the first pay period, they file a completed SF 2817 (Life Insurance Election), waiving such title coverage. Employees are ineligible if a waiver has been previously filed on or since 1 April 1981 and employee did not have a break in service of 180 days, unless such waiver has been canceled.

e. Optional Insurance. Employees with regular insurance and who have not previously declined the optional insurance are eligible for three different options. Every eligible employee must complete SF 2817 to either accept or decline the optional insurance and file it with the CPO within 31 days after becoming eligible. An election of optional insurance is effective the first day an employee enters on duty in pay status on the day the election is received in the CPO. An employee is not covered by any of the optional insurance plans unless the employee has elected it.

f. **Cancellation of Insurance.** An insured employee may cancel regular (and optional) insurance by filing a completed SF 2817 waiving coverage.

g. **Cancellation of Waiver or Declination.**

(1) An employee may cancel a previous waiver or declination of insurance provided:

(a) The employee is under age 50 on the date of the insurance request.

(b) At least 1 year has elapsed between the effective date of last waiver (or declination) and the date of this request for insurance.

(c) The employee furnishes satisfactory medical evidence of insurability.

(2) CPO furnishes forms and explanation for cancellations of waiver or declination.

h. **Effect of Nonpay Status.** An employee placed in a nonpay status retains insurance coverage, without cost, during the continuance of such status, but not to exceed 12 months.

i. **Retired Employees.**

(1) An employee who retires is eligible for continuance of coverage. The employee retains the basic life insurance, not accidental death and dismemberment (AD&D), without further cost if the following requirements are met:

(a) Employee retires from a position in which insured.

(b) Employee does not convert to an individual policy when regular insurance would otherwise cease.

(c) Employee retires on an immediate annuity, i.e., one which begins to accrue not later than (NLT) 1 month after the date the insurance would otherwise cease.

(d) Employee has been insured under the FEGLI program with 5 years of service immediately preceding retirement or the full period(s) of service during which the regular life insurance was available, if less than 5 years. The amount of basic life coverage is continued into retirement and does not begin to reduce until the employee reaches age 65.

(2) Cost of post-retirement coverage depends on level of coverage the employee wants to retain after reaching age 65 or when the employee retires, if later. The employee at retirement may choose one of the three levels described below:

(a) 75 Percent Reduction - Amount of insurance reduces 2 percent per month after age 65 to a minimum of 25 percent of the basic insurance amount at retirement. There is no cost for this option.

(b) 50 Percent Reduction - Amount of insurance reduces 1 percent per month after age 65 to a minimum of 50 percent of the basic insurance amount at retirement. Cost is \$.65 per \$1,000 per month.

(c) No reduction - 100 percent of the basic insurance amount at retirement is retained after age 65. Cost is \$1.75 per \$1,000 per month.

(d) A retired employee may retain optional insurance (not AD&D) if eligible to continue regular insurance and if, in addition, optional insurance was in force for certain periods of time.

4-3. Retirement.

a. An employee working under a career, career-conditional, or Veterans Readjustment (VRA) Appointment, who was appointed prior to 1 January 1984 is automatically covered by the Civil Service Retirement System. Most employees contribute 7 percent of their basic pay to the retirement fund and this contribution is matched by the employing agency. With certain specific exceptions, all Federal service (both military and civilian) is creditable for retirement purposes.

b. There are four basic types of retirement which qualify employees (except firefighters) for annuity payment.

(1) **Optional** - The minimum combinations of age and service are: age 62 with 5 years of creditable service; age 60 with 20 years of creditable service; and age 55 with 30 years of creditable service.

(2) **Discontinued Service** - The retirement of an employee who is involuntarily separated through no personal fault of the employee, after age 50 and 20 years of service, or at any age with 25 years of service. The annuity is reduced by 1/6 of 1 percent for each full month the employee is under age 55 (2 percent per year).

(3) **Disability** - The retirement of an employee who has completed 5 years of civilian service and who has suffered a mental, emotional or physical disability that is not caused by on-the-job injury. Disabilities suffered on-the-job are covered by the employee compensation program discussed below. Applications for disability retirement must be approved by the OPM.

(4) **Deferred** - An employee with 5 years of civilian service who separates or transfers to a position not covered by Civil Service Retirement may receive an annuity at age 62 if the employee does not withdraw retirement fund contributions.

c. The amount of the employee's retirement annuity is based on a formula containing information on creditable service, highest average salary earned during 3 years of continuous service, and other factors that may be peculiar to the employee's situation such as survivor annuity benefits. For further information concerning the retirement system, contact the MER Division for assistance.

d. There are special provisions relating to the retirement of firefighters, law enforcement officers, and air traffic controllers. Eligible employees may voluntarily retire if: they were under the retirement system for at least 1 year within the 2-year period; they are age 50 or over; and if they have 20 years creditable service as a firefighter or law enforcement officer. Firefighters and law enforcement officers who reach age 55, have 20 years creditable service in these occupations, and have been employed under the retirement system for at least 1 year within the 2-year period immediately preceding separation, must be separated from the service except where agency heads are authorized to exempt such employees from mandatory separation until age 60 if in the public interest. Separated employees are entitled to an immediate annuity based on age retirement. Special provisions determine creditable service and the amount of the annuity. Air traffic controllers must retire after reaching age 56. They may also retire after 25 years of service at any age or after 20 years of service at age 50 with a minimum annuity of 50 percent of their average pay.

e. Those employees working under a career, career-conditional, or VRA appointment, who were appointed after 31 December 1983, are covered by the Federal Employees Retirement System (FERS). Employees should refer to the FERS Pamphlet that has been provided to them for more information on this system.

4-4. **Injury Compensation and Reporting.** Any employee who suffers personal injury in the performance of his or her duty, or contracts a disease proximately caused by employment, receives all available benefits without delay. Full assistance of management officials at Fort Hood and satellite activities is made available to the employee. These officials are specifically charged with prompt reporting and procuring medical treatment for employees injured on the job. Civilian employees who are injured on the job must be referred to Darnell Army Community Hospital for the initial examination. Complete information on this program including complete information on forms used is available in FH Reg 690-25 (Injury Compensation and Reporting). Assistance may be obtained from the Compensation Section, CPO.

4-5. **Death Benefits.** Death benefits available to a spouse and children may be survivor annuity and/or lump sum payment.

a. A lump sum death benefit is payable immediately upon an employee's death if he/she has less than 18 months of creditable civilian service, has no spouse or children entitled to a survivor annuity, or annuity benefits terminate before the survivors have received in annuities an amount equal to the employee's lump sum credit.

b. If the employee is retired, no survivor annuity is paid unless the employee made specific provisions at the time of his/her retirement for such payment. Survivor annuity to an eligible child is payable whether or not the employee elected a survivor annuity for their spouse. Amounts of annuity of lump sum benefits vary depending on the employee's individual situation. Specific information is available upon inquiry from a MER specialist.

4-6. **Unemployment Insurance.** If an employee is separated from the service because of a reduction in force (RIF), or if their appointment terminates, they may be entitled to unemployment compensation while looking for another job. If an employee is discharged for misconduct, quit voluntarily without good cause, or refused a suitable job without good cause, there is a period of disqualification during which unemployment compensation cannot be paid. This period varies in length from state to state. Compensation payments are usually paid by the state in which a person was last employed; however, a claim for benefits may be filed in any local office of a state employment service. Individuals

should file their claim in the local office nearest their residence. The amount of the payments, as well as length of time they are payable, varies from state to state. Some states supplement these payments by allowances to dependents. If an employee is entitled to severance pay as a result of RIF, or is paid a lump sum annual leave balance, some states require reduction in benefits for periods which the above benefits cover.

4-7. Savings Bonds. For a number of years the United States Government has partially financed its operation by "borrowing" from the citizens of this country through US Savings Bonds. For this privilege the government pays a specified interest rate to the purchasers of savings bonds. Employees are encouraged to participate in the payroll deduction savings plan as a means of establishing or adding to their personal savings program. Information regarding payroll deductions that suit an employee's financial situation may be obtained from his/her supervisor.

4-8. Official Personnel Folder (OPF).

a. In accordance with (IAW) DA regulations, an OPF is established for each employee at the time of entrance on duty. This folder is maintained at the CPO and remains there as long as the employee is serviced by that office. Upon transfer, the OPF is sent to the new place of employment, or upon separation it is sent to the Federal Records Center. The OPF contains a complete record of an employee's Federal civilian service. Generally, there is no material in an employee's OPF that the employee has not seen except examination papers and medical examinations. An employee may review their OPF after the above material has been removed. If an employee wants to make such a review to ensure its completeness, they may do so by requesting of their supervisor time to visit the CPO and by making an appointment with the CPO.

b. Changes from the current information in the employee's OPF (e.g., change of name, address, marital status, etc.) should be reported promptly to their supervisor and to the CPO.

c. Information furnished concerning an employee's experience and training, to supplement an original application, should be furnished completely, clearly, and to the best of the employee's ability and knowledge, through the Position Management and Classification Division.

d. Employees should furnish copies of records of training completed outside this office. In addition, employees should always keep their application for Federal employment up to date if new skills or experience are acquired, because it may have a direct bearing upon future qualifications, assignments, and placement.

e. The privacy of official personnel records was formalized by the Privacy Act of 1974 which requires that certain procedures must be observed by all government agencies to provide safeguards against improper collection, maintenance, use, and dissemination of personal information. When asked for certain information, employees must be advised of the authority to collect the information, whether disclosure is mandatory or voluntary, purpose of the information, its use, and the effect on the employee if the requested information is not provided. Generally, employees have a right to review and obtain a copy of all or any portion of recorded information pertaining to them and to request amendment of any information contained in their records. Information in the public domain that may be released to anyone includes present and past: name, position title, grade, salary and duty station.

CHAPTER 5

LEAVE AND PAY ADMINISTRATION

5-1. Types of Leave and Leave Accumulation.

a. Annual Leave.

(1) Employees earn annual leave when they have a permanent appointment or when a temporary appointment exceeds 90 days. Intermittent employees do not earn annual leave. Annual leave is used primarily for vacations and for personal and emergency purposes but may be used for illness. Annual leave accumulates automatically but use must be approved by the employee's supervisor in light of the needs of the activity. Minimum charge for annual leave is 1 hour.

(2) Amount of annual leave earned varies. If an employee has less than 3 years of service, the employee earns 13 days per year (4 hours per pay period); if an employee has between 3 and 15 years of service, the employee earns 20 days per year (6 hours per pay period plus an additional 4 hours the last pay period of each year); if an employee has 15 or more years of service, the employee earns 26 days per year (8 hours per pay period). Part-time employees earn annual leave on a pro-rated basis.

(3) Generally, rules prohibit the accumulation of over 30 days of annual leave as of the end of any leave year. This rule does not apply to employees who had over 30 days accumulated as of the beginning of leave year 1953 or employees who serve in positions where higher maximum is permitted. An employee may also accumulate annual leave in excess of 30 days if qualified for restoration of leave as follows:

(a) Administrative error when the error causes the loss of annual leave otherwise accruable. The loss may be adjusted retroactively beginning after 30 June 1960.

(b) Exigencies of the public business, when determined by the Commanding General to be of such importance as to preclude the use of annual leave which has been scheduled in advance.

(c) Sickness of the employee prohibiting use of annual leave which was scheduled in advance; the period of absence due to sickness occurring at such a time late in the leave year or being of such duration that the annual leave could not be rescheduled for use before the end of the year.

(d) Restored leave must be used within 2 years.

(4) In the event an employee has insufficient leave to cover a period of absence, their supervisor may advance annual leave up to an amount the employee will earn during the remainder of the current leave year.

b. Sick Leave.

(1) Sick leave accrues at the rate of 4 hours per pay period for full-time employees or 1 hour of sick leave for each 20 hours worked for part-time employees. There is no maximum limit on the amount of sick leave accumulated.

(2) Sick leave is available for use when employees receive medical, dental, or optical examination or treatment; are incapacitated for the performance of duties by sickness, injury, or pregnancy and confinement; are required to give care and attendance to a member of the immediate family who is afflicted with a disease subject to quarantine by health authorities; or their presence would jeopardize the health of others at their post of duty because of exposure to contagious disease. An employee may also use sick leave pending optional or disability retirement.

(3) Except for an absence that can be foreseen, advance request is not required. An employee should notify his/her supervisor as early as possible on the first day but not later than 2 hours after the beginning of the tour of duty. Generally, medical certification at the end of the 2d pay period of consecutive absence is required unless one medical certification covers the entire period of absence.

(4) Sick leave, not to exceed 240 hours, may be advanced for serious injury or illness when an employee's balance has been exhausted and annual leave in excess of the maximum allowable carry-over has been used. The minimum amount of sick leave which may be advanced is 40 hours. This request is approved by the activity director.

(5) Upon retirement, any unused sick leave is credited to length of service for computation of an annuity. Sick leave is computed at the rate of 1 day for each 8 hours accumulated.

c. **Court Leave.** Absence from work for jury duty or to serve as a witness for the United States is not charged to leave nor does it result in a loss of pay. An employee may retain any money paid to him/her in this capacity. The employee must obtain a form verifying attendance from the county clerk for the time involved. The employee is required to initial his/her time card posting of the court leave. Intermittent employees are not eligible for court leave.

d. **Military Leave.** Permanent full-time or temporary-indefinite employees who are members of the USAR or the NG are entitled to 15 calendar days per year of military leave. This is in addition to any accumulated annual leave. Military leave may be taken intermittently, 1 day at a time, or all at once. Absence in excess of the 15 calendar days may be charged to annual leave or LWOP.

e. **Excused Absence.** Although it is many times referred to as "administrative leave," excused absence covers a number of situations and all are not defined in this paragraph. Generally there must be legal or regulatory authority for absence during the basic workweek to be excused without charge to leave. Some of the more frequent situations are:

(1) **Registration and voting.** It is executive policy to excuse an employee for a reasonable time, when practicable to do so without seriously interfering with operations, to vote or register in any elections or in referendums on a civic matter in his/her community. Generally, an employee may be excused from duty so as to report to work 3 hours after the polls open or depart from duty 3 hours before the polls close whichever results in the lesser amount of time off.

(2) **Conferences or conventions.** Excused absence may be approved if it is determined that such attendance serves the best interests of the government.

(3) **Examinations.** Employees are excused for noncompetitive examinations for promotion (e.g., Air Traffic Controller, Motor Vehicle Operator) at the request of the CPO.

(4) **Medical examinations.** Time spent for medical and x-ray examinations for entrance on duty or continuance in the Federal service is excused absence. Reporting for and undergoing examination to determine fitness for military service when the absence is supported by official notification from the appropriate military authority is excused absence.

(5) **Tardiness and brief absences.** Brief absences from duty of less than 1 hour and tardiness may be excused by the supervisor who determines if the reasons are justifiable. When not justifiable, the absence must be made up or charged to an appropriate leave account, or it may become the basis for disciplinary action.

f. **LWOP.** LWOP is a temporary absence from duty in a nonpay status. Normally LWOP is granted when an employee must be absent for emergency purposes and does not have sufficient annual leave to cover the absence or is temporarily incapacitated for work and does not have sufficient sick or annual leave to cover the period of absence. Supervisors approve requests for 30 days or less. If the period of absence exceeds 80 work hours, a SF 52 (Request For Personnel Action) must be submitted to the CPO. Requests for LWOP in excess of 30 days are approved by CPO. The most frequent request for extended LWOP is for a military family member who wishes to seek Federal employment at the new duty station upon transfer of the head of household or family.

g. **Absence Without Leave (AWOL).** AWOL is charged when prior approval for the absence is not obtained or when leave has been denied. In addition to not being paid for the period of unauthorized absence, an employee may also be subject to disciplinary action. If the absence is later excused because of circumstances surrounding the absence, time is charged against the appropriate leave account.

5-2. Hours of Work/Tours of Duty.

a. The administrative workweek (except for firefighter) begins at 0001 Sunday through 2400 Saturday. The basic workweek for full-time employees of Fort Hood (except firefighters) is 40 hours consisting of five 8-hour days. Should operating conditions make it necessary, the basic workweek may be scheduled over no more than 6 days of an administrative workweek.

b. The scheduled tour of duty for most full-time employees is 8 hours per day, Monday through Friday. However, because of the diversity of missions accomplished by activities of Fort Hood, many employees are required to work on other tours of duty. Classification Act (GS) employees (except firefighters) required to work a regularly scheduled tour of duty between the hours of 1800 (6:00 p.m.) and 0600 (6:00 a.m.) are entitled to night pay differential of 10 percent of the basic hourly rate for all work performed during those hours. Wage grade (WG) employees are entitled to 7½ percent night shift differential for

the entire shift when the majority of their regularly scheduled hours of work are between 1500 and 2400. The rate is 10 percent when the majority of the regularly scheduled hours are between 2300 and 0800. Tours of duty for part-time employees are established to meet the needs of the activity.

c. The established lunch break period for Fort Hood is 1 hour during the time 1130 to 1230. Less than 1-hour breaks for lunch may be approved for activities/individuals.

5-3. Daylight Saving Time. When daylight saving time goes into effect and an employee is working a shift during the change, he/she is considered on duty for the normal number of hours, provided the hour lost is charged to annual or sick leave, whichever is applicable. If an employee does not wish a charge to leave, then he/she is paid only for the number of hours worked. Upon return to standard time, the employee is credited and pay allowed for the actual number of hours worked.

5-4. Overtime/Fair Labor Standards Act (FLSA)/Title 5 Pay Administration.

a. Employees may occasionally be required to work more than 40 hours a week or 8 hours a day. If so, overtime rates are payable. For overtime work and pay purposes, employees are classified as "exempt" or "nonexempt". Exempt employees are "usually" those in executive (supervisory), administrative, and professional positions. All employees in other positions are designated as nonexempt. Job descriptions have been annotated to reflect the employee's status as "exempt" or "nonexempt."

b. Overtime entitlements and computations differ according to job classification (GS or Federal Wage System (FWS)) and exempt or nonexempt status of an employee.

(1) Employees in exempt positions are covered by the provisions of Title 5, US Code, Pay Administration. For exempt WG employees, the overtime rate is 1½ times the basic rate of compensation. For exempt GS employees, the overtime rate is 1½ times their basic hourly rate of compensation. GS employees whose basic rate of compensation exceeds the minimum rate of GS-10 receives 1½ times the hourly rate of the minimum rate of GS-10. An employee whose rate of basic pay is in excess of the maximum rate of GS-10 may be directed to take compensatory time off in lieu of overtime pay. However, this does not apply if the employee is nonexempt under FLSA and the overtime is derived from FLSA provisions. Federal Wage System employees are precluded from taking compensatory time off. Overtime work performed by employees paid under the Federal Wage System will be paid for at overtime rates. Compensatory time off should normally be granted during the same pay period it is worked or within a reasonable period thereafter. When this is not possible, it may be taken on a date not later than the 13th pay period following that in which the overtime work was performed. Employees will be paid for such time based on the rate in effect at the time the work was performed if they can not be permitted to take compensatory time off within the prescribed period or before separation, transfer or reassignment from the activity in which the overtime was accrued, whichever comes first.

Questions concerning the computation of FLSA or Title 5 benefits should be directed to the Finance and Accounting Office, Civilian Pay Section. Each situation must be analyzed individually to determine entitlements.

(2) Employees occupying positions which are nonexempt are covered by two laws for overtime purposes. FLSA requires that a nonexempt employee be compensated for hours of actual work in excess of 40 hours a week at a rate not less than 1½ times the regular rate of pay. Under Title 5, U.S. Code entitlement begins when the employee is in a pay status more than 8 hours in a day or 40 hours in a week and the overtime rate is 1½ times the basic rate of pay. Where FLSA and Title 5 U.S. Code are not consistent, nonexempt employees receive the greater benefit. If FLSA is greater, nonexempt employees may not take compensatory time in lieu of overtime pay.

c. If an employee is called at home or any other place away from the job and required to report in to perform overtime work, credit is given for at least 2 hours of work.

d. Firefighter personnel are covered in Federal Personnel Manual (FPM) Supl 990-2, Book 550, Pay Administration (General).

5-5. Legal Holidays.

a. The following days are legal holidays in the Federal service:

New Year's Day	- 1 January
Martin Luther King, Jr's Birthday	- Third Monday in January

Washington's Birthday	- Third Monday in February
Memorial Day	- Last Monday in May
Independence Day	- 4 July
Labor Day	- First Monday in September
Columbus Day	- Second Monday in October
Veteran's Day	- 11 November
Thanksgiving Day	- Fourth Thursday in November
Christmas Day	- 25 December

b. Holidays falling on nonworkdays. Holidays falling on nonworkdays, with the exception of holidays falling on Sunday or other day designated as "in lieu of Sunday" (the first nonworkday of the administrative workweek for Army), are observed on the workday immediately preceding the holiday. Holidays that fall on Sunday or the day in lieu of Sunday are observed on the workday immediately following the holiday.

5-6. Within-Grade Increases.

a. GS Within-Grade Increases.

(1) Within-grade increases for GS employees are not granted automatically or routinely but are earned upon meeting prescribed requirements of length of service and acceptable level of competence. For a full-time or part-time employee with a scheduled tour of duty, the waiting periods for advancement to the following steps in all GS grades are:

- a. Steps 2, 3, and 4 - 52 calendar weeks of creditable service;
- b. Steps 5, 6, and 7 - 104 calendar weeks of creditable service; and
- c. Steps 8, 9, and 10 - 156 calendar weeks of creditable service.

(2) CPO will provide the supervisor a SF 50 (Notification of Personnel Action) approximately 90 days prior to the due date of the increase to certify whether the employee will receive a within-grade increase. The supervisor will return the SF 50 at least 60 days prior to the due date of the increase, affirming on the SF 50 that the employee is performing acceptable work.

(3) Withholding of within-grade increases for GS employees may be done regardless of the last rating, if the employee is not currently performing at an acceptable level of competence. Supervisors, in co-ordination with the MER Division of CPO, must issue a notice of intent to withhold and must prepare a new rating consistent with the determination of the level of competence.

b. WG Within-Grade Increases.

(1) WG within-grade increases apply to temporary and permanent civilian employees who occupy positions compensated according to wage schedules as issued by the DOD Wage Fixing Authority. Granting WG within-grade increases is automatic upon completion of the required waiting period provided the last rating was fully successful or better. For a full-time nonsupervisory or leader employee, and for a nonfull-time nonsupervisory or leader employee with a prearranged regularly scheduled tour of duty, the waiting period for advancement to the second, third, fourth, and fifth rates in all grades are:

- a. Rate 2 - 26 calendar weeks of creditable service in rate 1;
- b. Rate 3 - 78 calendar weeks of creditable service in rate 2; and
- c. Rates 4 and 5 - 104 weeks of creditable service in each of steps 3 and 4.

(2) Withholding of within-grade increases for WG employees may be accomplished only if the last rating was less than fully successful. Supervisors, in coordination with the MER Division of the CPO, must issue a notice of intent to withhold.

5-7. Retained Grade and Pay.

a. The Civil Service Reform Act (CSRA) of 1978 established provisions for grade and pay retention for eligible employees. The basic provisions are discussed below. However, if an employee is ever involved in a personnel action which would entitle the employee to retained grade or pay, the employee is provided additional information in writing. "Eligible" employees are defined as follows:

(1) An employee who is placed in a new position of lower grade as a result of RIF and who has served for 52 consecutive weeks or more in a position at a grade higher than that of the new position; or

(2) An employee whose position is reduced in grade as the result of application of new standards, correction of a previous classification error, or as the result of a higher headquarters classification decision, provided the position had been classified to the higher grade for a continuous period of at least 1 year immediately before the reduction.

b. If eligible, employees are entitled to retain their current grade and current pay for 2 years from the effective date of the proposed action. During the period of retained grade, the employee would be eligible to receive within-grade pay increases and comparability pay increases applicable to his/her retained grade. At the end of the 2-year retained grade period, the employee is entitled to indefinite retained pay by application of established procedures, depending on the grade to which the employee was reduced. Some actions which will terminate eligibility for retained grade and pay are:

(1) Break in service of 1 workday or more.

(2) Demoted for personal cause or request a change to lower grade as previously discussed.

(3) Placed in or decline a reasonable offer of a position the grade of which is equal to or higher than the retained grade.

(4) Elect in writing to terminate retained grade benefits.

c. If an employee is further reduced in grade during the first 2-year period of entitlement to retained grade, he/she may serve two periods of eligibility, simultaneously, but in no case will the employee receive less than the highest entitlement throughout the established periods of eligibility.

CHAPTER 6

CIVIL SERVICE EMPLOYMENT

6-1. Job Information.

a. Information regarding Federal employment is available from a variety of sources, depending on applicant's employment goals, the locality for which an applicant is available for employment, and the skills an applicant has to offer. The Fort Hood CPO operates a job information center which provides information concerning both appropriated and NAF employment. The center is located in Building 4222, South 77th Street, and is open for inquiries from 0830 to 1330 Monday through Friday. Persons interested in Federal employment may visit the center or call 288-2088 for a recorded message on employment opportunities. The Texas Employment Commission and the Army and Air Force Exchange Service (AAFES) also have representatives at the job information center.

b. Approximately 400 applicants inquire daily about employment opportunities at Fort Hood. Competition is keen. For positions covered by the negotiated union agreement, those included in the bargaining unit will be given first consideration for positions offering promotion opportunity. For all other positions, Fort Hood employees may be given first consideration for positions offering them promotion opportunity. Opportunities for outside applicants are generally greater at lower grade levels. Chances for employment depends largely upon employee turnover and personal qualifications in comparison with those of other competitors.

6-2. Civil Service Appointments.

a. Career-conditional appointments are the most common type of initial appointment used at Fort Hood. After completing 3 years of substantially continuous service, employees are converted to a career appointment. Employees serve a 1 year probationary period during the first year of their career-conditional appointment. Career-conditional appointments are generally made from lists of eligible individuals who have competed for a particular position. Career-conditional appointments may be to full-time, part-time, or intermittent positions.

(1) Part-time employment is for a scheduled tour of duty that may not exceed 32 hours per week. Annual and sick leave are accrued on a prorated basis.

(2) Intermittent employment (when actually employed) cannot be for a scheduled tour of duty. It is for use of employees as needed. There is no guarantee of hours worked. For example: an employee may be needed for 15 hours 1 week, have no work for 1 or more weeks and be needed for 20 hours in a succeeding week. Intermittent appointments confer career-conditional status with appropriate work time; however, employees are not eligible for life insurance or health benefits and may not accrue annual or sick leave, but are covered under the FERS.

b. Temporary Employment.

(1) Temporary limited appointments are used to meet needs of a temporary nature which are not expected to last more than 1 year. This may be to fill a position that is temporarily vacated due to illness or other reasons, seasonal positions, or part-time and intermittent positions that are not clearly of a continuing nature. These appointments may be terminated at any time. Individuals serving under these appointments are ineligible for retirement, insurance and health benefits, or within-grade increases. Appointment may be from a certificate of eligibles or from current applicant supply sources such as reinstatement eligibles, VRA applicant, etc.

(2) There are several other types of temporary appointments which can be used in specified situations. A personnel staffing specialist provides additional information to supervisors and/or candidates whenever use of such appointment authorities is appropriate.

6-3. Conditions of Employment. Some types of appointments or positions have special requirements which make it necessary to establish conditions of employment that individuals must agree to in writing prior to accepting the position. The promotion announcement advises potential candidates of the requirements and how these impact on the job. Such appointments include, but are not limited to, VRA, DA/FORSCOM career intern candidates and Reserve Forces personnel. The VRA candidate must agree to pursue a plan of self-development during the period of the appointment. DA/FORSCOM career intern candidates must agree to a mandatory mobility requirement. Other positions may require a high percentage of travel. Employees should not accept or request assignment to a position that specifies conditions with which they cannot or will not comply. Failure to comply with a condition of employment may be cause for disciplinary action or separation from Federal service.

6-4. Physical Fitness Requirements.

a. **Initial Employment Examinations.** All positions in the Federal service have medical standards which an individual must meet as part of the qualifications process. For positions with light-duty physical requirements, a SF 177 (Statement of Physical Ability for Light-Duty Work) by the appointee is acceptable. Some appointments may be made with the stipulation "subject to satisfactory completion of medical examination." Failure to meet the medical standard for the position means disqualification and the individual is separated from the position. Appointments to some types of positions may be made only after satisfactory completion of a medical examination (e.g., Air Traffic Controller).

b. Continuing Physical Examination Requirements.

(1) Some types of positions at Fort Hood require that incumbents receive a medical examination on a continuing basis during employment. Positions include but are not limited to: Firefighters, Pest Controllers, Air Traffic Controllers, Guards, Painters, and Forklift Operators. The Occupational Health Office keeps records of employees who occupy positions that require continuing examinations. Should the examination indicate the individual can no longer be retained in the position, every reasonable effort is made to reassign the employee to a position he/she can perform. The employee may also qualify for and elect to receive disability retirement.

(2) Employees of positions that require handling of food include, but are not limited to, cooks, food service workers, and sales store checkers. Physicals must be conducted by Preventive Medicine Activity prior to assignment to duties of these positions. Preventive Medicine Activity conducts follow-on physicals annually during the birthday month of the individual.

c. **Fitness for Duty Medical Examination.** Under certain circumstances, an employee may request and/or be required to take a fitness for duty medical examination when a physical or mental condition impairs the performance of duties in an efficient and safe manner. This examination may then be used in counseling the employee on alternative actions available to the employer. The employee may be reassigned to a position with different physical requirements, may apply for disability retirement or may be involuntarily separated or retired, as appropriate, for failure to meet minimum medical standards of his/her position.

6-5. Special Hiring Authorities and Employment Programs.

a. **General.** The OPM has delegated selected examining authority to Fort Hood, resulting in the establishment of a special examining unit (SEU) in the Recruitment and Placement Division. The SEU issues announcements, accepts applications, rates and ranks candidates, and establishes registers in the same manner as OPM. These registers are one source which may be used for candidates from outside the current work force.

b. **Special Employment Programs.** In addition to hiring individuals from a list of eligibles provided by OPM or SEU, a supervisor may also want to consider individuals who qualify under special employment programs. The most commonly used programs include:

(1) **VRA Appointment.** This program allows for hiring of veterans who served in the armed forces during the period 5 August 1964 through 7 May 1975, commonly referred to as the Vietnam era. These individuals must, however, meet certain conditions prior to being employed under this authority. A VRA fact sheet with details is available at the job information center.

(2) **Cooperative Education Program.** Cooperative education is a long-established program which allows for study-related work interspersed with periods as a full-time student. Participants may be students in high school, a technical or trade school, a 2-year or 4-year college, or a graduate school. In a majority of cases, academic credit is given by the institution for work experience at the college level. This type program is particularly beneficial to the government in training individuals for hard-to-fill occupations.

(3) **Needy Youth.** Each year Fort Hood provides summer jobs, as well as continuing employment in some cases, for educationally and economically disadvantaged youths ages 16 through 21. This program is specifically designed to provide jobs for young people from low income families and for youths who need income from jobs in order to stay in school. Eligibility requirements depend on the size of the family and the family income. Sons and daughters of military and civilian personnel who meet the eligibility requirements may be employed under this program. While no specific knowledge or skills are required, young people who are employed under this program have the opportunity to make use of the skills and training they have, and through special training and on-the-job experience, are able to develop new skills. The rate of pay is the current minimum wage. Young people who are

interested in these jobs should register with the Killeen office of the Texas Employment Commission.

(4) Selective Placement Program for the Handicapped. Employment of the physically and mentally handicapped, mentally restored, and other categories is permissible when certain criteria is met. Your staffing specialist can assist you in gaining more information about this program.

(5) Federal Equal Opportunity Recruitment Program (FEORP). Under FEORP, recruitment efforts are expanded to reach people in identified underrepresented groups and advise them of procedures to apply for Federal employment. FEORP is designed to provide greater opportunity for the supervisor in making a selection and enhance opportunities for representative members of our labor market.

(6) Student Volunteer. Educationally related volunteer service may be accepted from a student enrolled, at least half-time, in a high school, technical or vocational institution, trade school, junior college, college, university, or other accredited institution. The volunteer is not a Federal employee and acceptance of service is not meant to imply that a job during the school year ensures a job in the future.

6-6. Summer Employment Program. Each summer Fort Hood employs from 100 to 200 individuals depending on funds available, for lower graded, temporary positions. The summer employment period has been officially designated by OPM as the period from May 13 through September 30 of each year. Positions are filled under the specialized procedures outlined in the summer jobs announcement. The following restrictions apply if an individual's mother, father, or spouse is employed by DA or is a military member of DA: He/She may compete for a GS (office-type) position and be considered after all other candidates who competed under the summer jobs announcement and who attained an equal or higher numerical rating have been offered employment. He/she may apply for a WG (blue collar) position but does not receive consideration until all other available applicants have been offered employment. A family member may be considered for GS positions without taking the written examination only after all available applicants with a higher score have been hired and there are positions left unfilled. The minimum age at the time of appointment is 18. A student may be hired at age 16, however, if he or she is a high school graduate. Further information on procedures to follow may be obtained from the job information center.

6-7. Overseas Employment. A major source of candidates to fill positions overseas is from within the work force of DA. Recruitment efforts are initiated by the overseas command with requests to activities for publication of existing or potential personnel needs. Interested employees should contact the Recruitment and Placement Division personnel and request information on procedures for making application. Military family members available for employment in an overseas area should contact the CPO that has recruitment responsibility for the area in which they are available.

CHAPTER 7

PLACEMENT AND PROMOTION

7-1. Merit Staffing Plan. The basic principles of merit staffing are to: recruit qualified people to achieve a work force that fairly represents our society; select and promote on the basis of relative knowledges, skills, and abilities; and use fair and open competition to assure equal opportunity. Merit staffing plans outline policies and procedures for achieving these goals. FH Reg 690-40 (Merit Staffing Programs) covers the majority of positions located at Fort Hood. Career program positions are covered by AR 690-950-1 (Career Management) and are discussed in another chapter. Regulations are applicable to all commanders, staff officers and heads of activities who have civilian employees paid from appropriated funds. The responsibility for effectively carrying out the merit staffing plan lies with the CPO, supervisors, employees and employee representatives. Specific responsibilities of each of these groups are outlined in chapter 1 of our staffing plan. Copies of the staffing plan are maintained by supervisors and made available for the use of employees.

7-2. How Vacancies Are Filled.

a. When a vacancy exists, for whatever reason, a SF 52 is prepared and routed through appropriate channels of the organization to the CPO. When the SF 52 reaches the CPO it is first routed to the Technical Services Office where it is logged in to CPO. It is then routed to the Position Management and Classification Division for review. The Position Management and Classification Division assures the accuracy of the job description and classification of the position.

b. The SF 52 is forwarded to the Recruitment and Placement Division and assigned to the appropriate staffing specialist. The staffing specialist reviews the mandatory considerations (see para 7-3). The vacancy is filled if the individual from the mandatory source accepts the offer. If there are no mandatory considerations, supervisors can use certain flexibilities in filling their vacancies. These flexibilities provide managers with opportunities for the most effective use of personnel resources. Some of these noncompetitive actions include: reassignment or transfer requests; reinstatement of a former Federal employee; VRA appointments; or sources outlined in chapter 6, paragraph 6-5, may be considered. When a decision is made to consider employees eligible for promotion, the procedures of the merit staffing plan are followed, and the promotion opportunity announced to the workforce. If the position is one covered by the negotiated union agreement, those covered by the bargaining unit must be considered for promotion before going outside the bargaining unit or local workforce.

7-3. Priority/Mandatory Considerations. There are OPM, Department of Defense (DOD), and DA requirements for priority/mandatory consideration of employees in particular situations that must be satisfied prior to announcement of a vacancy. Priority/mandatory considerations may include, but are not limited to: employees entitled to restoration after military service, employees recovered from compensable disability, overseas returnees with reemployment rights, employees affected by RIF or functional transfer, surplus career interns, repromotion eligibles, and certain registrants under the DOD Priority Placement Program (PPP) (Stopper List).

7-4. Reassignments.

a. A reassignment is defined as a change of an employee from one position to another, without promotion or demotion. Reassignments which do not afford the employee immediate or known promotion potential are not subject to the competitive provisions of the Merit Staffing regulations. Noncompetitive reassignments are covered in FH Reg 690-40 (Merit Staffing Program) and are outlined briefly here.

b. An employee may request reassignment and may be considered noncompetitively. This is neither a priority consideration nor does the employee have a right to be considered. The selecting supervisor may request referral of candidates desiring reassignment.

c. Management may direct or initiate reassignments which are done to serve a number of purposes. Examples are avoidance of adverse impact of RIF or reorganization or to more efficiently use the resources available to the organization.

7-5. Change to Lower Grade.

a. Employee requests for change to lower grade may be considered noncompetitively but the employee has no right to consideration. An employee in this category would have no eligibility for retained grade or retained grade or pay. The application and referral procedures are outlined in FH Reg 690-40.

b. Should an employee request consideration for a position the grade of which is lower than that currently held, but the position is in-hire for progression to a higher grade than that currently held, the employee, if selected, may be entitled to retained pay IAW current regulations. The employee must, however, compete for the position IAW appropriate promotion procedures.

c. Employees whose positions are changed to lower grade through no fault of their own (e.g., RIF, application of new classification standards) may be entitled to retained grade/pay and special priority consideration for placement back to their retained grade. Refer to paragraph 8-2 for further details.

7-6. Details. A detail is the temporary assignment of an employee to a different position or function for a specified period, with the employee returning to the regular position at the end of the detail. Various mission requirements may be satisfied by the use of details when other action is inappropriate or a more permanent action cannot be made in a timely manner. Procedures regarding details are outlined in FH Reg 690-40.

7-7. Temporary Promotions. Temporary promotions that do not exceed 120 days may be made noncompetitively. Competitive procedures outlined in Merit Staffing regulations must be followed if a temporary promotion is to exceed 120 days. Counted in the 120 days are details to higher grade or other temporary promotion to a higher grade within the preceding 12-month period, whether competitive or noncompetitive. Procedures regarding temporary promotions are outlined in FH Reg 690-40, appendix C.

7-8. Open Continuous Announcements. Open Continuous announcements reduce recruiting time for vacancies having the same title, series and grade and other characteristics. Usually these vacancies include hard-to-fill positions or positions which require recruitment several times during the year. One application allows consideration for several vacancies instead of one vacancy in a single announcement. Applications must be received in the CPO by the cut-off date to receive consideration for vacancies being filled beginning with the following quarter.

7-9. Candidate Evaluation.

a. The first step of the candidate evaluation process is to determine basic eligibility. Minimum job requirements against which all candidates are evaluated are contained in the qualification standard for the occupational series. Qualification standards are developed on the basis of a comprehensive occupational analysis conducted by OPM. Employees meeting the requirements of the standard are "basically eligible" or "qualified" for the position. WG position requirements are outlined in OPM Handbook X-118C (Job Qualification System for Trades and Labor Occupations). GS positions require the use of qualification standards contained in OPM Handbook X-118 (Qualification Standards for Positions Under the General Schedule). Time-in-grade requirements apply only to GS positions and are outlined in the job announcement. For both WG and GS positions, selective placement factors and physical requirements essential for minimum performance must be met.

b. The second step of the candidate evaluation process distinguishes those who are highly qualified from the initial group of basically eligible candidates. Highly qualified candidates are those qualified candidates whose training and experience exceeds the minimum qualifications to a degree that indicates they are likely to perform the job to be filled in a superior manner.

c. The final step in the candidate evaluation process involves determining which of the highly qualified candidates rank at the top when compared against other candidates. These candidates are considered "best qualified." The best qualified candidates are referred to the selecting supervisors.

7-10. How Statements of Knowledges, Skills, Abilities, and Other Characteristics (KSAO) Are Developed.

a. An analysis of the position is made to determine the essential duties of a position and to identify what KSAOs an individual must possess in order to perform the essential duty or duties within a reasonable time.

b. Once a job analysis is completed the designated individual or panel develops examples of education, training, or experience which demonstrates possession of the KSAO at superior, highly acceptable or satisfactory levels. These are compiled into a crediting plan. The crediting plan is then used by a staffing specialist or a rating panel of subject matter experts to rate applicants.

7-11. How to Complete the KSAO Application.

a. The KSAO application along with other information in personnel files and the supervisory evaluation is used to determine who is highly qualified for a position. Not only experience but education, training, awards and volunteer experience that indicate

possession of the KSAO should be included. Each characteristic is independently rated and therefore must be complete in and of itself.

b. The supervisory appraisal portion of the KSAO application is required as it relates to the job being filled (the KSAO appraisal does not necessarily relate to the position now held). Supervisory appraisals are based on observed performance. If the KSAO is not required in the present position, or if the supervisor has no knowledge of the KSAO, then the supervisor should mark "not observed." After the supervisory portion is completed, the KSAO application is discussed with the employee. The employee must sign indicating the ratings have been discussed and may provide comments concerning the ratings, if the employee wishes to do so.

c. Each KSAO sheet of the application contains only a space for the social security number as an identifier. Panel members are not given the names of candidates with the KSAOs.

d. KSAOs and job element questionnaires are maintained with the promotion record, not in the employee's OPF.

7-12. Interviewing Candidates.

a. The selection interview provides an opportunity for individuals to learn more about job requirements, conditions of employment, performance standards, etc. The supervisor learns more concerning the candidate's skills, abilities, knowledges and other characteristics that relate to the position being filled and is able to assess those qualities that are known to contribute to success. No written or performance tests may be given. Guidance regarding interview procedures is provided by the staffing specialists with the DA Form 2600 (Referral and Selection Register).

b. A supervisor may prepare for the interview by constructing a set of questions to ask all candidates. A set format assists in returning to relevant points should a distraction occur. Topics to be avoided include but are not limited to: age, politics, handicap, race, religion, gender, membership/nonmembership in an employee organization, arrest/conviction record, type of military discharge, views on birth control, abortion and women's rights, marital status, occupation of spouse, arrangements for care of children, and national origin.

c. At the end of the interview the candidate should be given some idea of when a selection will be made but supervisors should not indicate who will be selected. For example, a supervisor might conclude an interview with: "I expect to make my selection by the end of the week. You will be notified by CPO of the results of this action. Thank you for your interest."

7-13. Selection and Release of Employee. Selection for a promotion must be based on merit factors, consistent with information outlined in other chapters and paragraphs, and an awareness of equal employment opportunity considerations. Once the propriety of an action has been reviewed, a commitment is made to the selected employee by personnel of the Recruitment and Placement Division. When the selection is of an employee in the current work force, staffing personnel make contact with the losing supervisor to arrange a release date. If the action involves a promotion for the employee, the release date is normally NLT the beginning of the second pay period following the notification.

7-14. Career Intern Program.**a. Background Information.**

(1) DA has 23 formal career programs. Fort Hood has employees in each of these programs. Certain programs are chronically short of qualified specialists on an Army-wide basis. The career intern program is designed to remedy this problem. Individuals without experience in a particular career field can enter the career field at a GS-5 or GS-7 level and be promoted (usually noncompetitively) to the specialist level (usually GS-9) in that career field.

(2) There are two types of career interns: Command interns and installation (local) interns. A command intern is paid from a special DA fund, is assigned to Fort Hood for training purposes, and must sign a mobility agreement accepting permanent

placement wherever DA needs the employee. An installation (or local) intern is assigned to a definite table of distribution and allowances (TDA) space at Fort Hood. Both types of interns are trained using the same type of training plan.

(3) Each of the career programs has a career program manager. The Fort Hood career program managers are listed in FH Suppl 1 to AR 690-950-1 (Career Program Management). A career program manager is responsible for the overall implementation of the career intern program within his or her career field, including such activities as forecasting intern spaces needed; writing, revising, and reviewing intern training plans; and participating in career program appraisals.

b. Establishment of Intern Positions.

(1) Each Fort Hood career program manager should maintain a forecasting system designed to provide accurate estimates of intern intake required to meet both current and anticipated mission and technological changes. Activities wishing to obtain a career intern should contact the appropriate career program manager.

(2) Based on the forecasts made by the career program managers, intern requirements are submitted to the appropriate major command. When spaces are authorized by the major command and/or when local TDA spaces have been designated for interns, job descriptions are written by the supervisor. Training plans are outlined which can be adapted to each individual intern based on education and experience background.

(3) Quotas are established annually for command interns to be trained at Fort Hood. Fort Hood intern spaces are designated by each unit or division on an as needed basis. Fort Hood pays all costs for installation interns because the employee is officially assigned to Fort Hood. Fort Hood and command career positions are filled IAW the Merit Staffing Plan.

c. Training Plans.

(1) The purpose of the intern position is to provide the employee with the essential skills and experience required to advance to the journeyman (specialist) level in an occupational field in the minimum amount of time permitted by applicable directives. This is done by devising a training plan which provides for concentrated study and work experience in all areas of the occupational field. Formal training courses frequently require temporary duty travel.

(2) Several career fields have standardized (DA developed) training plans. All interns in those career fields must be trained IAW these master plans. Exceptions because of local requirements or restrictions must be requested from the appropriate major command. For those career fields without a master plan, the plan is developed locally through the coordinated efforts of the supervisor, career program manager, and CPO.

d. Advancement.

(1) Each promotion, from the intervening grades to the target (journeyman level) position, depends on an intern's performance being fully successful, successful completion of all training requirements as certified by the appropriate career program manager, and intern's meeting all regulatory and qualification requirements. The career program manager and the intern supervisor should initiate the appropriate paperwork (CPO does not initiate the action) at least 60 days before the effective date of the promotion. If promotion is not considered appropriate, the career program manager and supervisor should discuss the reasons for delay with the intern. Each intern training plan allows for delay of promotions for up to 6 months in order to complete a particular training phase. In addition, interns who fail to demonstrate potential for future development or ability to measure up to performance or conduct standards may be reassigned to other positions or separated under applicable directives at any time during the training period.

(2) Interns are placed into separate competitive levels of occupations for RIF purposes. Employees above the intern level are not accorded bumping rights to valid career intern positions. Command interns cannot be demoted or separated by RIF procedures until their cases have been referred to the appropriate major command for review and appropriate action.

(3) Before graduation, the career program manager and the intern's supervisor determine whether promotion to the target grade is appropriate. The resulting recommendation regarding graduation and subsequent placement is forwarded to the appropriate command headquarters at least 120 days before the intern's promotion is due. If an intern cannot be placed locally, placement may be to any appropriate vacancy Army-wide. A command intern can be placed in a local TDA space at the selecting supervisor's request at any point before graduation if a local space becomes available; this would ensure a permanent position locally for the intern.

7-15. Severely Handicapped Recruitment Program (SHARP). SHARP is intended to facilitate employment of severely handicapped individuals by a combination of education of management and the workforce and of elimination of barriers in the work place. The special recruitment section of CPO may be contacted for further information on SHARP.

7-16. Employee Complaints. Complaints involving placement and/or promotion may be filed under the appropriate grievance procedures. Nonselection from among a group of properly ranked and certified candidates is not an appropriate basis for a formal complaint or grievance. An equal employment opportunity (EEO) complaint may be filed if it is believed there has been discrimination. On questions regarding a placement and/or promotion action, the situation should be discussed with the employee's supervisor. If the supervisor is unable to satisfactorily answer the questions, it is then recommended that an appointment be made to talk with the staffing specialist responsible for processing the action.

CHAPTER 8
REDUCTION IN FORCE

8-1. Identifying Positions.

a. Management officials and supervisors determine when reductions in personnel must be made, the areas and functions where positions are to be eliminated and the specific positions to be eliminated. The CPO is responsible for conducting the RIF once the management decisions are made.

b. All positions are assigned to a specific competitive area based upon established geographic and/or organizational considerations. Within each competitive area, positions are assigned to specific competitive levels. When a position is given a competitive level that is also assigned to other positions, it means that they are so similar in all important aspects that movement from one position to another can be readily done without significant training and without unduly interrupting operations. Positions assigned to a particular competitive level are always in the same competitive area, pay category (i.e., GS, WG), at the same grade level, and in the same series.

c. When a RIF is required, a retention register is prepared which includes all employees within each competitive level affected. Each employee's standing on the retention register is based on their tenure of appointment, veteran preference, length of service, and official performance ratings that are creditable for RIF purposes. The basic outline of a retention register is given below. Employees are listed within each subgroup based upon their length of service and performance ratings that are creditable for RIF purposes. It should be noted that the term "veteran" as defined in RIF regulations generally excludes retired military personnel. There are also special restrictions on the type of service-connected disability which qualifies for subgroup AD. Release of employees from a competitive level is done in reverse order (lowest category first) with Group I, Subgroup AD being the highest category.

(1) Group I - Career employees not serving probation.

(a) Subgroup AD - Veterans with service connected disability of 30 percent or more.

(b) Subgroup A - All other veteran preference eligibles.

(c) Subgroup B - Nonveteran preference eligibles.

(2) Group II - Career-conditional employees and employees serving probation. These employees are divided into subgroups as in Group I above.

(3) Group III - All other nontemporary employees broken down into the same subgroups as Group I above.

(4) Temporary employees and employees with unacceptable performance ratings are not included in any group, but are listed separately on the register. These employees must be terminated before any employee in Groups I, II, or III is released from the retention register.

d. The right of an employee to a position offer under RIF is based upon very complex procedures. The commonly used terms concerning basic placement rights are "bumping" and "retreat." Bumping is the displacement of one employee by another employee in a higher group or subgroup. Retreat is the displacement of an employee in the same subgroup but with lesser length of creditable service by an employee who formerly occupied the position or an essentially identical position.

e. If there are two or more positions at the same grade level which an employee could be offered, the CPO determines which position to offer the employee. An employee has no right to pick and choose an offer. The result of declination of an offer is usually separation (or retirement if the employee is eligible).

f. If employees are affected by RIF, they receive an advance written notice of at least 60 days. The advance notice indicates the employee's rights and placement offer, if any. The notice also indicates who the employee should contact for additional information.

8-2. Programs to Aid Employees. There are several programs to aid employees who are separated or changed to lower grade as a result of RIF. Among these are: Retained Grade and/or Pay, DOD PPP, Reemployment Priority, eligibility for severance pay and eligibility for Discontinued Service Retirement. Eligibility requirements for these programs and employees rights under these programs are explained if an employee is adversely affected by a RIF.

CHAPTER 9

RELATIONSHIP WITH EMPLOYEE GROUPS

9-1. Labor Relations.

a. Labor relations in the Federal Government is governed by Title VII (The Federal Service Labor-Management Relations Statute) of Public Law 95-454 (The Civil Service Reform Act). It is found at Title 5, United States Code, chapter 71. All civilian employees have the right to form, join or assist any labor organization, or to refrain from such activity for the purpose of seeking improvement in conditions of their employment and to present their collective views and interests to management officials through their representatives. Management officials and supervisors will demonstrate an affirmative willingness to carry out the requirements of this law. No interference, restraint, coercion, or discrimination is permitted to encourage or discourage membership in any employee organization.

b. Supervisors and managers at all levels should willingly work with representatives of labor organizations for continued improvement of personnel policies, practices, and working conditions. Efforts should be made to resolve problems at the lowest level.

c. The union president is the contact representing the union in administration of the Labor Management Relations Program. The Civilian Personnel Officer is designated to act for the commander in administering the Labor Management Relations Program.

9-2. Definitions.

a. Labor Organization (Union). Any organization in which employees participate that exists for the purpose, in whole or in part, of dealing with the employees concerning grievances and working conditions of employment.

b. Labor Organization Representative. An official of a labor organization, or person specifically designated by a labor organization to deal with management.

c. Notification. Management provides information in advance to the union of a proposed change to personnel policies or working conditions. If the union fails to respond within a reasonable period of time, the right to negotiate has been waived. If the union requests formal negotiation, the use of official time may be approved.

d. Negotiation. The process by which employee representatives and management try to reach agreement on personnel policies, practices, and matters affecting working conditions.

e. Collective Bargaining. The performance of the mutual obligation of the representative of an agency and the exclusive representative of employees in an appropriate unit in the agency to meet at reasonable times and to consult and bargain in a good-faith effort to reach agreement with respect to the conditions of employment affecting such employees. If requested by either party, to execute a written document incorporating any collective bargaining agreement reached. The obligation referred to does not compel either party to agree to a proposal or to make a concession.

f. Exclusive Representative. A labor organization which has been elected by the employees of a bargaining unit. It is the only organization which is entitled to act for and to negotiate agreements for all employees in the bargaining unit.

g. Bargaining Unit. The positions and the employees occupying these positions whom the union may represent in collective bargaining with management. The unit includes both members and nonmembers of a union.

h. Working Hours. The hours of the workday, including any required or regularly scheduled overtime, during which an employee is required to be at his work place. Lunch periods of over 20 minutes are not considered within regular working hours. Rest periods granted IAW appropriate regulations are considered duty time and included in the daily tour of duty.

i. Supervisor. An individual of an agency having authority in the interest of the agency, to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action if the exercise of authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment.

j. **Management Official.** An employee of an agency in a position the duties and responsibilities of which require or authorize the individual to formulate, determine, or influence the policies of the agency.

k. **Professional Employee.**

(1) An employee engaged in the performance of work which:

(a) Requires knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study in an institution of higher learning or a hospital (as distinguished from knowledge acquired by a general academic education, or from an apprenticeship, or from training in the performance of routine mental, manual, mechanical, or physical activities).

(b) Requires the consistent exercise of discretion and judgment in its performance.

(c) Is predominately intellectual and varied in character (as distinguished from routine mental, manual, mechanical, or physical work).

(d) Is of such character that the output produced or the result accomplished by such work cannot be standardized in relation to a given period of time.

(2) An employee who has completed the courses of specialized intellectual instruction and study described in paragraph k(1)(a) and is performing related work under appropriate direction or guidance to qualify the employee as a professional employee described in k(1)(a) through (d).

l. **Conditions of Employment.** Personnel policies, practices, and matters, whether established by rule, regulation, or otherwise, affecting working conditions except policies, practices, and matters:

- (1) Relating to political activities.
- (2) Relating to the classification of any position.
- (3) Specifically provided for by Federal statute.

9-3. Management Rights.

a. The statutory rights reserved to management are normally called "management prerogatives" and delineate those matters about which management may make unilateral decisions. Management is not required to consult or to negotiate regarding these matters. However, the procedures which management officials observe in exercising the authority and appropriate arrangements for employees adversely affected by the exercise of their authority are negotiable upon request of the union.

b. Management has unilateral authority to:

(1) Determine the mission of an activity, its budget, organization, number of employees, and internal security practices.

(2) Hire, assign, direct, layoff and retain employees, and suspend, remove, reduce in grade or pay, or take other disciplinary action against employees.

(3) Assign work, to make determinations with respect to contracting out, and to determine the personnel by which agency operations shall be conducted.

(4) With respect to filling positions, make selections for appointments from among properly ranked and certified candidates for promoting or any other appropriate source.

(5) Take whatever actions may be necessary to carry out the mission of the activity in situations of emergency.

9-4. Labor Organization Rights.

a. A labor organization which has been accorded exclusive recognition is the exclusive representative of the employees in the unit it represents and is entitled to act for, and negotiate bargaining agreements covering all employees in the unit. An exclusive representative is responsible for representing the interests of all employees in the unit it represents without discrimination and without regard to labor organization membership.

b. An exclusive representative of an appropriate unit shall be given the opportunity to be represented at:

(1) Any formal discussion between one or more representatives of the agency and one or more employees in the unit or their representatives concerning any grievance or any personnel policy or practice or other general condition of employment; or

(2) Any examination of an employee in the unit by a representative of the agency in connection with an investigation if the employee reasonably believes that the examination may result in disciplinary action against the employee and the employee requests representation.

c. To expect its views will receive bona fide consideration by supervisors and management officials when change is contemplated in personnel policy, practice, or in working conditions of the unit before a decision is made.

9-5. Employee Rights.

a. Each employee has the right to form, join, or to assist a labor organization without fear of penalty or reprisal. No employee will engage in any activity as a member, officer, or representative of an organization which is in conflict with his official responsibilities. If such a conflict arises, the employee chooses between his activities as a member of the organization and his official position. The following categories of employees, however, may not hold office or participate in management of an employee organization:

(1) Management officials and supervisors.

(2) Confidential employees.

(3) Employees engaged in personnel work in other than a purely clerical capacity.

(4) An employee engaged in administering the provisions of the Labor Relations Statute.

(5) Professional employees.

(6) Employees engaged in intelligence, counterintelligence, investigative, or security work or audit.

b. Nothing in the agreement shall require an employee to become or to remain a member of a labor organization or to pay money to the organization except pursuant to a voluntary, written authorization by a member for the payment of dues through payroll deductions.

c. An employee, regardless of whether the employee is a member of a labor organization or an exclusive bargaining unit, may bring matters of personal concern to the attention of the supervisor or other appropriate management official and may have them adjusted without the intervention of the union as long as the adjustment is not inconsistent with the terms of the agreement and the union has been given the opportunity to be represented at formal discussions of the grievance and be present at adjustment of the grievance.

(1) The negotiated grievance procedure shall be the exclusive procedure available to the union and bargaining unit members for resolving grievances identified in the negotiated agreement.

(2) When a bargaining unit employee uses the negotiated grievance procedure, the employee may be represented only by the union or himself.

d. An employee assigned to a unit for which a labor organization has exclusive recognition may voluntarily authorize a payroll allotment for payment of membership dues to the labor organization. Members of the unit may revoke allotments upon their request. However, such revocations are effective only once a year.

9-6. Responsibilities.

a. The Civilian Personnel Officer is designated as the principal contact point for conducting business with labor organizations, since such dealings are concerned in large part with personnel policies and working conditions. Such designation does not preclude other management officials or supervisors from dealing with labor organizations on appropriate matters.

b. Supervisors and management officials will:

- (1) Know installation regulations and policies relating to labor organizations.
- (2) Ensure labor organization representatives follow the established ground rules in conducting organizational campaigns and other organization business.
- (3) Hear labor organization representatives. A labor organization has the right to present its views to management on matters of concern to its members, and to expect these views be given bona fide consideration. Depending upon the subject matter, these views can be presented to any supervisory level. For instance, a first-line supervisor may be asked to consider rescheduling lunch hours. The adequacy of facilities and services provided for employees is a subject of legitimate concern to a labor organization, and its representatives may present views on such matters as transportation, parking, recreational facilities, or any other subject of concern to its members.
- (4) Consult with labor organization representatives. In addition to the right to represent its views, a labor organization with exclusive recognition has a right to be consulted by the responsible supervisor/management official on the establishment of or change to installation policy, rules, and regulations related to matters affecting unit employees in such areas as training, employee services, methods of adjusting grievances, appeals, leave, demotion practices, and hours of work.
- (5) Report significant contacts with labor organization representatives IAW para 9-14.
- (6) Designate bulletin board space for labor organization use and ensure that posting privilege is granted only to authorized organizations IAW provisions of negotiated agreement.
- (7) Maintain strict neutrality. Supervisors or managers shall neither assist nor hinder labor organization representatives in soliciting employee membership or support. Simply stated, this means that in dealing with employees, the supervisor will NOT:
 - (a) Say or do anything which indicates to employees a preference (pro or con) concerning employee affiliation with, or support of labor organizations in general, or of a particular labor organization.
 - (b) Provide support, assistance, services, or facilities to a labor organization in a manner which indicates to employees that "management" is sponsoring a particular labor organization or which gives a particular organization a competitive advantage over another similarly situated labor organization.

c. Informing Labor Organization Representatives. In addition to consultation/negotiation, management is obligated to keep labor organizations informed on matters of concern to employees. This may be considered as part of the overall management responsibility for maintaining a well informed work force. Generally, the subject matter itself distinguishes between management's obligation to negotiate or to inform. For example, effective consultation may not take place on matters over which the management official has no authority to act. Management informs the work force, including prior notification to recognized labor organizations, of decisions made in these areas. For example, the decision to reorganize or to reduce the work force may be reached by management without seeking the views of a labor organization, but the decision will be communicated to both the work force and recognized labor organizations. The manner in which a decision is implemented is an appropriate area for negotiation to the extent that employees are affected.

9-7. Negotiation.

- a. Labor organizations with exclusive recognition have the right to negotiate written agreements concerning personnel policies and practices and matters affecting working conditions which are within the administrative discretion of the commander or (for serviced activities) the head of the activity.
- b. Negotiations are conducted only by individuals specifically authorized to represent management or the labor organization and only IAW procedures agreed upon by the commander or his designee and by the local president of the labor organization.
- c. All agreements are applicable only to the unit for which negotiated.
- d. Agreements have the full force and effect of regulations within the units to which they apply.

e. Management officials designated to conduct negotiations on behalf of management exercise the full range of authority of the commander or (for serviced activities) the head of the activity on negotiable matters.

f. The effective date of an agreement, supplement, or amendment is the date of its approval by the commander.

g. After approval and on publication, copies of negotiated agreements and any supplements and amendments are made readily accessible to employees within the unit.

h. A labor organization has the right to negotiate on the local establishment of or change to personnel policy, rules, and regulations affecting employees in their unit. Negotiation is required when installation management has discretion in how the personnel policy, rule, or regulation is implemented or changed. The manager or supervisor responsible for the implementation or change is required to consult with the appropriate labor organization representative. Negotiation is not necessary on matters prescribed by DOD, although the impact and implementation may be negotiable. Management is responsible for taking appropriate action once the governing policy or procedure is established.

i. Labor organization representatives have the right to initiate negotiation on the implementation of new or changed policies or procedures. A labor organization may negotiate with appropriate management officials the manner in which personnel policy, rules, or regulations promulgated at a higher level are carried out. For example, management should meet with a labor organization to discuss such matters as an alleged departure from procedures specified in the installation merit promotion and placement plan, clarification of political activities permitted under the Hatch Act, the probable impact of a proposed reorganization, or proposals to assist employees effected by a RIF.

9-8. Worksite Implementation of the Agreement.

a. A written agreement between management and the union must be made to work at the first level of management. The first-line supervisor as the key member of management in the accomplishment of an effective working relationship with the union must deal on a day-to-day basis with the union steward, other union representatives, and employees.

b. The supervisor generally is the first one contacted by union representatives for information, action, or change in the various personnel areas covered by the agreement. For example, the supervisor is likely to be involved with union personnel in matters such as hours of work, shift schedules, holidays, overtime, lunch periods, and call-back for emergency work. Other areas of the agreement in which the supervisor is likely to be directly concerned include annual leave, sick leave, promotions, disciplinary action, safety, and training.

c. It is obvious that the first-line supervisor must be fully knowledgeable concerning the provisions of the written agreement. The supervisor must know and understand the agreement and must be able to explain the meaning of its provisions and to present management's position as stated in the agreement.

d. It is essential that the first-line supervisor handle much of the union's business if the agreement is to be implemented effectively. To the extent possible, this should be done informally at the supervisor's working level.

e. The following simple formula is suggested to the supervisor in union relations:

- (1) Listen carefully.
- (2) Talk plainly.
- (3) Use common sense.
- (4) Deal fairly.
- (5) Know the agreement.

f. Misunderstanding of the opposite position is a major cause of disputes between local management and the union. The supervisor should try to understand exactly what the union is seeking and reply in such a manner that the union clearly understands management's position.

g. Labor relations at the worksite is pleasant and profitable for both sides if meetings are conducted between supervisors and union representatives in an honest, direct, and friendly manner.

9-9. Use of Official Time.

a. Employees who are official union representatives (elected officer or steward) are allowed duty time IAW written agreement and appropriate laws and regulations to conduct valid representational duties. Such functions are the processing of individual complaints or grievances and the conduct of consultations with management and staff officials. The union representative must obtain permission from the immediate supervisor (granted in the absence of compelling circumstances to the contrary) prior to leaving the work area.

b. Activities concerned with organizing efforts and the internal management of labor organizations, including but not limited to solicitation of memberships, collection of dues, or other assessments, circulation of authorization cards or petitions, solicitation of signatures on dues withholding authorization forms or on forms revoking dues withholding authorization, campaigning for labor organization offices, and distribution of literature, may not be conducted within working hours. Employees attending or participating in membership meetings, internal elections, local, state, or national conventions, or similar events are charged annual leave or LWOP. But employees representing labor organizations in the negotiation of a labor management agreement are on official time.

c. An employee who is an official or a representative of a labor organization holding exclusive recognition may be excused without charge to leave to attend a training session sponsored by that organization IAW appropriate regulation and the locally negotiated agreement. The subject matter must be of mutual concern to the government and to the employee in his capacity as an organization representative. Administrative excusal for this purpose should cover only such portions of a training session meeting the foregoing criteria. Subject to the same criteria and limitations, an employee who is a representative of a labor organization with responsibilities under the Coordinated Federal Wage System (CFWS) may also be excused for the purpose of attending a training session sponsored by the labor organization concerning CFWS policies and operations.

d. Employees who are labor organization representatives will ensure that their use of official time conforms to the law, the written agreement, and with other governing directives. Supervisors must ensure that employees do not engage in nonrepresentational labor organization duties during working hours. The responsible supervisor should consult with the servicing MER specialist, CPO, before taking restrictive action regarding representational duties. FH Form 1657 (Official Time For Representational Functions) is maintained by the immediate supervisor and forwarded to the CPO monthly.

e. Petitions for decertification elections may not be circulated among employees during duty hours.

f. It is expected that union representatives follow sequential supervisor channels (first-line to top-level) in representing employees in the unit and in consulting with managers and supervisors on problems, complaints, grievances, and appeals. Therefore, union representatives seeking to present a complaint or other action to higher-level management should be advised to consult with the first-line supervisor or the lowest-level manager having authority over the matter in question. If the matter cannot be resolved at that level, the union representative should be advised to see the next higher level of management. Such matters should be handled as expeditiously as possible.

9-10. Payroll Withholding of Labor Organization Dues.

a. Employees assigned to a recognized bargaining unit for which a union has exclusive recognition may pay union membership dues by payroll allotment. Included in this bargaining unit are all WG and GS employees of Headquarters III Corps and Fort Hood; United States Army Medical Department Activity (MEDDAC); United States Army Information System Command (USAISC); Headquarters TRADOC Combined Arms Test Activity (TCATA); Troop Support Agency, Midwest Field Office, Fort Hood Commissary Store; and United States Army Dental Activity (DENTAC), Fort Hood, Texas, except for the following exclusions: all professional employees; all supervisors; all employees engaged in intelligence, investigative or security work as a primary function; all temporary employees with 1 year or less remaining on current appointment; all management officials; and all employees engaged in Federal personnel work in other than a purely clerical basis.

b. Allotments are entirely voluntary and may be initiated by eligible employees at any time. An employee should secure SF 1187 (Request For Payroll Deduction for Labor Organization Dues) from an official union representative, complete the form, and return it to the union representative for forwarding to the Finance and Accounting Office, Civilian Payroll Branch. If the employee is eligible, the allotment is effective at the beginning of the first pay period after the SF 1187 has been received in the Civilian Payroll Branch.

c. Allotments are automatically terminated when:

- (1) The employee is no longer assigned to a unit for which payroll allotments are authorized.
- (2) The dues withholding agreement is suspended or terminated.
- (3) The union is no longer recognized as representative for a unit.
- (4) The employee has been suspended or expelled from the union.

d. Employees may revoke allotments for payment of dues at any time. However, the effective date of the revocation is dependent on when the employee joined the union. The SF 1188 (Cancellation of Payroll Deduction For Labor Organizations Dues) properly executed in duplicate by the individual employee must be dated and received by the appropriate Finance and Accounting Office, Civilian Payroll Branch, 30 days prior to the anniversary date of their individual enrollment. Example: An employee who joined AFGE Local 1920 (began payroll dues deductions) in February 1977, may cancel payroll dues deductions in February 1980 or 1981, etc.

9-11. Unfair Labor Practices.

a. The Federal Service Labor-Management Relations Statute prohibits management and unions from engaging in unfair labor practices. It also provides that complaints of alleged unfair labor practices that cannot be resolved by the parties be filed with The Federal Labor Relations Authority (FLRA) who has authority to direct remedial action. Supervisors will refrain from the commission of unfair labor practices and will report suspected violations by union representatives to the CPO.

b. Management will not:

- (1) Interfere with, restrain, or coerce any employee in the exercise of an employees statutory rights.
- (2) Encourage or discourage membership in a labor organization by discrimination in regard to hiring, tenure, promotion, or other conditions of employment.
- (3) Sponsor, control, or otherwise assist a labor organization, except that an agency may furnish customary and routine services and facilities when consistent with the best interest of the agency, its employees, and the organization and when the services and facilities are furnished, if requested, on an impartial basis to organizations having equivalent status.
- (4) Discipline or otherwise discriminate against an employee because the employee has filed a complaint, affidavit, or petition, or has given any testimony under this statute.
- (5) Refuse to consult or negotiate in good faith with a labor organization.
- (6) Fail or refuse to cooperate in impasse procedures and impasse decisions.
- (7) Enforce any rule or regulation (other than a rule or regulation implementing PL 95-454, section 2302 Prohibited Personnel Practices) which is in conflict with any applicable collective bargaining agreement if the agreement was in effect before the date the rule or regulation was prescribed.
- (8) Otherwise fail or refuse to comply with any provisions of this statute.

c. A labor organization will not:

- (1) Interfere with, restrain, or coerce any employee in the exercise of an employees assured rights.
- (2) Cause or attempt to cause an agency to discriminate against any employee in the exercise of any statutory rights.
- (3) Coerce, discipline, fine, or attempt to coerce a member of the labor organization as punishment, reprisal, or for the purpose of hindering or impeding work performance, productivity, or the discharge of duties as an employee.
- (4) Discriminate against an employee with regard to the terms or conditions of membership in the labor organization on the basis of race, color, creed, national origin, sex, age, preferential or nonpreferential civil service status, political affiliation,

marital status, or handicapping condition.

- (5) Refuse to consult, or negotiate in good faith with an agency.
- (6) Fail or refuse to cooperate in impasse procedures and impasse decisions.
- (7) Call, or participate in, a strike, work stoppage, slow down or picket of an agency in a labor-management dispute, if such picketing interferes with an agency's operation or to condone any activity described by failing to take action to prevent or stop such activity.
- (8) Otherwise fail or refuse to comply with any provisions of this statute.

d. A labor organization with exclusive recognition will not deny membership to an employee in the appropriate unit except for failure to meet reasonable occupational standards uniformly required for admission, or for failure to tender initiation fees and dues uniformly required as a condition of acquiring and retaining membership. This does not preclude a labor organization from enforcing discipline IAW procedures under its constitution by-laws which conform to the requirements of this statute.

9-12. Distribution of Literature.

a. Unions adhere to ethical standards for all material posted or distributed. This includes full responsibility for statements made against an individual or organization that could result in the union having to substantiate the statements (or answer charges) through the courts or other legal proceedings.

b. Unless otherwise provided for in written agreements, union representatives may post or distribute literature under the following conditions:

(1) Posted or distributed material is not to contain anything that appears to constitute an endorsement by any level of management at Fort Hood or DA.

(2) Material may not be posted or distributed containing scurrilous or libelous statements against management officials, agencies, or activities of the Federal Government.

(3) Material relating to ANY private business is not posted or distributed.

(4) Material is posted ONLY on designated bulletin boards.

(a) In organizations where no union has exclusive recognition, all union representatives (with permission of responsible supervisors) may post material on designated bulletin boards. When representatives of two or more unions request permission to post material, the designated space is equally divided among requesting unions.

(b) In organizations where one union has exclusive recognition for all employees, other unions ARE NOT granted permission to either post or distribute material unless a valid, timely challenge of the exclusive recognition has been processed.

(5) A statement showing that a union is solely responsible for the material is permanently posted immediately above the designated area on each authorized bulletin board. The statement may be obtained from the CPO.

(6) Official distribution channels or government material such as Optional Form 41 (Routing and Transmittal Slip) is not used for distribution of union literature. Union material received through the post office is normally delivered to the addressee. However, this type of material, like all other unofficial material, should be mailed to the employees home address.

9-13. Solicitation.

a. Where one union has exclusive recognition for all employees in an organization, representatives of other unions are not granted permission to use meeting rooms of the organization or to actively solicit membership or support until a valid, timely challenge of the exclusive recognition has been presented and rules governing campaigning are established.

b. Where no union has exclusive recognition for all employees, union representatives

may solicit employees for membership or for authority to represent individuals in an exclusive unit. However, this solicitation is not to disrupt other employees who are on duty and is not to interfere with the privacy of the employees who do not want to be disturbed during their lunch hour or other nonduty time.

c. The following procedures are followed to ensure that solicitation meets the above criteria when union representatives desire to use the lunch hour for campaigning:

(1) To campaign during the lunch hour at worksites or in areas where employees assemble for lunch, the union representative makes prior arrangements with the responsible supervisor for the posting of appropriate notices. Arrangements are made for facilities convenient to employees but that do not disrupt work or invade an employee's right to be left alone. The representative may also arrange to distribute cards or literature to employees as they enter the lunch areas but will not circulate among employees, as they may not wish to be disturbed.

(2) To campaign before work hours or during the lunch hour at a cafeteria, the union representative obtains permission from the manager for the use of a conveniently located table. The representative may distribute cards or literature to employees as they enter or leave the cafeteria. Activities of the representative will not be disruptive to personnel in the cafeteria, unduly congest movement of personnel, or interfere with the privacy of employees.

9-14. Reporting Contacts With Labor Organization Representatives.

a. Supervisors shall forward a brief memorandum describing significant discussions with union representatives, through the activity director to the MER Division, CPO. The memorandum includes:

- (1) Personnel involved in the meeting.
- (2) Topics discussed.
- (3) Outcome of the meeting.
- (4) Further action anticipated.

b. This requirement applies only to discussion on matters of significance to the organization as a whole (e.g., policy matters which have implications beyond the work unit) and is intended as a method of informing both top management and the CPO, who is the focal point for labor-management relations, of current trends. It is not intended to discourage informal contacts between supervisors and union representatives on a day-to-day basis on specific problems effecting the work of its personnel. Reference FPM Supplement 711-1, (Labor Management Relations).

CHAPTER 10

PERFORMANCE APPRAISALS

10-1. Overview. It is the policy of DA that the performance appraisal of each civilian employee be fair and directed toward improved productivity and work performance AR 690-400 (Employee Performance and Utilization), chapter 430. The objectives of the performance evaluation system are as follows:

- a. Improve the productivity of both the individual and the organization.
- b. Inform employees in writing of major and critical job elements and performance standards at the beginning of each appraisal period, hold them accountable for achieving those standards, and provide feedback on how well they are performing their assigned duties compared to performance standards and tell them how they can improve their performance.
- c. Provide Army management with employee performance information for use as a basis for planning and assigning work; making decisions to train, reward, reassign, promote, reduce in grade, retain and remove employees; and assisting employees in improving performance.
- d. Make supervisory personnel fully accountable and responsible for the effectiveness and productivity of employees that they supervise.
- e. Provide all employees an opportunity to demonstrate fully successful performance and assign an adjectival rating which accurately reflects their level of performance during the rating period.
- f. Provide a sound and continuing basis for effective supervisory-employee relationships.
- g. Base ratings on results achieved rather than personal characteristics.

10-2. Responsibilities.

- a. Managers and supervisors have the primary responsibility for the successful operation of the appraisal system. Supervisors are responsible for communicating to employees the essential elements of the U.S. Army's performance appraisal system, including explanation of its importance, value, rating levels, and rights of review.
- b. The Civilian Personnel Officer provides staff assistance through training, consultation, centralized administrative services, and controls for recording and reporting, and also evaluate this program through use of personnel management surveys, interviews, etc.

10-3. Performance Management System (PMS). We have just phased out the GPAS and phased in the PMS. The general principles of the 2 systems are the same. There are minor differences in definitions and procedures. Supervisors are to use AR 690-400 (The Union Contract, and The Appraisal Process Companion) in administering this program.

10-4. Performance Management and Recognition System (PMRS). The CSRA established a pay for performance system for supervisors and managers whose positions are equivalent to GS13, GS14, or GS15 levels. It is currently called the PMRS. PMRS employees are coded GM rather than GS. The minimum and maximum rates of pay for each general merit (GM) grade is the same as those for the corresponding GS grade. Covered employees are eligible for three types of payouts based on their annual performance rating. They are:

- a. General Increase. This is the annual cost-of-living increase. It is granted by the President, generally in October. Employees rated fully successful or better receive the full amount of the increase. Employees rated minimally successful receive one-half of the increase. Those rated unsatisfactory receive no increase.
- b. Merit Increase. This is the equivalent of the GS within-grade increase. It is granted as follows:

<u>GM 13, 14, 15</u>	<u>Below GS-Equiv Step 4</u>	<u>GS-Equiv Step 4 and Above</u>
Exceptional	Full Step	Full Step
Highly Successful	Full Step	One-Half Step
Fully Successful	Full Step	One-Third Step

c. **Performance Awards.** These awards are mandatory for those employees rated exceptional. It is recommended for those rated highly successful and allowed for those rated fully successful. Exceptional employees must receive at least 2 percent of base pay as a performance award. Normally, they can receive no more than 10 percent. Each highly successful and fully successful employee must receive less than an exceptional employee. Fort Hood is required to pay a minimum of the aggregate PMRs payroll for performance awards. The FY85 minimum was 0.75 percent. In each of the 4 years thereafter, the minimum of 1.15 percent is spent. The 1.15 percent remains constant as the minimum. The maximum is, and remains, 1.5 percent.

10-4. Planning of Performance Objective.

a. The Army's system of objective, accurate, and meaningful performance appraisal depends on major and critical job elements and performance standards which are understood by supervisors and their employees. An employee may be appraised only by comparing performance with standards. These standards must be in effect during the rating period and the employee must have a fair chance to meet them. A fair chance exists when there is enough time (120 days or more) and resources available between recording the standards and the appraisal date for the employee to meet the standards.

b. Normally job elements and performance standards must be based on duties assigned the employee. These duties must be consistent with those covered in employees' position descriptions.

c. Job elements are identified and performance standards are established prior to the beginning of the rating period and as changes to the position or other needs occur.

(1) Job elements are identified through analysis of the duties and responsibilities of each job (i.e., an analysis of what the job requires) and their linkage to the mission, functions, and goals of the organization. The results or output expected of the employee that contribute most to reaching those goals are the major elements of the position. Specific tasks or activities important to each element may be developed to aid establishment of performance standards.

(2) To identify critical elements, all job elements are reviewed to decide which are important enough to be identified as critical elements. The remainder are noncritical. All positions must have at least one critical element and should have at least one noncritical element. The number of critical elements (which vary from job to job) needs to be manageable. Answering "yes" to a basic question helps supervisors determine whether a major job element is critical. Will unsatisfactory performance on the element have an adverse effect on completion of the work of the organization or other organizations?

d. In the case of occupied positions, performance standards are established or modified with employee participation. While employees are to be encouraged to participate in this process, final decisions are made by rating supervisors reviewers. Standards for occupied positions may be developed in one of several ways:

- (1) Supervisor writes, employee edits;
- (2) Employee writes, supervisor edits;
- (3) Joint discussion between supervisor/employee.

e. Performance requirements are reviewed periodically by the supervisor and the employee. The data is revised as needed during the rating period. When new supervisors or employees are assigned during the rating period, supervisors review and discuss the worksheet with employees within 30 days of assignment.

f. Supervisors record critical and noncritical job elements, and performance standards, and changes to them in duplicate. The original is given to the employee at the beginning of each rating period and the supervisor keeps the copy.

g. Supervisors use the SF 7-B or memorandum for record (MFR) to record dates of observations, conferences, or assistance to employees. Details of discussions, agreements, or observations of performance (including examples of strengths and weaknesses) should be in writing and attached to the SF 7-B. Employees who request it are given a copy of any written record documenting their performance. This data is used in preparing the official performance appraisal. Documentation concerning the employee's performance during the appraisal period should be destroyed after all grievance rights have expired unless these documents are needed to support a later award, disciplinary, or adverse action. Temporary records, if used only by the supervisor, are supervisory management notes and not subject to the Privacy Act. Files kept on employees in the

filing cabinet need to be labeled. A supervisor may keep records or notes in the privacy of his desk. This private file is comparable to a suspense file and does not need to be labeled. An employee would not have access to the private record file, but would have access on request to any records kept in the filing cabinet.

10-5. Performance Appraisal.

a. Performance Evaluation In-Progress Reviews

(1) Performance appraisal is a continuing process during which supervisors make judgments on the work of individual employees with relation to established performance standards for their positions. These judgments are a normal part of supervision and should be objectively made and freely discussed with employees. This type of communication strengthens supervisor-employee relationships and increases productivity. This can best be done in the context of job performance (i.e., at the time of certain incidents or with specific assignments). These informal appraisals should promote mutual understanding and prompt translation into action.

(2) Besides informal and spontaneous discussions, rating supervisors should periodically appraise employees' overall performance and inform them of their progress toward achieving performance requirements. As a minimum, a prearranged conference is held for this purpose at the midpoint of the annual rating period. Conferences may be held as often as needed to keep employees informed of their progress. If performance has become marginal or unsatisfactory, supervisors counsel and assist the employee to improve performance before beginning action to remove the employee from the position. Counseling, training, or closer supervision are some improvement actions that should be considered. Feedback and assistance to employees should be documented.

(3) Rating supervisors talk over changes to performance requirements with employees at the time changes occur. Changes are treated in the same manner as initial development of performance requirements, to include employee participation.

b. Annual appraisals.

(1) An annual appraisal is normally prepared for each employee at least once during each 12-month period. In some circumstances, annual appraisals may not cover 1 full year. The minimum rating period is 120 days. Annual appraisals are due NLT 30 days following the end of the rating period. Rating periods are determined by the terminal digit of the employee's social security number as follows:

TERMINAL DIGIT	END OF RATING PERIOD
1	31 January
2	28 February
3	31 March
4	30 April
5	31 May
6	30 June
7	31 July
8	30 September
9	31 October
0	31 December

(2) The exceptions to this are employees in career programs and temporary employees appointed for more than 120 days.

(a) Career employees rating periods are determined by the career program manager.

(b) Career interns have annual appraisals completed every 6 months.

(c) Temporary employees rating periods end on the first anniversary of their appointments or 2 weeks prior to their departure, whichever is later.

c. Probationary appraisals.

(1) The first rating period for probationary appraisals ends after 8 months of employment. A full appraisal is done at this time to include element ratings and the overall adjective rating. Probationary appraisals are due NLT 30 days following the end of the rating period. They may not be postponed. Annual appraisals are not completed while employees are serving probationary periods. The first annual appraisal rating period for probationary employees begins on the first day of the 9th month of the probationary period. It ends after completion of the probationary period on the date scheduled for the employee's annual rating. However, the probationary rating serves as an annual appraisal until replaced as indicated.

(2) Certification to retain or remove a probationer from a position is made at the time of the 8th month appraisal. However, this requirement does not preclude a decision to remove the probationer from the position at any time during the probationary period.

(3) Job elements and performance standards must be developed for the 8-month appraisal period so that meaningful probationary appraisals can be made. The 8-month appraisal must cover the entire 8-month period.

(4) Probationary appraisals for new supervisors and managers must cover their supervisory or managerial performance only. They do not cover other aspects of performance unless the supervisor is serving a full probationary period.

CHAPTER 11

DISCIPLINE

11-1. General. The policy of DA AR 690-700.751 (Personnel Relations and Services (General)), Chapter 751 and the broad objective of discipline is to prevent prohibited activities and to motivate employees to conform to acceptable standards of conduct. Discipline is a part of the daily responsibility of supervisors and not merely the action taken at times when an employee deviates from acceptable forms of conduct. The supervisor's most effective means of maintaining discipline is through the promotion of cooperation, of sustained good working relationships, and of the self-discipline and responsible performance expected of mature employees.

11-2. Fraud, Theft, and Intentionally Dishonest Conduct.

a. It is essential that strong and effective measures be applied, consistent with applicable law and regulation, to those individuals who are found to have engaged in theft, fraud, or other intentionally dishonest conduct against the Army.

b. It is the policy of the Army that any civilian employee found to have engaged in theft, fraud, or other intentionally dishonest conduct against the Army is considered for removal from the Federal service. Any lesser penalty requires justifiable mitigating circumstances. It is the duty of all supervisors to ensure that this policy is implemented.

c. This strong disciplinary posture is a necessary element in the Army's campaign against fraud, waste, and abuse. The vast majority of our civilian employees are honest, hard working, and fully aware of their fiduciary responsibilities to the public. We must assure that they are not required to tolerate or work with those who do not live up to this public trust.

11-3. Choosing Among Disciplinary Actions.

a. Disciplinary actions fall into two categories: informal disciplinary actions (oral admonishments and written warnings) and formal disciplinary actions (letters of reprimand, suspensions, demotions, and removal). Similarly, employee conduct requiring discipline falls into two categories: behavioral offenses for which progressive discipline aimed at correcting the behavior is appropriate and offenses relating to violation of regulations or laws for which punitive sanctions are required. Disciplinary action should be taken for the purpose of either correcting offending employee behavior and problem situations or for the purpose of imposing punishment necessary to maintain discipline and morale among other employees. Where behavior can be corrected through closer supervision, OJT, oral admonitions, or written warnings, formal disciplinary action should not be taken. Disciplinary actions, in order to be effective, should be timely. Delay weakens the relationship between any offending behavior and discipline. Disciplinary actions should be taken as soon as is reasonably practicable under the circumstances in a particular case.

b. Informal Disciplinary Actions. Informal disciplinary actions are taken by the supervisor on his/her own initiative in situations of a minor nature involving unacceptable behavior. Oral admonitions and written warnings are normally the first steps in progressive discipline for behavioral offenses and they should be documented, in pencil, on the SF 7B. Such notations should be erased after 1 year if there has been no repetition. Depending upon the severity of the offense; however, formal discipline may be initiated for a first infraction. In taking an informal disciplinary action, the supervisor advises the employee of the specific infraction or breach of conduct, exactly when and where it occurred, and advises the employee that continued violations will result in formal disciplinary action. The employee should then be allowed to explain his or her side of the incident.

c. Formal Disciplinary Actions. Formal disciplinary actions consist of written reprimands, suspensions, involuntary reductions in grade or pay, and removals. Formal disciplinary actions are initiated by supervisors, but must be coordinated with the servicing CPO. The CPO staff assures appropriate oral or written coordination with the Labor Counselor on all formal disciplinary actions.

11-4. Written Reprimands.

a. General. Written reprimands are made by management officials for the purpose of correcting an employee's conduct, attitude, or work habits in order to maintain efficiency, discipline, and morale of the civilian work force.

b. Formal Written Reprimand.

(1) A formal written reprimand is appropriate for use when more stringent disciplinary action than an oral admonishment is warranted and the circumstances justify the inclusion of a record of the action in the employee's OPF. (Minimum period of retention is 1 year to a maximum period of 3 years.)

(2) Supervisory procedures before initiation of reprimand. When a supervisor considers that a written reprimand is required to correct misconduct on the part of a subordinate employee, the supervisor obtains all available information concerning the alleged misconduct. The supervisor discusses the incident with the employee to ensure that all the relevant facts are known and to afford the employee an opportunity to explain the basis for his/her actions. Since disciplinary action could result from this interview, supervisors should remember that employees may be entitled to representation during the interview. Supervisors should contact their MER specialist to determine appropriate procedures. If, during the interview, the employee presents an acceptable explanation for his/her conduct and the supervisor decides discipline is not warranted, the matter is closed and the employee so advised. If discipline is to be initiated, the supervisor should prepare a MFR of the meeting.

(3) Preparation of formal written reprimands. The CPO staff normally prepares the letter in final form for the signature of the appropriate supervisor. The CPO assures the letter of reprimand is consistent with governing regulations and local disciplinary policy and practices. The supervisor sends a DA Form 2496 (Disposition Form (DF)) to the CPO requesting an official Letter of Reprimand. The DA Form 2496 should contain as a minimum:

(a) A description of the violation, infraction, conduct, or offense for which the employee is being reprimanded in sufficient detail, to enable the employee to fully understand the charges against him/her. Such specifics as the time, place, and date and a description of the incident giving rise to the disciplinary action should be included.

(b) A statement that the reprimand is being made a matter of record and incorporated in the employee's OPF. The statement specifies the period (not less than 1 or more than 3 years) that the disciplinary action remains a matter of record.

(c) In the event a reprimand follows previous offenses and the action is considered a continuation of progressive discipline, the former incidents are recounted. Additionally, if the employee failed to take any remedial action previously directed, that fact should be included.

11-5. Withdrawal of Reprimand. A formal written reprimand is not permanent in nature and should be withdrawn from the OPF:

- a. upon expiration of the period specified in the letter of reprimand; or
- b. upon departure of the employee from the rolls of the employing activity to an installation or agency not serviced by the same CPO; or
- c. upon determination through an appropriate adjudicatory procedure or by an appropriate management official of the involved activity that the reprimand is unwarranted and must be withdrawn; or
- d. upon a determination by the initiating supervisor that the employee has sufficiently corrected his/her behavior and that the letter of reprimand has served its purpose.

11-6. Suspensions, Reduction in Grade or Pay, Removals.

a. General. Actions involving suspensions, reductions in grade or pay, and removals require a two-step process. They are generally applied to either repetitive offenses or first offenses of a more severe nature. Supervisors should consult with the appropriate MER specialist before taking any action.

b. Process. The process normally begins with the first line supervisor gathering evidence of the offense. The supervisor may or may not discuss the matter with the employee at this stage. If the matter is discussed with a bargaining employee, it is appropriate to have a union representative present if the employee so requests. The supervisor then forwards the evidence with an explanatory DA Form 2496 to the appropriate MER specialist. The DA Form 2496 should identify the offense and the penalty. The specialist then prepares a notice of proposed action for the supervisor's signature.

(1) Notices of proposed action identify the charge against the employee and the specific reasons for it. Aggravating factors on which the agency intends to rely for

imposition of an enhanced penalty, such as a prior disciplinary record or the seriousness of the offense, should be included in the notice of proposed discipline so that the employee has a fair opportunity to respond to those factors.

(2) In suspensions of 14 days or less, employees generally receive 10 days to reply. The remainder of actions covered are generally given 15 days to reply. These times can be extended if requested, in writing, and if the request is considered valid by the deciding official.

c. At the time a notice of proposed formal disciplinary action is issued, the CPO staff notifies the deciding official of his or her role. The deciding official is advised of procedural and legal requirements in formal disciplinary actions including the requirement to remain impartial and objective.

d. After hearing the employee's reply, or after the allotted time has expired if the employee fails to reply, the deciding official must review all the evidence provided. This official then makes a decision and forwards the decision on a DA Form 2496 to the appropriate MER specialist for preparation of a notice of decision. Decision notices contain information demonstrating that the deciding official has considered all of the information available, both aggravating and mitigating; explains what weight was given to the aggravating/mitigating factors cited in the proposal notice in reaching the final decision; and reflects the deliberation of such official concerning the reasons for arriving at the judgment that the employee did or did not commit the offense charged, as well as the reasons for selecting the specific penalty in question rather than another (lesser) one.

CHAPTER 12

GRIEVANCES AND APPEALS

12-1. General. The policy of DA, AR 690-700.771, is that all employees are treated fairly and equitably in all respects. Those who feel they have not been so treated have a right to present their grievances to appropriate management officials for prompt consideration and equitable decision. An employee may exercise this right in his/her own behalf or may elect to be accompanied, represented, and advised by a representative of his/her own choice. In exercising this right the employee and the employee's representative, if one is chosen, are unimpeded and free from restraint, coercion, discrimination, or reprisal. Inasmuch as dissatisfactions and disagreements arise occasionally in any work situation, the filing of a grievance by an employee is not construed as reflecting unfavorably on an employee's good standing, performance, or loyalty and desirability to the organization. Similarly, the occurrence of occasional grievances are not construed as reflecting unfavorably on the quality of supervision or on the general management of an organization.

12-2. Fort Hood Employees Use One of Two Grievance Procedures:

- a. bargaining unit employees use the negotiated grievance procedure.
- b. all other employees use the agency grievance procedure.

12-3. Matters Excluded From Agency Grievances are:

- a. The content of published regulation and policy. An employee may file a grievance if a local activity's regulations and policies violate those established by higher headquarters.
- b. A decision that can be appealed to the Merit System Protection Board (MSPB) or is subject to final administrative review by OPM or the Equal Employment Opportunity Commission (EEOC).
- c. Nonselection from a properly constituted referral list or certificate of candidates.
- d. A preliminary warning notice of action that, if effected, would be covered under the grievance system or excluded from coverage by paragraph (2) above.
- e. An action that terminates a temporary promotion within 2 years and returns the employee to the job from which the employee was temporarily promoted or reassigns or demotes the employee to a different job that is not at a lower grade or pay than the job from which the employee was temporarily promoted.
- f. The substance of major elements (critical and noncritical) of an employee's job or the content of performance standards.
- g. Granting or not granting performance award, quality increase, or honorary award. Adopting or not adopting suggestion or invention. Granting or not granting an award of the rank of meritorious or distinguished senior executive.
- h. A merit pay increase or the lack of a merit pay increase under the merit pay system.
- i. Any termination except a nonpreference eligible excepted service employee with more than 1 year of continuous service.
- j. The performance evaluation of a senior executive service member.
- k. The return of an employee from an initial appointment as a supervisor or manager to a nonsupervisory or nonmanagerial position for failure to satisfactorily complete the probationary period.
- l. An action needing to be settled per AR 690-1 (Civilian Applicant and Employee Security Program). When AR 690-1 does not apply, the action is considered per this regulation.
- m. The return of a senior executive service career appointee to the GS or another pay system during the 1 year period of probation or for less than fully successful executive performance.

- n. The reassignment of a senior executive service appointee following the appointee's receipt of an unsatisfactory performance rating.
- o. An action taken according to the terms of an agreement voluntarily entered into by an employee that either assigns the employee from one geographic location to another or returns an employee from an oversea assignment.
- p. A matter raised by a bargaining unit employee that is covered by the negotiated grievance procedure.
- q. The return of an employee from a term promotion of more than 2 but not more than 5 years to the job from which promoted or to a different job of equivalent grade and pay.
- r. Grievances filed after resignation or other separation action unless the former employee files a timely grievance eligible for consideration under the provisions of this regulation. The former employee must be entitled to personal relief for the grievance to be considered.
- s. Release of information and records from Army files under provisions of AR 340-17 (Release of Information and Records from Army Files).
- t. Matters that do not involve personal relief.

12-4. Matters Excluded From Negotiated Grievance are:

- a. Any claimed violation of Title 5, USC, Section 7321 (relating to prohibited political activities).
- b. Retirement, life insurance, or health insurance.
- c. A suspension or removal under Title 5, USC, Section 7532 (National Security).
- d. Any examination, certification, or appointment.
- e. The classification of any position which does not result in the reduction in grade or pay of an employee.
- f. Non-selection for placement or promotion from a group of properly ranked and certified candidates.
- g. Notices of proposed disciplinary actions.
- h. Content of performance standards and critical elements.
- i. Denial of within grade increases (WGI).
- j. Separation of probationary employees.

12-5. Procedures For Filing a Negotiated Grievance: Listed below are the basic steps. You should refer to the negotiated agreement for additional information regarding exceptions.

a. Step 1. The employee and his representative, if any, will present the grievance to the supervisor who has the authority to resolve the matter (normally the immediate supervisor) within 15 calendar days of the incident or decision giving rise to the grievance. At the outset of the meeting the supervisor will be informed that the grievance is at Step 1 of the procedure. The aggrieved employee should, if possible, be represented by the steward assigned to the area, if representation is desired. The supervisor will review the situation impartially and present the decision to the aggrieved employee and his representative, if any, within 7 calendar days after the grievance is presented.

b. Step 2. If the grievance is not resolved at Step 1, the grievant may elevate the grievance. In this case, the union must submit the properly completed grievance form to the CPO, ATTN: AFZF-CP-LR, within 7 calendar days of receipt of the Step 1 decision. The Labor Relations Office will make arrangements for an oral discussion of the matter between the grievant, the union representative, if any, and the level of supervision or the officials at the activity having the authority to make a decision on the matter involved in the grievance (normally head of division or office). The meeting will be held within 10 calendar days after receipt of the written Step 2 grievance by the Labor Relations Office. The supervisor or official hearing the grievance at Step 2 will present the

written decision through the CPO Labor Relations Office to the union within 10 calendar days of the Step 2 discussion. The decision will state the date, time, subject, parties present, their respective positions, and the decision regarding the matter.

c. Step 3. If no satisfactory settlement is reached at Step 2, the union may elevate the grievance to the appropriate deciding official. Normally this will be the director of the employees organizational element. In this case, the union must forward the properly completed form with the Step 2 decision to the CPO, ATTN: AFZF-CP-LR, within 7 calendar days of receipt of the Step 2 decision. The deciding official or his designated representative and the Labor Relations Office representative will meet with the employee and his representative, if any, within 14 calendar days after receipt of the grievance. The deciding official, through the CPO Labor Relations Office, will provide the union with a written decision attached to the grievance form within 20 calendar days after the meeting. The decision will state the date, time, subject, parties present, their respective positions and opinions, and the decision regarding the matter. The decision is final unless arbitration is invoked.

d. Only the union or management may invoke arbitration.

12-6. Procedures for Filing an Agency Grievance.

a. Informal Procedures. These procedures must be completed before a grievance may progress to the formal procedure unless the grievance involves a performance rating or one of the other exceptions listed in (3) below.

(1) First step.

(a) The employee and his/her representative (if any) present the grievance to the employee's immediate supervisor. Employees must tell the supervisor that this is the first step of the DA grievance procedure.

(b) The employee must present the grievance informally within 15 days of the action's occurring or of learning of its occurrence. Grievances over continuing conditions may be submitted at any time. The fact that an employee only recently learned of an occurrence does not automatically guarantee that the employee's grievance is timely. The employee must always exercise due diligence in his/her own behalf.

(c) When the supervisor receives the grievance, he/she tries to resolve it. If the issues raised are outside the supervisor's authority and responsibility, he/she must contact the officials who may be able to help.

(d) If the supervisor cannot resolve the grievance within 10 days of receiving it, he/she tells the employee and the employee's representative by the 10th day of their right to go to the second step. If the supervisor fails to tell the employee within the 10-day period that the grievance cannot be resolved, the employee can go to the second step on the 11th day. The supervisor must also tell the employee and his/her representative the time limit (7 days) for submitting the grievance at the second step.

(2) Second step.

(a) If the grievance is not resolved in the first step, either the employee or his/her representative must tell the supervisor that the employee wishes to go to the second step. This must be done within 7 days after the first step is completed.

(b) After being told that the grievance is going to the second step, the supervisor sets up a meeting within 10 days between the employee, the employee's representative, the supervisor, and the official(s) (below the commanding officer) having the authority to decide on the matters involved in the grievance. Management may choose to have a technical representative present at the meeting. The officials at the meeting need not be in a command line over the grievant. They may even be in a separate command. However, they must have authority to decide on the matters at issue.

(c) During this meeting, the grievance is considered informally. However, the official holding the meeting prepares a MFR. The MFR briefly summarizes the grievance, the consideration given it, the conclusions reached, and the course of action decided on during the meeting. All parties are given a copy of the MFR within 7 days after the meeting is completed.

(d) If an acceptable solution is not reached during the meeting, the MFR tells the employee of his/her right to submit the grievance formally. The MFR states the time limits for submitting a formal grievance and to whom it should be addressed.

(3) Exceptions to use of informal procedures.

(a) Grievances involving performance ratings will be filed formally only. The deciding official will be at least one level above the approver.

(b) Some grievances may be filed formally, without going through informal procedure if the appropriate waivers are signed. In these cases, the formal nature of the actions involved and the consideration given to the employee's position before issuing the decision substitutes for the informal procedure. Therefore, grievances involving the following issues may be filed under the formal procedure within 15 days of the decision or occurrence being grieved:

- 1 Request for withdrawal of a letter of reprimand.
- 2 Grievances stemming from suspensions for 14 days or less.
- 3 Grievances stemming from removals and suspensions of nonpreference eligible employees in the excepted service who have not less than 1 year of continuous service.
- 4 Grievances over management directed reassignments.
- 5 Grievances involving dissatisfaction with employee performance ratings.

(c) When management officials and the employee agree that the steps of the informal procedure would serve no useful purpose, either one or both steps may be waived. For example, steps may be waived if the employee and the supervisor have recently discussed the matters fully, but failed to reach a solution. Since this action fulfilled the requirements for the first step of the grievance procedure, it is unnecessary to repeat it. When management officials and the employee agree to waive one or both informal steps, management documents the reasons for the waiver in the grievance file. The employee and a management official sign the waiver.

(d) The informal steps may also be waived under certain special grievance procedures, i.e., grievances involving rating, ranking and referral under DA Career Programs, grievances involving allowances and travel and transportation benefits, procedures for challenging disapproval of a representative, grievances involving the interpretation of regulations and policies, and grievances against issues previously decided. Employees should contact their MER specialist for time limits and procedures on filing grievance in this category.

b. Formal Procedures. (Third Step).

(1) If a grievance cannot be resolved through the informal procedures or if those procedures have been waived, the employee may submit the grievance in writing. The grievance must explain the issues involved and the relief sought.

(a) The grievance must be submitted within 7 days of receiving the MFR of the informal meeting at the second step or within 7 days of signing the waiver agreeing to waive the first and second steps. A formal grievance may also be submitted under the following conditions:

- 1 If 7 days pass since the second-step meeting and no MFR is received from the official.
- 2 If 10 days pass since the second-step meeting was requested by the grievant but it was not held.

(b) The employee submits the grievance to the activity that can grant the relief sought or can recommend that it be granted. (For example, a complaint over inadequate parking from an employee of a tenant activity would be filed with the host activity for consideration.) The employee addresses the grievance through CPO, ATTN: MER Division, to the activity director. A grievance file is established by CPO at this time.

(2) The activity director (or his designee) tries to resolve the grievance. If it cannot be resolved to the employee's satisfaction within 10 days of its being filed, the activity director sends it to CPO, MER Division, to be forwarded to the appropriate United States Army Civilian Appellate Review Agency (USACARA) regional office for investigation and report. If the official is close to resolving the grievance, he/she may continue his/her efforts. However, the grievance must be forwarded to UBACARA after the 10-day period. If the grievance is resolved after an investigator is requested, USACARA must be notified.

(3) USACARA conducts an investigation and provides a written recommendation.

12-7. Grievance Decision.

a. Normally, the activity commander who can grant the relief sought in the grievance is the deciding official. However, under unusual circumstances or the special grievance procedures, a management official other than the activity commander may be the deciding official. The deciding official, except when the Secretary of the Army, must be at a higher level than any official previously involved in the grievance.

b. Deciding officials must fully and objectively consider the grievance and decide on it fairly. Decisions must be:

- (1) Based on the facts brought out during the grievance process.
- (2) Responsive to the employee's allegations, questions, or dissatisfactions.
- (3) Fully explained in clear terms.

c. Decision and Alternatives.

(1) When the deciding official accepts the USACARA investigators recommendation, the official notifies the employee of his or her decision within 15 days of receipt of USACARA report by the activity. This decision is final, issued in writing, and cover all recommendations included in the USACARA report. A copy of the USACARA report is an enclosure to the decision. The official sends a copy of the decision to the USACARA region within the 15-day time limit. The employee may not request a further review of the same grievance or any of the issues contained therein.

(2) The deciding official may decide to grant the personal relief sought by the employee at any time and may do so without regard to the recommendations of the USACARA investigator.

(3) If the official who would normally make the decision believes that the USACARA findings and recommendations should be rejected, he or she may request that a higher level commander review the USACARA report and decide on the grievance. For Fort Hood, the higher level commander would be HQ, FORSCOM. Grievances are forwarded for higher level review through CPO.

CHAPTER 13

AWARDS

13-1. Incentive Awards

a. A major objective of the incentive awards program is to provide a means of officially recognizing quality performance in employees and to demonstrate the high value placed on their contributions. The latitude is available to use honorary and/or cash awards, as appropriate, to provide the recognition due each employee. By selection of an appropriate award, to be given at the proper time, not only are deserving employees rewarded but the effort aids in creating and maintaining a team spirit among the staff. Recognition efforts return maximum benefits if a sincere and continuing interest is demonstrated in the work force as individuals. Employees need to know the time, effort, and talent which they contribute does not go unnoticed. Specific procedures for completing nominating documents are set forth in AR 672-20 and FH Cir 672-86-20 (Incentive Awards). All nominations are forwarded to CPO, Incentive Awards. Refer questions to Incentive Awards Office, 288-2010.

b. Honorary awards available for consideration as a means of recognition for a deserving employee are as follows:

(1) Letter of Appreciation. A letter may be awarded for a small or large contribution, be for a period of 1 day or several years, and may be for a group or an individual. When an employee's effort does not meet the criteria for a higher award, a Letter of Appreciation can provide the motivation to expend the effort that earns higher recognition.

(2) Certificate of Achievement. Eligibility is determined by measuring the contribution against the level of achievement defined below. The employee receives a DA Form 2442, Certificate of Achievement.

(a) The employee accomplished assigned duties in a commendable manner, demonstrating skill and initiative in devising and improving work methods and procedures which result in saving of manpower, time, space, or materials.

(b) Significantly improve employee morale and job performance.

(c) By personal diligence or initiative the employee was directly responsible for meeting mission requirements or special workload projects involving unexpected difficulties and operational demands.

(3) Civilian Employees of the Quarter. The nominees selected receive a DA Form 2442 signed by the Commanding General. All other nominees receive a letter of appreciation signed by the CPO.

(a) No specific criteria is established. Justification for the award could be for a special act, overall job performance of a high quality, continually outstanding service to military members, or other performance which may warrant special recognition. All WG, GS employees, at any grade level, and NAF employees may be considered. The period covered is one full quarter, e.g., 1 January through 31 March, or for a specific one-time act during the quarter.

(b) Justification is in narrative form not exceeding one typewritten page. The narrative cites specific reasons and details rather than general or superlative statements. The justification is submitted IAW the letter announcing the previous quarters winners. A selection committee reviews each nomination and then members will vote based on individual judgment of each nomination's merit.

(4) Commander's Award for Civilian Service. The award consists of a certificate, medal and lapel pin, and is the third highest DA honorary award that may be given a civilian employee. The award may be approved by any commander at the O-6 level and above, commanders exercising court-martial authority, agency head, or subordinate official of general officer rank or civilian equivalent. When the local commander does not have approval authority, nominations are processed through command or agency channels to the first level where there is approval authority. All employees, appropriated and NAF, U.S. Citizen and foreign national, are eligible for consideration. A nomination will normally cover a minimum period of 1 year of service. Eligibility for the Commander's Award is determined by measuring contributions to the activity against the level of achievement defined below:

(a) Accomplished supervisory or nonsupervisory duties in an outstanding manner establishing an example of achievement for others to emulate.

(b) Demonstrated initiative and skill in devising new or improved equipment, work methods, and procedures; or conceiving inventions resulting in considerable savings in manpower, time, space, materials, or other items of expense; or improved safety, or health of the activity work force.

(c) Demonstrated leadership in performing assigned duties which resulted in the improved productivity of the unit to which assigned.

(d) Rendered professional or public relations service which resulted in considerable favorable publicity in the general area in which the activity or installation is located.

(e) Demonstrated courage or competence in an emergency while performing assigned duties resulting in benefit to the Government or its personnel.

c. Cash awards are also appropriate for presentation to an employee or a group of employees whose performance merits special recognition. All nominations for cash awards should be received in the CPO within 30 days after the ending date for which the nomination is made. A date must be entered on all signature blocks to reflect the date of signature. These awards and the criteria for each are as follows:

(1) Performance Award (PA). Consists of a monetary award and a DA Form 2443 (Commendation Certificate) given in recognition of high level performance for a specific rating period. PAs are used to recognize all appropriated fund employees except Senior Executive Service (SES) employees. For an employee with a fully successful rating to be eligible, at least one critical element must be exceeded. GM (formerly Merit Pay) employees rated exceptional must receive a performance award. Documentation consists of a rating of record for the most recent rating period (within 30 days of approval) of exceptional, highly successful, or fully successful which shows how the employee exceeded the performance standards for the job elements. Performance awards are computed as a percentage of pay with a maximum award of 10 percent of employees' rate of basic pay. Fort Hood's guidance on award levels and approval levels are published in Fort Hood Cir 672-86-20.

(2) Special Act or Service Award. A monetary award in recognition of a meritorious personal effort, act, service, or scientific achievement performed within or without assigned job responsibilities which contributed to efficiency, economy, or other improvement of Government operations or is otherwise in the public interest. The employee receives a lump sum cash award (computed IAW the Suggestion Awards Scale) and a DA Form 2443. The On-the-Spot (OTS) cash award is a small cash special act or service award (\$25 to \$250) which may be given by a supervisor for day-to-day worksite accomplishments.

(3) Quality Step Increase (QSI). Consists of an additional within-grade pay increase and a DA Form 2443 given in recognition of high-quality performance significantly above that ordinarily required to accomplish the duties of the concerned position. GS employees with an exceptional rating of record are eligible for consideration. Documentation consists of an exceptional rating of record for the current rating period. The nomination should be submitted within 30 days of approval of the rating of record. The employee may not receive more than one QSI in any 52 week period. Fort Hood's guidance is published in FH Cir 672-86-20.

d. Higher level honorary awards, where the nomination must meet more stringent requirements, are available for consideration. They include but are not limited to: Certificate of Appreciation for Patriotic Civilian Service, Meritorious Civilian Service Award, Decoration for Exceptional Civilian Service, the President's Award for Distinguished Federal Civilian Service, and DOD Distinguished Civilian Service Award.

e. While a performance rating above fully successful is not considered an award (it is a rating that has been earned) it is still a higher form of recognition than some of those listed above. For details concerning performance rating procedures see chapter 10.

13-2. Career Service Recognition. Not all employees are able to achieve levels of performance that qualify them for awards yet their dependable efforts help make the career civil service the foundation of honest and efficient government. To recognize employees length of service, a career service emblem and a DA Certificate of Service are presented. Service awards are given beginning with 10 years of Federal service and every 10 years after that. For employees with 30 years or more service, the certificate is signed by the Commanding General and presented during the monthly Civilian Retirement and Awards Ceremony.

13-3. References: FPM 451 (Incentive Awards), AR 672-20, and FH Circular 672-86-20.

CHAPTER 14

POSITION MANAGEMENT AND CLASSIFICATION

14-1. Position Management.

a. Position management is the process of assigning duties and responsibilities to positions so as to provide for the effective and economical accomplishment of assigned functions. It is the responsibility of all levels of management to ensure effective position management in their organizations.

b. Commanding officers are responsible for overall position management objectives. The Commanding General, HQ, III Corps and Fort Hood, has delegated authority and responsibility for position management objectives to the Garrison Commander who is officially designated as the Position Management Officer. Commanding officers of other activities serviced either personally perform or have officially delegated the responsibilities of position management officer. The Position Management and Classification Division provides staff advice and assistance relating to position management to commanders, position management officers, and supervisors. FH Reg 690-13 (Position Management and Classification) provides additional information and instructions concerning the program.

c. DA has established certain goals and/or constraints relating to average grade. DA has established a goal for all activities to maintain an average grade level which does not exceed what the activities' GS average grade was on 30 September 1979, and 30 September 1982 for the FWS.

14-2. Job Description.

a. There is a DA Form 374 (Official Job Description) for each position. A properly certified and evaluated job description is an official document which describes the major duties and responsibilities assigned to a position and which indicates the official title, series, grade and pay category of that position. Supervisors assign duties and responsibilities to positions. Employees should be included in the process of developing draft job descriptions for their positions by either assisting in the development of the actual drafts or providing information to supervisors and/or position classification specialists. Employees should agree that job descriptions describe the major duties and responsibilities they are required to perform. Management has the final authority to determine which duties and responsibilities are assigned to and performed by a particular position. Usually the final decision as to duty assignment is made by the immediate supervisor. However, through the position management review process, higher levels of management may specify the assignment of duties to a position.

b. Job descriptions do not list every specific task employees may be required to perform. An employee does not have any basis to refuse to perform a specific task or duty even though it is not specifically mentioned in their job description. Job descriptions should include only the major duties in clear and concise statements. Unnecessary detail of specific tasks or minor duties, flowery phrases and excessive length should be avoided. As a general rule, job descriptions should not exceed the DA Form 374 and one page in length for non-Factor Evaluation System (FES) positions and the form and two pages for FES positions.

c. An employee can also be temporarily assigned to perform major duties other than those in their job descriptions. Additional guidance concerning such actions is in chapter 7, paragraphs 6 and 7 of this guide.

d. If the duties have changed significantly and permanently, the position must be redescribed. A revised draft job description is prepared and sent along with an SF 52 to the CPO. A position classification specialist prepares the final job description based upon information contained in the draft and/or information obtained during a desk audit. The supervisor then certifies the accuracy of the duties and responsibilities assigned to the position.

e. Employees who think their job descriptions are not accurate should discuss the situation with their supervisors. Supervisors and/or employees may contact the servicing position classification specialist if they need assistance in determining whether or not the job description should be revised.

14-3. Position Classification.

a. The authority to classify jobs as to pay category, title, series, and grade is delegated to qualified position classification specialists. After job accuracy has been properly certified by supervisors, a position classification specialist assigns a title,

pay category, series code and grade to the position and certifies that such have been assigned IAW OPM, DOD and/or DA position classification standards.

b. Position classification standards are available for review by supervisors or employees in the CPO. As a general rule, standards cannot be removed from the office. A position classification specialist is usually available to explain standards. The standards provide criteria which determine the title, series and grade of duties assigned to positions. As a general rule, the following factors DO NOT influence the grade of a position: personal qualifications or experience of incumbents, the quality of the incumbent's performance, the quantity of work performed, or the rank/grade of the employee's supervisor.

14-4. Position Review. Both Federal and Army personnel management guidance suggests that jobs be periodically reviewed to ensure that the job descriptions remain accurate. For many of the jobs serviced by this office, the requirement is being met through studies conducted in association with the Commercial Activities (CA) and Army's Efficiency Review (ER) programs. Other organizations that are not immediately subject to these programs may be subject to review through formal position management and classification surveys. When organizations have not been studied by any of these techniques for a considerable period (2 to 3 years), a random sample of the jobs involved may be selected for spot audit to ensure job descriptions' accuracy. Reports on all of these activities are provided to management officials in order to support proper personnel and position management.

14-5. Classification Appeals and Oral Complaints.

a. General. This guidance gives notice of procedures under which an employee may seek adjustment of the pay category, title, series or grade of the position that he/she personally occupies. Employees have a proper right to seek adjustment to the classification of their positions and are assured that they may exercise this right without fear of reprisal or future prejudice. This guidance applies to all civilian employees paid from appropriated funds who receive position classification services from the Fort Hood CPO.

b. Exclusions. The following matters are excluded from consideration under governing regulations:

(1) The narrative accuracy of job descriptions is not considered under these procedures. Any such issue must be settled between the employee and appropriate supervisor(s) or resolved by the designated position management officer if necessary. If a question of job accuracy arises during a classification complaint or appeal process, it must be resolved before this guidance can be applied.

(2) Employees may not appeal OPM position classification or job grading standards, DA classification guidance, wage schedules, or rates.

(3) Employees may not appeal the classification of a position to which they are detailed or temporarily promoted.

(4) This guidance is inapplicable to matters properly handled under FPM chapter 771 (grievances) or 752 (adverse actions).

(5) An employee may not use these procedures when the classification of his/her official position:

(a) Is, or without major changes has been, the subject of an appeal through OPM channels.

(b) Is being, or has been, considered in the course of an adverse action appeal.

c. Representation. An employee has the right to be assisted in preparing and presenting an oral classification complaint or position classification appeal by a representative of his or her own choosing. The representative may not be a member of the servicing CPO staff, a supervisor or manager in the employee's command channels, or a member of the USACARA.

d. Definitions.

(1) Oral classification complaint. An oral classification complaint is an employee's informal request for a review, at the activity level, of the pay category, title, series, and/or grade of his/her currently occupied position.

(2) **Position classification appeal.** A position classification appeal is a formal request by an employee to a higher than local level authority seeking a change to the pay category, title, series, and/or grade of his/her currently occupied position. The appeal process is strictly a review of related documentary records; there is no provision for a personal appearance by the employee or representative.

e. **Procedures.**

(1) **Oral classification complaint.** An employee may lodge an oral classification complaint at any time provided that it pertains to the official position that he/she currently occupies. Such a complaint should be presented to the immediate supervisor, and the supervisor provides ample opportunity for full presentation of the employee's case. The supervisor discusses the matter with the employee and explains the basis of the classification, with assistance of a staff classifier as necessary. If the employee is satisfied, no further action is taken. If a classification change is required, it is done promptly and the case is closed. Employees are encouraged to make an oral complaint prior to filing a formal appeal, but it is not mandatory.

(2) **DA position classification appeals.**

(a) While GS employees may elect to use this channel of appeal, all FWS employees are required to complete this procedure prior to possibly proceeding further to OPM. Such appeals must be submitted in the following written format and contain the indicated information:

Subject: Position Classification Appeal - (Appellant's name)

Thru: (Chain of command)

To: Fort Hood CPO

1. Reference is made to AR 690-500 (Position Classification Pay and Allowances) chapter 501, subchapter 8.

2. I hereby appeal the classification of the position to which I am now officially assigned. The following information is furnished as required by reference:

- a. Name of appellant:
- b. Complete organizational location including installation, branch, section, etc.:
- c. Current job number and classification:
- d. Job classification requested:
- e. Appellant's representative, if any:
- f. Reasoning supporting this request: (add attachments as desired)

(Typed name and signature of appellant)

(b) Upon receipt of an appeal, the CPO staff assembles supporting documentation essential to the review process and prepares a complete package for submission to the appropriate review authority. The appellant is offered an opportunity to review these materials and add any desired comments prior to transmittal.

(c) Every effort is made to provide a decision within 60 days of receipt of the appeal in the Fort Hood CPO. The decision of the appellate command is final within Army, and cases are not reopened without the presence of new and clearly important information.

f. **OPM Position Classification Appeal.**

(1) GS employees at any time, and FWS employees after receipt of an unfavorable Army appeal decision, may file a classification appeal with OPM. This type of appeal may be sent directly to OPM or addressed through the Fort Hood CPO to OPM. The latter route is probably administratively faster because in either case the CPO is required to provide OPM with supplemental documentations essential to the review process. For those who wish to appeal directly to OPM, the proper address is:

Director Southwest Region
U.S. Office of Personnel Management
1100 Commerce Street
Dallas, TX 75242

(2) OPM classification appeals have no specific format but must include the following information:

- The employee's name, mailing address, and office telephone number;
- Employing agency, and the address of the local headquarters;
- Exact location of the employee's position within the agency (e.g., directorate, division, branch, section, unit, etc.);
- Employee's current title, series, and grade;
- Requested title, series, grade or other classification action desired;
- A copy of the employee's official position description, with a statement that the employee agrees with its narrative accuracy (note that this must be resolved before an appeal decision can be decided);
- Reasons why the employee believes the position is erroneously classified or why the position should be brought under or excluded from the general schedule. The employee may also include a statement of facts which he or she thinks may affect the final classification decision. The employee should make reference to position classification standards which support his or her point of view, and address specific areas of disagreement with the agency's evaluation statement.
- Name, address, and business telephone number of the employee's representative, where appropriate;
- Information on other decided or pending appeals, complaints, or administrative decisions where the classification of the same position is or was an issue.

(3) FWS appeals are decided based on the record established in the Army review of the employee's agency appeal. A complete file of the Army review record is forwarded for OPM consideration.

(4) OPM classification appeal decisions are final and binding; an employee has no further right to classification appeal.

g. **Effective Dates.** Any corrective actions required as a result of appeal decisions are effected in a timely manner. This is normally within four pay periods of the decision for GS employees, and within 60 days of the appeal for FWS employees. Retroactive effective dates are possible only in certain cases in which an employee has suffered an actual loss of previously held grade or pay. Specific requirements necessary to the preservation of back pay eligibility is provided in the notification of decision letter given to the employee in any applicable circumstance.

h. **Reference:**

- (1) AR 690-500, subchapter 501.8.
- (2) FPM 511 (Classification Under the General Schedule), subchapter 6 and 7.
- (3) FPM Supplement 532-1 (Federal Wage System), subchapter 7.

14-6. **Federal Wage Survey.** Fort Hood serves as the host installation for the Waco Area FWS. The Chief, Position Management and Classification Division, serves as the chairman of the local wage survey committee. The committee is composed of three voting members: the chairman, a management member selected by the chairman, and a union member nominated by AFGE. The committee is responsible for conducting the survey which secures data concerning pay rates for WG employees in private industry. This data is then provided to the DOD Wage Fixing Authority. DOD uses this data to determine Federal wage rates IAW procedures established by law and OPM regulation. A full scale wage survey is conducted each odd numbered calendar year and a telephone wage change survey each even numbered year during the month of May. Revised rates are usually effective in late July or early August. The pay rates for FWS employees in other geographic areas are determined by similar surveys conducted in their local area.

14-7. **Environmental Pay.**

a. The following explains policies, responsibilities, and procedures necessary to implement payment of environmental differentials to FWS employees who are exposed to hazards, physical hardship, or working conditions of an unusually severe nature.

b. **Definitions.**

(1) **Environmental differential.** Additional pay authorized, as specified in FPM Supplement 532.1 S8-7, for a categorized situation involving:

- (a) exposure to a hazard of an unusual nature,

- (b) a physical hardship of an unusual nature, or
- (c) a working condition of an unusual nature.

(2) Hazard of an unusual nature. Exposure to a work situation category which could result in significant injury, illness, or death when the hazard is not practically eliminated by protective facilities.

(3) Physical hardship of an unusual nature. Exposure to a work situation category which causes significant physical discomfort or distress not practically eliminated by protective devices.

(4) Working condition of an unusual nature. Exposure to conditions which cause significant:

(a) distress or discomfort in the form of nausea, skin, eye, ear, or nose irritation; or

(b) conditions which cause abnormal soil of body and clothing, and

(c) distress or discomfort is not practically eliminated by protective clothing and equipment.

(5) Differential rate. Rates authorized for various categories of exposure are as prescribed in FPM Supplement 532-1, appendix J.

(a) Amount of differential is determined by multiplying the percentage rate authorized for the described exposure by the second step of the WG 10 on the current regular nonsupervisory wage schedule, counting one half cent and over as a full cent.

(b) This amount is paid to each WG employee who qualifies for the authorized environmental differential, regardless of the grade level of the employee.

c. Policies.

(1) Management officials initiate action to eliminate or reduce to the lowest possible level all hazards, physical hardship, or working conditions of an unusual nature. Environmental differentials are not intended to condone work practices which circumvent established safety and health practices and procedures.

(2) WG employees are compensated for exposure to environmental conditions of an unusual nature when action cannot be taken to practically eliminate the condition which causes the hazards, physical hardship, or working condition of an unusual nature.

(3) OPM determines and publishes environmental differential pay plans to include additions, deletions, or changes. These issuances are available in the CPO. Additionally copies are distributed to subordinate commanders and principal staff officers as required to assure proper administration.

(4) Environmental differentials are a part of the employee's basic rate of pay.

(5) Environmental conditions relating to hazard, physical hardships, or working conditions, as contained in the current OPM issuance, are not taken into consideration in the job grading process.

(6) Method of payment and illustrations of specific situations are outlined in appendix D. Jobs for which environmental differential pay may be authorized are listed in appendix E.

(7) All payments of environmental differential must be properly documented and certified on employee time cards.

d. Installation Commander Responsibilities.

The Installation Commander:

(1) assures that a program is established and maintained to determine eligibility of employees for payment of environmental differentials within categories of work and situations enumerated in the OPM governing issuance.

(2) establishes and delegates authority (described in e. below) to an ad hoc committee consisting of the following individuals or their representatives:

(a) Chief, Position Management and Classification Division, CPO (ad hoc committee chairman);

- (b) Safety Officer;
- (c) Chief, Environmental Sciences Section, Health and Environmental Activity, MEDDAC; and
- (d) appropriate managers/supervisors.

(3) Authorizes supervisory personnel to sign time cards certifying appropriate payment of environmental differentials within locally approved categories.

e. Environmental Differential Ad Hoc Committee Responsibilities.

The Ad Hoc Committee:

(1) evaluates local situations against OPM guidelines to identify and make recommendations concerning payment of environmental differential to the CPO, who acts on these recommendations.

(2) assures coordination with operating officials, employee organizations, and employees in making determinations required by paragraph (1) above.

(3) completes all local category recommendations within 60 calendar days, following the session at which an issue is initially discussed.

f. Civilian Personnel Office Responsibilities.

The CPO:

(1) advises and assists all concerned in equitable administration of this program.

(2) approves or disapproves payability of environmental differential categories based upon analysis of OPM regulations and the recommendations of Environmental Differential Ad Hoc Committee.

(3) serves as local regulatory proponent for the program.

(4) reviews and forwards to higher authority those situations which either:

(a) cannot be resolved locally or,

(b) represent future potential additions to approved lists.

(5) participates in training required to familiarize supervisors and employees in documenting exposure situations for reporting and pay computation purposes.

(6) conducts periodic spot-checks of payments under this program to ensure administrative compliance.

g. Comptroller Finance and Accounting Office Responsibilities.

The Finance and Accounting Office:

(1) maintains current file of all schedules and rates approved by the CPO.

(2) computes and includes environmental differential pay in biweekly checks for employees to whom such differentials have accrued.

(3) maintains and provides to the CPO copies of such data that enable continued cost analysis of environmental differentials paid.

h. Supervisors' Responsibilities.

Supervisors:

(1) constantly assess their operations to identify situations or conditions which possibly warrant authorization for environmental differentials.

(2) are knowledgeable and accurate in their time card certification responsibility.

(3) maintain sufficient records of circumstances warranting payment under this program to permit post-audit by proper authorities.

(4) supervisors become familiar with those jobs under their supervision, listed in appendix E, which may be entitled to environmental differential pay.

i. Employees' Responsibilities.

Employees:

- (1) cooperate fully in reporting exposure time as required.
- (2) are alert to abnormal situations requiring access or exposure of undesignated personnel to situations or conditions previously approved for differential payment.
- (3) report accordingly to their supervisors in order that undesignated personnel are properly considered and necessary administrative determinations and approval are accomplished.

j. Time cards. Supervisors properly authenticate employee time cards for differential payment in categories that have been approved by the CPO.

14-8. Hazard Pay.

a. The following explains policies, responsibilities, and procedures necessary to implement payment of hazard differential to GS and merit pay system employees who may be required to perform irregular or intermittent duties involving unusual physical hardships or hazards.

b. Definitions.

(1) Hazardous duty. A duty performed under circumstances in which an accident could result in serious injury or death such as a duty performed on a high structure where protective facilities are not provided or on an open structure where adverse conditions such as darkness, lighting, steady rain, or high wind velocity exist.

(2) Duty involving physical hardship. A duty which may not in itself be hazardous but which causes extreme physical discomfort or distress and which is not adequately alleviated by protective or mechanical devices such as duty requiring exposure to extreme temperatures for a long period of time; a duty involving arduous physical exertion, such as duty which must be performed in cramped conditions; a duty involving exposure to fumes, dust, or noise, which causes nausea, skin, eye, ear, or nose irritation.

(3) Hazard pay differential. This means additional pay for the performance of irregular or intermittent hazardous duty or duty involving physical hardship.

c. Policies.

(1) Management officials initiate action to reduce to the lowest possible level all job hazards and physical hardships of an unusual nature.

(2) GS and GM employees are paid prescribed differentials for irregular or intermittent exposure to hazardous conditions when such exposure has not been taken into consideration in the classification of the employees' jobs.

(3) Regular exposure to hazardous conditions and physical hardships are taken into account in the classification of GS/GM positions. This does not necessarily affect the grades of such jobs.

(4) Differential is paid only for properly authorized work. Differential is not paid to an employee who personally undertakes to perform a hazardous duty on his or her own, without proper authorization either expressed or implied.

(5) Hazard pay differential is in addition to any other pay or allowances payable under other statutes. It shall not be considered part of basic pay nor used to compute any additional pay or allowance payable under another statute.

(6) Hazard pay differential is paid for all hours in a pay status on the shift during which the hazardous duty is performed. A continuous period of payable hours (including overtime) which occurs during more than 1 calendar day is credited to the day on which the work period began.

d. Installation Commander Responsibilities.

The Installation Commander:

(1) assures that a program is established and maintained to determine entitlement of employees to Hazard Pay Differentials within the spirit and intent of the OPM regulations.

(2) establishes and delegates authority (described in following section) to an ad hoc committee consisting of the following individuals or their representatives:

(a) Chief, Position Management and Classification Division, CPO (Ad Hoc committee chairman)

(b) Safety Officer

(c) Chief, Preventive Medicine Service, MEDDAC, and,

(d) appropriate managers/supervisors.

(3) authorizes supervisory personnel to sign timecards certifying subordinates' work hours which are performed under conditions approved by the CPO for payment.

e. Hazard Differential Ad Hoc Committee Responsibilities.

(1) evaluates local situations against OPM guidelines and makes formal recommendations to the CPO concerning payability of hazards in serviced areas.

(2) assures coordination with operating officials, employees organizations, and employees during situational analysis leading to recommendations.

(3) completes all local category recommendations within 30 calendar days following the session at which an issue is initially discussed.

f. CPO Responsibilities.

The CPO:

(1) advises and assists all concerned in equitable administration of this program.

(2) approves or disapproves payability of hazard pay differential requests based upon analysis of OPM regulations and the recommendations of the Hazard Pay Differential Ad Hoc Committee.

(3) serves as local regulatory proponent for the program.

(4) reviews and forwards to higher authority those situations which either

(a) cannot be resolved locally, or

(b) represent future potential additions to OPM approval lists.

(5) participates in training required to familiarize supervisors and employees in documenting exposure situations for reporting and pay computation purposes.

(6) notifies Finance and Accounting of all individual cases which warrant payment.

g. Finance and Accounting Responsibilities.

The Finance and Accounting Office:

(1) suspends differential computation until specific cases have been approved for payment by the CPO.

(2) computes and includes hazard pay differential in biweekly checks for employees for whom such differentials have been approved.

(3) maintains and provides to CPO Position Management and Classification Division (AFZF-CP-P) copies of such data as will enable continuing cost analysis of environmental differentials paid.

h. Managers' and Supervisors' Responsibilities.

Managers and Supervisors:

(1) stress job safety and minimize work situations which may require payment of hazard pay differential.

(2) monitor their work operations and request assessment by CPO (APZF-CP-P) of situations which may warrant payment of hazard differential.

(3) certify hazard pay hours on employee time cards following CPO verification of payability; this may require corrected time cards due to time constraints.

(4) maintain sufficient records of circumstances which warranted payment under this program to permit post audit by proper authorities.

i. Employees' Responsibilities.

Employees:

- (1) work safely, employing all protective procedures and devices provided.
- (2) participate fully in studies of working conditions to identify hazards.
- (3) report to supervisors those work situations which may be hazardous.
- (4) perform hazardous duties only when authorized to do so by their chain-of-command officials.

j. Regulatory Base. This local guidance implements the intent of Title 5, United States Code, Section 5545(d) The OPM regulation which clarifies the intent of that section is contained in FPM Supl 990-2 (Hours of Duty, Pay, and Leave, Annotated) book 550, subchapter S9. These documents are available for review in the CPO.

CHAPTER 15

TRAINING AND DEVELOPMENT

15-1. Training Policy.

a. It is the policy of the Army and Fort Hood to make available at government expense training opportunities that improve or enhance employee job skills or knowledges in performance of officially assigned duties.

b. Employees are also encouraged to pursue a personal development program during their off-duty hours and at their own expense.

c. Assignment to training and/or development programs are made without regard to race, creed, color, national origin, sex or age.

15-2. Training at Government Expense. The supervisor recommends employees for training. Duty time or financial assistance can be given when the training is necessary to improve or enhance performance of officially assigned duties. Officially assigned duties are those duties described in the employee job description or those duties which will be included in the near future as a result of mission or program changes.

15-3. Determining Training Needs.

a. Employee performance evaluation is a continual process, but at least once a year the supervisor must formally document employee performance (during the annual performance appraisal process) and make recommendations as to actions required to keep the employee at his/her highest productive level. One course of action may be OJT or attendance at a formal training course away from the job.

b. Each year the CPO Training and Development Division requests all supervisors to send in employees' projected training needs for the following fiscal year. The results of this annual inventory of training needs are reviewed and consolidated by this office. The information is used in planning a training program that serves the needs of the work force. The information is published in a fiscal year installation training plan. This inventory also gives the supervisor an idea of how much money to ask for during the budgeting cycle to support the training program.

c. The Training and Development Division is responsible for administering the overall training and development program but each activity is responsible for identifying training needs, scheduling employees for training, and paying the cost of training for its employees. If training quotas and/or money are not available, the employee cannot be scheduled to attend. If the supervisor cannot spare the employee for training because of mission necessity, the employee will not attend.

15-4. Sources of Training.

a. The primary source of training is OJT. The supervisor or an experienced worker provides instruction on how to complete a specific task or job. Sometimes OJT must be supplemented by formal classroom instruction or by correspondence courses. The activity pays all costs associated with training, i.e., tuition and related fees, travel and per diem. Training time is considered hours worked. Generally, overtime for the purpose of attending training is not authorized.

b. Off-the-job training can be obtained from either government or nongovernment facilities. Priority consideration is given to government facilities: first on post, then off-post. All types of training are offered: executive, supervisory, professional, engineering, scientific, medical, technical, administrative, clerical, trades and crafts, and orientation.

c. A supervisor may send an employee to a college or university if it is determined that a similar quality course is not available from a government source or if it is more cost effective. After approval of the nomination, the employee registers at the college. The employee may attend either in an on-duty or off-duty status.

d. Another, and quite popular, source of training is through correspondence. There are both government and nongovernment sources of correspondence training. The material is mailed directly to the employee. The Army has an excellent program at no cost; courses are described in DA Pamphlet 351-20 (Army Correspondence Course Program Catalog). Private industry and other government agencies also offer job-related courses. There is usually a charge to the activity for these courses.

15-5. Special Training Programs. This office is also responsible for monitoring all special emphasis training programs. Examples include:

a. **Executive Development.** A program to improve the managerial skills of merit pay employees grade GM-13 and above, and high potential managers in grades GS-12 and GS-13.

b. **Supervisory.** Providing mandatory training for new supervisors or refresher training for more experienced supervisors.

c. **Upward Mobility Program.** A program to assist lower-graded employees reach their highest working potential in noncareer program, nonsupervisory, or nonprofessional occupations. Assistance is provided through career counseling, encouraging management to establish trainee positions, providing information, or through offering training opportunities to polish job skills.

d. **VRA Appointments.** Veterans appointed under this excepted appointment are required to undertake a personal development program as well as complete an OJT program established by the supervisor.

15-6. **Self-Development.** The government offers some excellent job-related training opportunities, but the employee retains the primary responsibility for developing himself/herself. Work seniority does not entitle an employee to automatically move up the ladder for promotion in an occupation nor a right to crossover into a different occupation. The employee must possess the necessary qualifications and compete with others in the work force. Education at an accredited college or university is one way to gain qualifications. It is up to the employee to finance his/her personal development plan. If the personal goal touches on or coincides with the organizational goal, then the government might be able to provide assistance in those areas. There may also be some training or education which is job-related but which the supervisor (or activity chief) does not deem necessary. In this instance, the training might be pursued as a self-development program, on personal time and money. If the training or education is during duty hours the supervisor must determine if he/she can approve annual leave during that period of time.

CHAPTER 16

DA CAREER PROGRAM MANAGEMENT

16-1. Objectives. The primary objective of career management is to attract, develop, and retain the civilian manpower needed to meet the Army's continuing and future staffing requirements in the scientific, professional, managerial, and technical occupations.

16-2. Programs. Career programs have been established for Civilian Personnel Administration, Comptroller/Financial Management, Safety Management, Supply Management, Contracting and Acquisition, Quality and Reliability Assurance, Materiel Maintenance Management, Engineers and Scientists, Intelligence, Quality Assurance Specialists (Ammunition Surveillance), Librarians, Public Affairs and Communications Media, Automatic Data Processing, Transportation Management, Communications, Manpower and Force Management, Housing Management, Equal Employment Opportunity, Commissary Management, Records Management, Education, Training, and Ammunitions Specialists. Movement of career employees to other jobs and activities, as necessary, to provide for breadth of experience and career knowledge and abilities is a vital part of career management. Therefore, mobility to accept assignments that are in the best interest of the Army is encouraged.

16-3. Registration and Referral. A central inventory of career program registrants is established at Headquarters, DA, or at designated Major Army Command (MACOM) headquarters for identified grade levels. Central inventories are also maintained at DOD level for designated career fields. Positions at grade levels covered by central inventories are not announced. Instead, referral lists are prepared from the inventory. Information concerning career program registration requirements and referral levels may be obtained by contacting the Recruitment and Placement Division.

CHAPTER 17

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

17-1. General. Employment practices in DA and at Fort Hood demonstrate full adherence to the letter and spirit of Federal government policy guaranteeing equal employment opportunity to all persons without regard to age, race, religion, sex, color, national origin or handicap. A handicap cannot preclude employment so long as disabilities are unrelated to abilities to perform the duties of a position and employment will not constitute a hazard to the employee, other employees, or property. Members of minority groups receive full and impartial consideration for initial employment; possess equal standing and security as Army employees; and enjoy equal opportunity to receive training, to develop skills, and to advance from a job and career standpoint. Activities, facilities, services, and training programs operated, sponsored, or participated in by this installation are made available to employees without segregation or discrimination based on race, religion, color, sex, age, national origin, or handicap.

17-2. Discrimination Complaints. Individuals who believe they have been subjected to discrimination in the above matters should use the complaint procedures prescribed by AR 690-600 (Equal Employment Opportunity Discrimination Complaints) without fear of coercion or reprisal. Employees may contact either the EEO office or any EEO counselor for assistance or additional information. The names and phone numbers of the EEO officer and counselors are listed on the EEO poster which is posted on all official bulletin boards. Complaints are impartially processed and investigated. Supervisors and management officials should cooperate during all stages of EEO complaint processing, to include inquiries by the EEO counselor during the informal inquiry and by the EEO officer and the U.S. Army Civilian Appellate Review Agency (USACARA) at the formal complaint stage. Supervisors may contact the EEO officer at any time for assistance and guidance.

CHAPTER 18

EMPLOYEE ASSISTANCE PROGRAM

18-1. What Is the Employee Assistance Program? The Employee Assistance Program is a resource for supervisors to use in correcting problems with attendance, performance, or conduct. The focus is on employees whose value to the mission is or could become a liability. When initial supervisory efforts fail to solve problems, the employee should be motivated to seek professional assistance through the program and appropriate disciplinary action should be considered. Additional information is available from FH Reg 690-23 (Civilian Employee Assistance Program); the Coordinator, Employee Assistance Program, DPCA; and the MER Division, CPO.

18-2. What Type Problems Should Be Referred to the Employee Assistance Program? While it is not possible to identify all factors that affect performance, attendance, or conduct, we have found that the following incidents occur most frequently:

a. Excessive absenteeism or tardiness with vague or unacceptable reasons; a pattern of absenteeism such as before and after holidays, weekends, paydays; frequent use of sick leave for vague or undefined illnesses; extended lunch hours; excessive breaks during the day; early departures;

b. Patterns of decreased efficiency as compared to past performance; judgmental errors that are not typical of past performance; accidents, spoilage, rework, or equipment damage; failure to take safety precautions usually observed;

c. Increasing customer complaints; complaints from coworkers; consistently blaming others for OJT difficulties; unusual avoidance of supervisors or fellow employees; unrealistic and questionable rationalization of job performance problems.

18-3. Motivating an Employee to Seek Counseling. The supervisor is the key to the Employee Assistance Program. Supervisors have the responsibility to motivate an employee to seek help. Provide the employee with a firm choice of either correcting the problem (by themselves or by voluntarily accepting professional assistance) or the consequences for continued poor performance, attendance, or conduct.

18-4. Who Is Eligible to Use the Employee Assistance Program? All appropriated fund employees of the DOD may seek assistance through the program coordinator. When there is a professional diagnosis that alcohol or drug misuse is a factor in the person's impairment, counseling may be done on post. Guidance and assistance is provided in other situations. In either instance, the employee must be charged with leave, except for the first visit to the program coordinator. The first visit is considered duty time.

CHAPTER 19

HEALTH AND SAFETY

19-1. General. The health and workplace safety of employees is a major concern of managers, supervisors, and union officials as well as all employees. In addition to the harmful effect on the employee, accidents and/or unhealthy environmental conditions adversely affect productivity and job performance. Fort Hood and all serviced activities have an ongoing program to ensure the occupational health and safety of employees.

19-2. Preventive Medicine Activity.

a. The Preventive Medicine Activity has, in addition to internal MEDDAC functions, responsibilities relating to safeguarding the health of all military/civilian employees of serviced activities and the medical aspects of the environmental sanitation program. Functions include:

(1) Providing technical guidance to and assisting with the operation of the hearing conservation and occupational vision programs.

(2) Conducting and coordinating medical examinations for military and civilian employees working in situations where actual or potential health hazards exist. Conducting surveys and/or studies to evaluate and provide recommendations regarding worker exposure to actual or potential health hazards.

(3) Providing surveillance, technical assistance, and surveys necessary to support the pollution control, abatement, and monitoring programs and/or the water quality management programs.

(4) Providing medical advice and assistance to other staff sections in the areas of environmental science and occupational health and safety.

b. Additional information and/or assistance may be obtained by contacting the Preventive Medicine Activity, MEDDAC, Fort Hood.

19-3. Employee Health Services. The Fort Hood MEDDAC provides some other health services to civilian employees. Included are certain immunizations, physical examinations for certain employees required by DA regulations and/or local management, and emergency professional assistance for certain medical or emotional problems is available for civilian employees through the Employee Assistance Program.

19-4. III Corps Safety Office.

a. The III Corps Safety Office is responsible for planning, organizing, implementing, and evaluating accident prevention and safety management programs for all units/activities (military and civilian) assigned or attached to Fort Hood. Function relating to civilian activities include:

(1) Conducting annual Safety and Occupational Health surveys of all facilities and work operations on Fort Hood to determine unsafe or unhealthful working conditions or work practices.

(2) Investigative reporting of unsafe or unhealthful conditions as outlined in AR 385-10 (Army Safety Program) paragraph 3-5.

(3) Determining the need, procuring, and distributing safety promotional and educational materials.

(4) Providing assistance in accident investigating and reporting to ensure accuracy and completeness.

(5) Maintaining a 24-hour DIAL-SAFE hazard reporting telephone service (287-SAFE).

(6) Providing assistance in the maintenance/management of the quarterly III Corps and Fort Hood Safety and Occupational Health Committee.

(7) Providing assistance in determining the appropriate protective clothing and equipment (PCE) required to protect personnel from hazards identified in the workplace.

b. III Corps Safety Office is responsible for determining whether or not a condition is detrimental to safety or health under the provisions of the negotiated contract if the union and management disagree.

2 November 1987

c. Additional information concerning the III Corps and Fort Hood Safety Program and its requirements may be obtained by contacting the III Corps Safety Office and/or refer to AR 385-10 and FORSCOM and Fort Hood Supplements.

CHAPTER 20

RECORDING OFFICIAL TIME FOR REPRESENTATIONAL FUNCTIONS

20-1. General. This chapter provides guidance to supervisors, managers, and CPO in fulfilling their responsibilities for recording the use of official time for representation functions.

20-2. Responsibilities.

a. The CPO is responsible for reporting and evaluating the use of official time in terms of its impact on agency operations and effective employee representation.

b. Supervisors and other management officials are responsible for the recording and submission of all official time used for representational functions.

20-3. Definitions.

a. Representational functions. For the purpose of this chapter "representational function" means those authorized activities undertaken by employees on behalf of other employees pursuant to such employee's right to representation under statute, regulation, executive order, or the terms of a collective bargaining agreement. It includes activities undertaken by specific individual designation (such as the designation of a representative in a grievance action or an EEO discrimination complaint) as well as those activities authorized by a general, collective designation (such as the designation of a labor organization recognized as exclusive representative under chapter 71 of Title 5, U.S. Code).

b. Official time. "Official time" means all time granted an employee by the agency to perform representational functions, as defined above, when the employee would otherwise be in a duty status without charge to leave or loss of pay, and shall be considered hours of work. This includes time spent by an employee performing such functions during regular working hours (including regularly scheduled overtime hours) or during a period of irregular, unscheduled overtime work, provided an event arises incident to representational functions that must be dealt with during the irregular, unscheduled overtime period.

20-4. Use of Official Time.

a. It is important to note that these record keeping requirements should not be read as a source of rights to official time or travel or per diem. The propriety of granting official time, and payment of travel and per diem costs, is based solely on statute, rule, regulation, and negotiated agreement.

b. Under Section 7131 of Title 5, U.S. Code, official time for union representatives is authorized as follows:

(1) Any employee representing an exclusive representative in the negotiation of a collective bargaining agreement under this chapter shall be authorized official time for such purposes, including attendance at impasse proceedings, during the time the employee otherwise would be in a duty status. The number of employees for whom official time is authorized under this subsection shall not exceed the number of individuals designated as representing the agency for such purposes.

(2) Any activities performed by an employee relating to the internal business of a labor organization (including the solicitation of membership, elections of labor organization officials, and collection of dues) shall be performed during the time the employee is in a nonduty status.

(3) Except as provided in paragraph (a) above, the Federal Labor Relations Authority (FLRA) shall determine whether any employee participating for, or on behalf of, a labor organization in any phase of proceedings before the FLRA shall be authorized official time for such purposes during the time the employee otherwise would be in a duty status.

(4) Except as provided in paragraph (a) above, any employee representing an exclusive representative, or in connection with any other matter covered by this chapter, any employee in an appropriate unit represented by an exclusive representative shall be granted official time in any amount the agency and the exclusive representative involved agree to be reasonable, necessary, and in the public interest.

c. Certain executive orders and government-wide regulations require the use of official time for representational functions, for example, agency administrative grievance procedures, prevailing wage rate appeals, and EEO discrimination complaints. In addition, agency regulations and practices, and collective bargaining agreements may provide official time for other representational functions.

20-5. Procedures.

a. Upon request, supervisors may grant to employee representatives, if otherwise in a duty status, reasonable amounts of official time without charge to leave or loss of pay for representational purposes. The amount of time granted is determined by the supervisor and is based on the facts and circumstances of the individual case.

b. Employee representatives provide their supervisor with the information necessary to complete FH Form 1657 (Official Time for Representational Functions), shown at appendix C, within 2 workdays of completion of their representational duties. Failure to provide the information within the timeframe may result in the absence being charged to the appropriate leave category.

c. In addition to the other information called for on FH Form 1657, supervisors record all representational time and any associated costs specifying which of the following categories is appropriate:

(1) Category IA. Basic Renegotiation or Reopener Negotiations. 5 U.S.C. 7131(a) provides that official time is to be granted to employees representing an exclusive representative for negotiation of a collective bargaining agreement, when they would otherwise be in a duty status, with no limitation on time except that the number of employees authorized such official time shall not exceed the number of designated management representatives. Official time spent in negotiation or renegotiation of a collective bargaining agreement, or pursuant to a contract reopener clause, meets the definition of Category IA. This includes time spent with Federal Mediation and Conciliation Service and Federal Service Impasses Panel in connection with these negotiations.

(2) Category IB. Midterm Negotiations. In a major policy decision 2 FLRA No. 31, the FLRA ruled that Title 5, U.S. Code 7131(a) applies to all negotiations "regardless of whether such negotiations pertain to the negotiation or renegotiation of a basic collective bargaining agreement." For the purpose of this regulation, midterm bargaining refers to negotiations other than that covered in Category IA.

(3) Category II. Ongoing Labor Management Relationship. Official time granted for representational functions in connection with all labor-management committees (general and specific), consultation, FLRA proceedings, labor relations training for union representatives, and formal and Weingarten-type meetings under Title 5, U.S. Code 7114(a)(2)(A) and (B).

(4) Category IIIA. Negotiated Grievances and Arbitration. Official time granted for employee representation in negotiated grievances and arbitration.

(5) Category IIIB. Agency Grievances and Appeals. Official time granted for employee representation functions in connection with agency grievances, adverse actions, EEO discrimination complaints, and other complaints and appellate processes.

(6) Category IV. Travel and Per Diem. All travel and per diem costs associated with employees representational functions reported above.

d. The completed FH Forms 1657 are to be collected and compiled at the directorate level and forwarded to the CPO each month. Reference: FPM Letter 711-161 (Recording the Use Of Official Time By Union and Other Employee Representatives For Representational Functions).

CHAPTER 21

UNACCEPTABLE PERFORMANCE

21-1. Unacceptable performance is performance which fails to meet established performance standards for one or more critical elements of an employees position. Employees who demonstrate unacceptable performance may be reassigned, demoted, or removed from Federal service. These actions are not considered disciplinary actions.

21-2. Management should attempt (through counseling, increased supervisory assistance, on- or off-the-job training, etc.), to improve an employees performance whenever it is less than fully satisfactory. If, after a reasonable time, performance remains unacceptable, the employee should be removed from the position. If there are appropriate vacancies in the area serviced by the CPO, efforts should be made to reassign the employee to a more suitable position. If no chance for reassignment exists, demotion should be considered before removal from service.

21-3. The decision to demote rather than remove an employee from the Federal service is based on the availability of vacant positions, the duties of which the employee could and should successfully perform. Action to remove the employee from Federal service must be started if there are no appropriate vacancies or management decides that the employee could not adequately perform the duties of available vacant positions.

21-4. Employees must be notified in writing when their performance is unacceptable in one or more critical elements. The notice must identify each element and standard which is deficient, it must show the performance deficiencies, it must state how the employee can improve, and it must give the employee a reasonable amount of time to improve performance. The reasonable time is decided on a case-by-case basis. Prior consultation with the appropriate MER specialist in the CPO should be made before the written notice is issued.

21-5. If an employees performance remains unacceptable in spite of counseling and other management assistance, action may be initiated at any time to reassign, reduce, or remove in grade an employee whose performance is unacceptable in one or more critical elements. This may be done without regard for previous ratings.

21-6. Employees against whom action is proposed are entitled to advance written notice, a chance to answer the charges orally and in writing, a representative of their choice, and a written decision.

FOR THE COMMANDER:



WILLIAM A. FITZGERALD, JR
Brigadier General, USA
Chief of Staff

T.J. LEONARD
COL, AG
DOIM

- 5 Appendices
A - References
B - Definition of Common Civilian Personnel Terms
C - Official Time for Representational Functions
D - Environmental Differential Pay Implementation Guidance
E - Fort Hood Recognized EDP Situations

DISTRIBUTION:
IAW FH FORM 1853, B
Plus: IM-Pubs (100)
IM-AO (2)
IM-ARL (1)
CPO (100)

APPENDIX A

REFERENCES

AR 340-17 (Release of Information and Records From Army Files)
AR 385-10 (Army Safety Program)
AR 600-50 (Standards of Conduct for Department of the Army Personnel)
AR 672-20 (Incentive Awards)
AR 690-1 (Civilian Applicant and Employee Security Program)
AR 690-400 (Employee Performance and Utilization)
AR 690-500 (Position Classification Pay and Allowances)
AR 690-600 (Equal Employment Opportunity Discrimination Complaints)
AR 690-700 (Personnel Relations and Services (General))
AR 690-950 (Career Management)

FH Reg 690-13 (Position Management and Classification)
FH Reg 690-23 (Civilian Employee Assistance)
FH Reg 690-25 (Injury Compensation and Reporting)
FH Reg 690-40 (Merit Staffing Program)

FH Cir 672-86-20 (Incentive Awards)
FH Supl AR 690-950-1 (Career Program Management)

DA Pam 351-20 (Army Correspondence Course Program Catalog)

FPM 451 (Incentive Awards)
FPM 511 (Classification Under The General Schedule)
FPM 532-1 (Federal Wage System)
FPM 536 (Grade and Pay Retention)
FPM 711-1 (Labor Management Relations)
FPM 752 (Adverse Action)
FPM 771 (Grievances)
FPM Supl 990-2 (Hours of Duty, Pay, And Leave, Annotated)

PL 95-454 (Civil Service Reform Act (Title 5, U.S. Code))

Title VII of
PL 95-454 (Federal Service Labor-Management Relations Statute)

APPENDIX B

DEFINITION OF COMMON CIVILIAN PERSONNEL TERMS

A

Absence Without Leave (AWOL) - Absence without prior approval, therefore without pay, that may be subject to disciplinary action. Also, see Leave Without Pay, which is an approved absence.

Administrative Workweek - A period of 7 consecutive calendar days designated in advance by the head of the agency. Usually an administrative workweek coincides with a calendar week.

Admonishment - Informal oral reprimand of an employee by a supervisor.

Adverse Action - A removal, suspension, furlough without pay for 30 days or less, or reduction in grade or pay. An adverse action may be taken against an employee for disciplinary or nondisciplinary reasons. However, if the employee is covered by FPM 752, (Adverse Actions), the action must be IAW those procedures. Actions which entitle employees to benefits under FPM 536, (Grade and Pay Retention), are not considered adverse actions.

Annuitant - A retired Federal civil service employee or a survivor (spouse or children) being paid an annuity from the retirement fund.

Appeal - A request by an employee for review of a local action by an outside agency. The right to such review is provided by law or regulation and may include an adversary-type hearing and a written decision in which a finding of facts is made and applicable law, executive order and regulations are applied. Also see Classification Review.

Application Forms - See SF 171 (Personal Qualifications Statement) and SF 172 (Amendment to Personal Qualifications Statement).

Appointment - The process of selecting and assigning an individual to a position.

Appointment, Noncompetitive - Employment without competing with others, in the sense that it is done without regard to civil service registers, etc. Includes certain reinstatements, transfers, reassignments, demotions, and promotions.

Arbitration - Final step of the negotiated grievance procedure which may be invoked by the agency or the union (not the employee) if the grievance has not been resolved. Involves use of an impartial arbitrator selected by the agency and union to render a binding award to resolve the grievance.

Area Office (OPM) - Focal point for administering and implementing all OPM programs, except investigations, in the geographic area assigned. Provides personnel management advice and assistance to agencies, personnel evaluation, recruiting and examining, and special program leadership. Principal source of employment information for agencies and the public.

B

Bargaining Unit - A group of employees having common interests represented by a union in collective negotiations with management. The unit includes both members and nonmembers of a union.

Basic Workweek - For a full-time employee, the 40-hour nonovertime work schedule within an administrative workweek. The usual workweek consists of 5 8-hour days, Monday through Friday.

Best Qualified (BQ) - The BQ candidates are those selected from the highly-qualified category to be referred to the selecting official for consideration. Those referred are considered most likely to perform the duties of the position in a superior manner based on their ratings for specified criteria. Sometimes the BQ and Highly Qualified (HQ) candidates are the same.

Break in Service - The time between separation and reemployment that may cause a loss of rights or privileges. For transfer purposes, it means not being on an agency payroll for 1 working day or more. For the 3-year career-conditional period or for reinstatement purposes, it means not being on an agency payroll for over 30 calendar days.

Bumping - During RIF, the displacement of one employee by another employee in a higher tenure group or subgroup. Also see tenure groups and subgroups.

C

Career - Tenure of a permanent employee in the competitive service who has completed 3 years of substantially continuous creditable Federal service.

Career-Conditional - Tenure of a permanent employee in the competitive service who has not completed 3 years of substantially continuous creditable Federal service.

Career Counseling - Service available to employees to assist them in: (1) assessing their skills, abilities, interests, and aptitudes; (2) determining qualifications required for occupations within the career system and how the requirements relate to their individual capabilities; (3) defining their career goals and developing plans for reaching the goals; (4) identifying and assessing education and training opportunities and enrollment procedures; (5) identifying factors which may impair career development; and (6) learning about resources, inside or outside the agency, where additional help is available.

Career Development - Systematic development designed to increase an employee's potential for advancement and career change. It may include classroom training, reading, work experience, etc.

Career Ladder - A career ladder is a series of developmental positions of increasing difficulty in the same line of work through which an employee may progress to a journeyman level on his or her personal development and performance in that series.

Certificate - A list (usually issued by OPM) of eligibles ranked, according to regulations, for appointment or promotion consideration. A more useful term is "candidate list."

Certificate of Achievement - An honorary award for civilian employees who accomplish assigned duties in a commendable manner. For example: improving work methods and procedures, significantly affecting employee morale resulting in improved work performance, and directly responsible for meeting requirements/projects involving unexpected difficulties.

Change in Duty Station - A personnel action that changes an employee from one geographical location to another in the same agency.

Change to Lower Grade (CLG) - See Demotion.

Civilian Personnel Regulation (CPR) - Official DA regulations relating to civilian personnel management. DA is in the process of changing these regulations to ARs in the 690 series. CPRs often restate laws or OPM policies for which DA cannot provide exceptions.

Civil Service Reform Act (CSRA) of 1978 - See Title 5.

Classification Review - An official written request for OPM review and reclassification of a position. Previously called a classification appeal.

Collective Bargaining - Performance of the mutual obligation of the employer and the exclusive (employee) representative to meet at reasonable times, to confer and negotiate in good faith, and to execute a written agreement with respect to conditions of employment, except that by any such obligation neither party shall be compelled to agree to proposals, or be required to make concessions. (Also known as collective negotiations, negotiations, and negotiation of agreement.)

Collective Bargaining Agreement - A written agreement between management and a labor organization which is usually for a definite period of time and usually defines conditions of employment, and includes grievance and arbitration procedures. The terms "collective bargaining agreement" and "contract" are synonymous.

Collective Bargaining Unit - See Bargaining Unit.

Commander's Award for Civilian Service - The third highest DA honorary award that may be given to a civilian employee. It is the highest honorary award that can be approved locally.

Compensatory Time Off - Time off granted an employee in lieu of overtime pay. Can only be granted to GS employees under specified conditions.

Competitive Area - For RIF, that part of an agency within which employees are in competition for retention.

Competitive Level - That category (level) to which an employee is assigned within a competitive area. Level is determined by position and its possible interchangeability with other positions of a like nature.

Competitive Service - Federal positions normally filled through open competitive examination hence the term "competitive service" under civil service rules and regulations. About 86 percent of all Federal positions are in the competitive service. Also see Excepted Service.

Competitive Status - Basic eligibility of a person to be selected to fill a position in the competitive service without open competitive examination. Competitive status may be acquired by career-conditional or career appointment through open competitive examination, or may be granted by statute, executive order, or civil service rules without competitive examination. A person with competitive status may be promoted, transferred, reassigned, reinstated, or demoted subject to the conditions prescribed by civil service rules and regulations.

Conversion - The process of changing a person's tenure from one type of appointment to another (e.g., conversion from temporary to career-conditional).

Creditable Service - That time in Federal service which may be counted for purposes of RIF retention, within-grade-increase, leave, retirement, etc. Time is not always the same for each of the examples. Also see Service Computation Date-Leave.

D

Demotion - A change of an employee, while serving continuously with the same agency:

a. To a lower grade when both the old and the new positions are in the GS or under the same type graded wage schedule; or

b. To a position with a lower rate of pay when both the old and the new positions are under the same type ungraded wage schedule, or are in different pay method categories.

Desk Audit - An informal meeting by a position classification specialist with an employee and/or the employee's supervisor to verify and/or gather information about a position.

Detail - A temporary assignment of an employee to different duties or to a different position for a specified time, with the employee returning to his/her regular duties at the end of the detail.

Direct Hire Authority - Authority obtained from OPM to expedite the recruitment for specific situations.

Disciplinary Action - Action taken to correct the conduct of an employee; may range from an admonishment through reprimand, suspension, reduction in grade or pay, to removal from the service.

Downgrading - See Demotion.

Dual Compensation - When an employee receives compensation for more than one Federal position if he/she worked more than 40 hours during the week. The term is also used in connection with compensation from a full-time Federal position as well as a retirement annuity for prior military service.

Duty Station - The specific geographical area in which an employee is permanently assigned.

E

Eligible - Any applicant for appointment or promotion who meets the minimum qualification requirements.

Employee Development - A term which may include career development and upward mobility. It may be oriented toward development for better performance on an employee's current job, for learning a new policy or procedure, or for enhancing an employee's potential for advancement.

Employee Organization - See Labor Organization.

Entrance Level Position - A position in an occupation at the beginning level grade.

Environmental Differential - Additional pay, added to the base pay rate, for specified work hours or unusual conditions.

Equal Employment Opportunity (EEO) - Federal policy to provide EEO for all; to prohibit discrimination on the grounds of age, race, color, religion, sex, national origin, or physical or mental handicap; and to promote the full realization of employees' potential through a continuing affirmative action program in each executive department and agency.

Equal Employment Opportunity Commission (EEOC) - Regulates and enforces the Federal program for ensuring equal employment opportunity and oversees the development and implementation of Federal agencies' affirmative action programs.

Examination - A means of measuring, in a practical and suitable manner, qualifications of applicants for employment in specific positions. An assembled examination is one which includes as one of its parts a written or performance test for which applicants are required to assemble at appointed times and places. An unassembled examination is one in which applicants are rated on their education, experience, and other qualifications as shown in the formal application and any supportive evidence that may be required, without assembling for a written or performance test.

Excepted Service - Positions in the Federal civil service not subject to the appointment requirements of the competitive service. Exceptions to the normal, competitive requirements are authorized by law, executive order, or regulation.

Exclusive Recognition - The status conferred on a labor organization which receives a majority of votes cast in a representation election, entitling it to act for and negotiate agreements covering all employees included in an appropriate bargaining unit. The labor organization enjoying this status is known as the exclusive representative.

Exempt Employee - An employee exempt from the overtime and minimum pay provisions of the FLSA. These employees are only covered by Title 5 for overtime pay entitlements.

F

Fair Labor Standards Act (FLSA) - Federal law which deals with employment conditions such as minimum wage, overtime pay, age discrimination, child labor, etc. Also see Exempt and Nonexempt Employee.

Federal Labor Relations Authority (FLRA) - Administers the Federal service labor-management relations program. It resolves questions of union representation of employees; prosecutes and adjudicates allegations of unfair labor practices; decides questions of what is or is not negotiable; and on appeal, reviews decisions of arbitrators.

Federal Personnel Manual (FPM) - The official publication containing Federal personnel regulations and guidance. Also contains the code of Federal civil service law, selected executive orders pertaining to Federal employment, and civil service rules.

Federal Service Impasses Panel (FSIP) - Administrative body created to resolve bargaining impasses in the Federal service. The panel may recommend procedures, including arbitration, for settling impasses, or may settle the impasse itself. Considered the legal alternative to strike in the Federal sector.

Federal Wage System (FWS) - A body of laws and regulations governing the administrative processes related to trades and laboring occupations in the Federal service. Includes: WG, WL, WS, WD, and WN employees.

Fitness-For-Duty - An agency directed or employee requested physical examination given by a Federal medical officer or an employee-designated, agency-approved physician to determine the employee's physical, mental, or emotional ability to perform assigned duties safely and efficiently.

Full Field Investigation - Personal investigation of an applicant's background to determine whether he/she meets fitness standards for a critical-sensitive Federal position.

Function - All, or a clearly identifiable segment, of an agency's mission, including all the parts of that mission, (e.g., procurement), regardless of how performed.

G

General Schedule (GS) - The graded pay system as presented by Chapter 51 of Title 5, United States Code, for classifying positions. Applies to professional, administrative, technical and clerical positions.

Grade - All classes of positions which, although different with respect to kind or subject matter of work, are sufficiently equivalent as to (1) level of difficulty and responsibility and (2) level of qualification requirements of the work to warrant the inclusion of such classes of positions within one range of rates of basic compensation.

Grade Retention - The right of a GS or prevailing rate employee (i.e., WG) when demoted for certain reasons to retain the higher grade for most purposes for 2 years.

Grievance Procedure - A procedure, either administrative or negotiated, by which employees may seek redress of any matter subject to the control of agency management. Also see Negotiated Grievance Procedure.

H

Handbook X-118 - The official minimum qualification standards manual for GS positions.

Handbook X-118C - The official minimum qualification standards manual for FWS positions.

Hearing - The opportunity for contending parties under a grievance, complaint, or other remedial process, to introduce testimony and evidence and to confront and examine or cross-examine witnesses.

I

Incentive Awards - An all-inclusive term covering awards granted under FPM 451 and AR 672-20. Includes an award for a suggestion submitted by an employee and adopted by management, a special achievement award for performance exceeding job requirements, or an honorary award in the form of a certificate, emblem, pin or other item.

Indefinite - Tenure of a nonpermanent employee hired for an unlimited time.

Injury, Traumatic - Under the Federal Employees' Compensation Act, for continuation of pay purposes, a wound or other condition of the body caused by external force, including stress or strain. The injury must be identifiable by time and place of occurrence and member or function of the body affected, and be caused by a specific event or incident or series of events or incidents within a single day or work shift.

Injury, Work Related - For compensation under the Federal Employees' Compensation Act, a personal injury sustained while in the performance of duty. The term "injury" includes diseases caused by the employment.

Intermittent - Less than full-time employment requiring irregular work hours which cannot be prescheduled.

J

Job - Technically, a job is all positions that have nearly identical supervisory controls, major duties, and working conditions. On a day-to-day basis, the terms job and position are often used interchangeable.

Job Analysis - Technical review and evaluation of a position's duties, responsibilities, and level of work and of the skills, abilities, and knowledges needed to do the work.

Job Description - An official written statement of the major duties, responsibilities and supervisory relationships of a position or a job.

Job Element Rating - A method, consisting of identified work characteristics needed in a position, used to evaluate candidates seeking consideration for a WG position.

Job Title - The formal name of a position as determined by official classification standards.

Journeyman Level - The normal level of a series at which an employee has learned the full range of duties in a specific occupation. Some series have more than one journeyman level and the normal journeyman level in a specific occupation in various organizations may be different due to different missions.

K

Knowledges, Skills, Abilities, and Other Characteristics (KSAO) - Those components of a position which an individual must bring to a job in order to successfully accomplish the assigned duties. KSAOs are used in rating and ranking candidates for GS positions.

L

Labor Organization - An organization composed in whole or in part of employees, in which employees participate and pay dues, and which has a purpose dealing with an agency concerning grievances and working conditions of employment. Commonly called a union.

Leave, Annual - Time allowed to employees for vacation and other absences for personal reasons.

Leave, Court - Time allowed to employees for jury duty and certain types of witness service.

Leave, Military - Time allowed to employees for certain types of military service.

Leave, Sick - Time allowed to employees for physical incapacity, to prevent the spread of contagious diseases, or to obtain medical, dental or eye examination or treatment.

Leave Without Pay (LWOP) - A temporary nonpay status and absence from duty requested by an employee. The permissive nature of "LWOP" distinguishes it from "AWOL."

M

Major Duty - Any duty or responsibility, or group of closely related tasks, of a position which (1) determines qualification requirements for the position, (2) occupies a significant amount of the employee's time, and (3) is a regular or recurring duty.

Management Official - An individual employed by an agency in a position whose duties and responsibilities require or authorize the individual to formulate, determine or influence the policies of the agency.

Management Rights - The right of management to make day-to-day personnel decisions and to direct the work force without mandatory negotiation with the exclusive representative. (See Reserved Rights Doctrine.) Usually a specific list of management authorities not subject to the obligation to bargain.

Mediation - Procedure using a third-party to facilitate the reaching of an agreement voluntarily.

Merit Pay System - See Performance Management and Recognition System (PMRS).

Merit Promotion Program - The system under which agencies consider an employee for internal personnel actions on the basis of personal merit.

Merit Systems Protection Board (MSPB) - An independent agency which monitors the administration of the Federal civil service system, prosecutes and adjudicates allegations of merit principle abuses, and hears and decides other civil service appeals.

Mobilization - Readiness provisions for operating the Federal personnel system in time of national emergency.

N

National Agency Check and Inquiry (NACI) - The investigation of applicants for nonsensitive Federal positions by means of a name check through national investigative files and voucher inquiries.

Negotiability - A determination as to whether a matter is within the obligation to bargain.

Negotiated Grievance Procedure - A procedure applicable to members of a bargaining unit for considering grievances. Coverage and scope are negotiated by the parties to the agreement, except that the procedures may not cover certain matters designated by law as excluded from the scope of negotiated grievance procedures.

Negotiations - The bargaining process used to reach a settlement between labor and management over conditions of employment.

Nonexempt Employee - An employee subject to the overtime and minimum pay provisions of the FLSA in addition to Title 5.

O

Occupational Group - Positions of differing kinds but within the same field of work. For example, the GS-500 Accounting and Budget Occupational Group includes: General Accounting Clerical and Administrative Series, Financial Management, Internal Revenue Agent, Accounting Technician, and Payroll.

Office of Personnel Management (OPM) - Regulates, administers, and evaluates the civil service program according to merit principles.

Office of Workers Compensation Programs (OWCP) - In the Department of Labor, administers statutes that allow compensation to employees and their survivors for work-related injuries and illness. Decides and pays claims.

Official Personnel Folder (OPF) - The official repository of employment records and documents affecting personnel actions during an employee's Federal civilian service. Sometimes called a "201 File."

Outstanding Performance Rating (OPR) - A performance rating recognizing outstanding job accomplishment by a civilian employee. While not considered an award (it is a rating which has been earned), it is a high form of recognition and there may be an appropriate cash award granted at the same time.

Overtime Work - Under Title 5, U.S. Code, officially ordered or approved work performed in excess of 8 hours in a day or 40 hours in a week. Under the FLSA, work in excess of 40 hours in a week by a nonexempt employee.

P

Pass Over - Elimination from appointment consideration of a preference eligible veteran on a certificate (candidate list), to appoint a lower ranking nonveteran, when the agency submits reasons which OPM finds sufficient.

Pay Retention - The right of a GS or prevailing rate employee (following a grade retention period or at other specified times when the rate of basic pay would otherwise be reduced) to continue to receive the higher rate. Pay is retained indefinitely.

Pay, Severance - Money paid to certain employees separated by RIF and not eligible for retirement.

Performance Award (PA) - A lump sum cash award for WG or GS employee for performance which clearly exceeds standards for satisfactory performance in the majority of the major job duties.

Performance Appraisal - The comparison, under a performance appraisal systems, of an employee's actual performance against the performance standards previously established for the position.

Performance Management and Recognition System (PMRS) - A pay for performance system for supervisors and managers whose positions are equivalent to the GS13, 14, and 15 level. The employee covered by this system receives annual pay adjustments and performance awards based on performance ratings.

Personnel Action - The process necessary to appoint, separate, reinstate, or make other changes affecting an employee (e.g., change in position assignment, tenure, etc.).

Personnel Management - Management of human resources to accomplish a mission and provide individual job satisfaction. It is the line responsibility of the operating supervisor and the staff responsibility of the personnel office.

Position - All the current major duties and responsibilities assigned or delegated by management for performance by one person. Also see Job.

Position Classification - Analyzing and categorizing jobs by occupational group, series, class, and grade according to like duties, responsibilities, and qualification requirements.

Position Classification Survey - A formal, periodic review (usually annual) of all positions in an organization or portion of an organization to ensure that classifications are correct and position descriptions are current.

Position Description - See Job Description.

Position Management - The process of designing positions to combine logical and consistent duties and responsibilities into an orderly, efficient, economical, and productive organization to accomplish agency mission.

Preference, Veteran - The statutory right to special advantage in appointments or separations based on a person's discharge under honorable conditions from the armed forces. Under certain conditions, preference may also be awarded to the mother, spouse, widow or widower of a veteran.

Premium Pay - Additional pay for overtime, night, Sunday and holiday work.

Prevailing Rate System - A subsystem of the FWS used to determine the employee's pay in a particular wage area. The determination requires comparing the rate of pay with the private sector for similar duties and responsibilities.

Priority Placement Program (PPP) - A system to help find jobs for career and career-conditional employees displaced either through RIF or by an inability to accept assignment to another commuting area. The list of these employees is commonly called the "Stopper List."

Probationary Period - A trial period which is a condition of the initial competitive appointment. Provides the final indispensable test of ability, that of actual performance on the job. The CSRA established a separate "probationary period" for new civilian supervisors.

Promotion - A change of an employee to a higher grade when both the old and new positions are under the same job classification system and pay schedule, or to a position with higher pay in a different job classification system and pay schedule.

Promotion, Career - Promotion of an employee without current competition when: (a) he/she had earlier been competitively selected from a register or under competitive promotion procedures for an assignment intended as a matter of record to be preparation for the position being filled or (2) the position is reconstituted at a higher grade because of additional duties and responsibilities under certain specified conditions.

Promotion Certificate - See Referral and Selection Register.

Promotion, Competitive - Selection of a current or former Federal civil service employee for a higher grade position, using procedures that compare the candidates on merit.

Q

Qualification Requirements - Education, experience, and other prerequisites to employment or placement in a position. See Handbook X-118 and X-118C.

Quality Graduate - College graduate who was a superior student and can be hired at a higher grade than the one to which he/she would otherwise be entitled and/or IAW special direct hire authority for specified positions.

Quality Step Increase (QSI) - An additional within-grade increase granted to GS employees for high quality performance above that ordinarily found in the type of position concerned.

R

Reassignment - The change of an employee, while serving continuously within the same agency, from one position to another, without promotion or demotion.

Recognition - Employer acceptance of a labor organization as authorized to negotiate, usually for all members of a bargaining unit. Also used to refer to Incentive Awards granted employees.

Recruitment - Process of attracting a supply of qualified eligibles for employment consideration.

Redeposit - Returning to the retirement fund money which was withdrawn during a break in service.

Reduced Annuity - A pension made smaller by retirement before the completion of the maximum number of years of employment and/or due to retirement before age 55.

Reduction in Force (RIF) - A personnel action that may be required due to lack of work or funds, changes resulting from reorganization, downward reclassification of a position, or the need to make room for an employee with reemployment or restoration rights.

Reemployment Priority List - Career and career-conditional employees, separated by RIF, who are identified, in priority order, for reemployment to competitive positions in the agency in the commuting area where the separations occurred.

Reemployment Rights - Right of an employee to return to an agency after detail, transfer, or appointment to: (1) another executive agency during an emergency; (2) an international organization; or (3) other statutorily covered employment, e.g., the Peace Corps.

Referral and Selection Register (DA Form 2600) - The Army form used to refer the best qualified candidates to a supervisor for consideration and selection.

Register - A list (usually maintained by OPM) of eligible applicants compiled in the order of their relative standing for referral to Federal agencies after competitive civil service examination. The available personnel with the highest scores are placed on a certificate and sent to an activity upon request.

Reinstatement - Noncompetitive reemployment in the competitive service based on previous service under a career or career-conditional appointment.

Removal - Separation of an employee for cause or because of continual unacceptable performance or conduct.

Representation Election - Election conducted to determine whether the employees in an appropriate unit (see Bargaining Unit) desire a labor organization to act as their exclusive representative.

Reprimand - An official rebuke of an employee. Normally in writing and placed in the temporary side of an employee's OPF.

Reserved Rights Doctrine - Specific functions delegated to management by law that protect management's ability to perform its necessary functions and duties. (See Management Rights.) Delegates to management specific functions not subject to negotiation except as to procedures and impact.

Resignation - A separation, prior to retirement, in response to an employee's request for the action. It is a voluntary expression of the employee's desire to leave the organization and must not be demanded as an alternative to some other action to be taken or withheld.

Restoration Rights - Employees who enter military service or sustain a compensable job-related injury or disability are entitled to be restored to the same or higher employment status held prior to their absence.

Retained Grade - See Grade Retention.

Retained Pay - See Pay Retention.

Retention Preference - The relative standing of employees competing in a RIF. Their standing is determined by veterans preference, tenure group, length of service, and performance appraisal.

Retention Register - A list of all employees, arranged by competitive level, describing their retention preference during RIF.

Retirement - Payment of an annuity after separation from a position under the Civil Service Retirement System and based on meeting age and length of service requirements or because of disability.

Retreating - Employee entitlements to a type of position formerly held. Used in RIF procedures.

S

Service Computation Date-Leave - The date, either actual or adjusted, from which service credit is accumulated for determining the rate of leave accrual; it may be different from the service computation date, which determines relative standing in a subgroup for RIF, or service computation date for retirement.

Service Record Card (SF 7) - A brief of the employee's service history. It is kept on file IAW agency disposition instructions.

Special Salary Rates - Salary rates higher than regular statutory schedule; established for occupations in which private enterprise pays substantially more than the regular Federal Schedule.

Staffing - Use of available and projected personnel through recruitment, appointment, reassignment, promotion, RIF, etc., to provide the work force required to fulfill the agency's mission.

Standard Form 50 (SF 50) - Notification of Personnel Action. The form which officially documents a personnel action.

Standard Form 52 (SF 52) - Request for Personnel Action. Form used by supervisors to request a personnel action and/or a position action.

Standard Form 171 (SF 171) (Personal Qualification Statement) - Used in applying for a Federal position.

Standard Form 172 (SF 172) (Amendment to Personal Qualifications Statement) - Form used by current employees to update or amend the personal qualifications statement currently on file with the CPO. The form can be used to include volunteer work and/or outside employment information in official personnel records. Employees should not use the form to include information which is in official job descriptions; awards granted by DA and/or other official documents provided by DA, which are all automatically included in OFF.

Standards of Conduct For Labor Organization - In the Federal sector, a code governing internal democratic practices and fiscal responsibility and procedures to which a labor organization must adhere to be eligible to receive any recognition.

Step Increase - See Within-Grade Increase.

Steward - A local union's representative in an area or activity (appointed by the union) to carry out union duties, assist in adjusting grievances, and solicit new members. Stewards are employees trained by the union to carry out their duties.

Stopper List - See Priority Placement Program.

Strike - Temporary stoppage of work by a group of employees to express a grievance, enforce a demand for changes in conditions of employment, obtain recognition, or resolve a dispute with management. Strikes are illegal for Federal employees. Wildcat strike - a strike not sanctioned by union and which may violate a collective agreement. Quickie strike - a spontaneous or unannounced strike of short duration. Slowdown - a deliberate reduction of output without an actual strike in order to force concessions from an employer. Walkout - same as strike.

Subject Matter Expert (SME) - Military or civilian employees, technically qualified in the occupation of the position to be filled, who assist the CPO in the development of KSAOs and/or rating and ranking candidates for positions in their particular subject matter specialization. SMEs used to rate and rank employees are at least at a grade equal to the position being filled and cannot be the individual who makes the selection for the position.

Suitability - An applicant's or employee's fitness for Federal employment as indicated by character and conduct.

Supervisor - An individual employed by an agency having authority, in the interest of the agency, to hire, direct, assign, promote, reward, transfer, furlough, lay off, recall, suspend, discipline or remove employees, to adjust their grievances, or to effectively recommend such action - if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment. With respect to any unit which includes firefighters or nurses, the term "supervisor" includes only those individuals who devote a preponderance of their employment time to exercising such authority.

Suspension - Placing an employee, for disciplinary reasons, in a temporary status without duties and pay.

T

Tenure - The time an employee may reasonably expect to serve under a current appointment. It is governed by the type of appointment without regard to whether the employee has competitive status.

Tenure Groups - Categories of employees ranked in priority order for retention during RIF. Within each group, veterans are ranked above nonveterans. For the competitive service, the tenure groups are, in descending order:

Group I - Employees under career appointments and not serving probation.

Group II - Employees serving probation, career-conditional employees, and career employees in obligated positions.

Group III - Employees with indefinite appointments, status quo employees under any other nonstatus, nontemporary appointment.

Tenure Subgroups - The ranking of veterans above nonveterans in each tenure group, as follows:

Subgroup AD - Veterans with service-connected disability of 30% or more.

Subgroup A - All other veterans.

Subgroup B - Nonveterans.

Time After Competitive Appointment Restriction - A period of 90 days following an individual's appointment from an OPM Certificate during which an employee cannot be promoted or reassigned.

Time-in-Grade Restriction - A requirement intended to prevent excessively rapid promotions in GS grades. Generally, an employee may not be promoted to the next grade in the line of progression without having completed appropriate time requirements in the lower grade.

Title 5 of the U.S. Code (5 U.S.C.) - The actual Federal Law which governs most aspects of civil service employment. The authority of OPM to regulate civilian service employment. Most FPMs are based upon Title 5. The Civil Service Reform Act (CSRA) of 1978 significantly revised Title 5.

Tour of Duty - The hours of a day (a daily tour of duty) and the days of an administrative workweek (weekly tour of duty) scheduled in advance and during which an employee is required to work regularly.

Transfer - A change of an employee, without a break in service of 1 full workday, from a position in one agency to a position in another agency.

Transfer of Function - For RIF, the transfer of a continuing function from one agency or competitive area to another, or when the competitive area in which work is performed is moved to another commuting area.

U

Unfair Labor Practices (ULP) - Prohibited actions by agency management and labor organizations.

Union - See Labor Organization.

Union Steward - See Steward.

Upward Mobility - Systematic career development requiring competitive selection in positions that provide experience and training leading to future assignments in other, more responsible positions.

V

Veteran - A person entitled to preference under Title 5, U.S. Code, Section 2108, including a spouse, widow, widower, or mother entitled to preference under the law.

Voucher - In staffing terms, a formal inquiry to employers, references, professors, and others who presumably know a job applicant well enough to describe job qualifications and personal character.

W

Wage Employees - Those employees in trades, crafts, or labor occupations covered by the FWS, whose pay is fixed and adjusted periodically IAW prevailing rates. Commonly referenced to in private industry as "Blue Collar" positions.

Within-Grade Increases - A salary increase provided in certain Government pay plans based upon time-in-grade and acceptable or satisfactory work performance. Also known as "periodic increase" or "step increase."

APPENDIX D

ENVIRONMENTAL DIFFERENTIAL PAY IMPLEMENTING GUIDANCE

Methods of Payment.

- a. Part I - Payment for Actual Hours of Exposure.
- b. Part II - Hours in Pay Status.
 - This is defined as
 - all hours of a daily shift
 - any overtime worked on a daily basis.
 - Actual exposure must occur on each shift of each day to establish entitlement to the differential.

When Environmental Differential is Paid

The installation pays the environmental differential to a wage employee when

- the employee is performing assigned duties which expose him or her
 - to a hazard
 - physical hardship, or
 - working condition of an unusual nature.

Reporting Instructions.

Supervisors report the exposure according to the following instructions.

- An employee who is subjected to multiple exposures at the same time shall be
 - paid for that exposure which provides the highest differential
 - but is not paid more than one differential for the same hours of work.
- When an employee is entitled to an environmental differential based on Part I or actual exposure
 - employee is paid a minimum of 1 hour's differential for the exposure.
 - for exposure beyond 1 hour, an employee is paid in increments of 1/4 hour for each 15 minutes and portion thereof in excess of 15 minutes.
- When an employee is exposed at intermittent times during a day to an environmental condition warranting the differential under Part I or actual exposure
 - each exposure is considered separately.
 - the amount of time exposed is not added together before payment is made for exposure beyond 1 hour's duration
 - pay may not exceed the number of hours of active duty by employee on day of exposure.
- When an employee is exposed to more than one environmental condition under Part II during the same daily shift, one of which warrants a higher differential
 - employee is paid the higher or highest differential rate for the entire daily shift
 - plus overtime hours if applicable
 - Example: Employee works 2 hours under Part II with differential rate of 8 percent and 4 hours under Part II with differential rate of 4 percent. Employee receives differential of 8 percent for the entire shift (8 hours plus any overtime).
 - When an employee is exposed to an environmental condition warranting the differential on a shift basis (Part II) and on the same day is exposed to an environmental condition warranting the differential on an actual exposure basis (Part I) at a higher rate

- employee is paid the environmental differential on the basis of actual exposure for that exposure, and
- the environmental differential on the basis of shift for the remaining hours in the pay status for that day.

Example: Employee works 15 minutes under Part I (higher exposure differential) and the remainder of the shift under Part II, employee receives pay for 1 hour at Part I differential rate, 7 hours at Part II differential rate.

- Employee is not paid the environmental differential for leave under Part II unless.
 - employee is in leave status during part of the daily shift exposure.
 - Example: Employee works and is exposed to category and situation under Part II for 2 hours and is on leave for 6 hours. Employee receives differential for 8 hours.
- Differentials are paid to employees on official detail who,
 - while performing assigned duties of positions to which detailed, are exposed to environmental conditions for which differentials are authorized.
- Supervisors should, insofar as possible
 - initiate position management action to reduce the number of detail actions involving environmental differentials.

Overtime Reporting Instructions.

Supervisors report overtime exposure according to the following instructions.

- When employee is exposed to a hazard, physical hardship, or working condition on actual exposure basis under Part I during an overtime period for which the employee is entitled to overtime pay
 - overtime is paid for each 15-minute period worked
 - if exposure is for 30 minutes during overtime period, employee receives
 - overtime at the rate for 30 minutes, but
 - environmental differential for 1 hour.
- When an employee is entitled to environmental differential on a shift basis under Part II
 - employee is paid overtime based on the hourly rate for all hours of that shift for that day.
- An employee may be exposed to a hazard, physical hardship, or working condition under
 - Part I (actual exposure)
 - Part II (shift)
 - during the overtime period.
- Example: An employee works 3 hours overtime during which the employee is exposed for 10 minutes at a higher rate during this period (actual exposure under Part I). Overtime is paid for environmental differential on the basis of actual exposure for 1 hour for that exposure. If exposed under Part II (shift basis) for 30 minutes during the next hour of overtime, receives environmental differential for exposure under Part II for the other 2 hours of overtime as well as the 8 hours of regular time.

APPENDIX E
FT HOOD RECOGNIZED EDP SITUATIONS

JOB IDENTIFICATION	LOCATION	NATURE OF DUTIES	PAYMENT
Electrician WG-2810	(High Voltage) DEH	Emergency conditions requiring power to be restored by switching, repairing fallen lines, replacing poles, insulators, fuses, and other power line appurtenances under conditions outlined below:	Under Part I, Appendix J, Category 17: High voltage Electrical Energy
Electrician WG-2805		Working on energized electrical lines rated at 4,160 volts or more which are suspended from utility poles or towers, when adverse weather conditions such as steady rain, high winds, icing, lightning, or similar environmental factors make the work unusually hazardous.	50% (2d Step grade 10)
Electrician (High Voltage) WG-2810	DEH	Replace light bulbs on 185 foot TV antenna tower and 175 foot radio beacon tower. Replace light bulbs and maintain cathodic protection system equipment installed on water towers ranging in heights from 141 to 176 feet. Inspection and maintenance on TV distribution antenna on 185 foot tower.	Part I, Appendix J, Category 15: Work at Extreme Height
Electrician WG-2805	DEH		50% (2d Step grade 10)
Electronics Mechanic WG-2604	DOIM		
Communications Line Installation and Repairer WG-2508	DOIM		
Painter Foreman WS-4102	DEH	Touch up painting of water towers ranging in heights from 141 to 176 feet.	
Painter Leader WL-4102	DEH		
Painter WG-4102	DEH		

JOB IDENTIFICATION	LOCATION	NATURE OF DUTIES	PAYMENT
Various Trades and Craftsmen	DEH	Performance of maintenance and repair duties inside freezers when the temperature is below 32 degrees Fahrenheit, and a requirement for dextrous use of hand tools or extra freedom of motion precludes the use of available protective clothing Category payable only when the hazard of cold injury cannot be practically eliminated by prudent use of protective clothing and devices.	Part I, Appendix J, Category 5: Cold Work 4% (2d step of grade 10)
Electrician (High Voltage) WG-2810	DEH	Working at heights of less than 100 feet if adverse conditions such as darkness, steady rain, high wind, icing, lightning, or similar environmental factors renders workers at such heights	Part I, Appendix J, Category 2: High Work 25% (2d step of grade 10)
Pipefitter	DEH	Emergency repair of high pressure gas distribution systems where gas is present even though gas masks are provided. Even with forced air ventilation the possibility of explosion may not be practically eliminated.	Part II, Appendix J, Category 3: Explosives and Incendiary Material 4% (2d Step of grade 10)
Welder	DEH		
Pest Control Inspector WG-5026	DEH	Exposure to high concentration of pesticides, rodenticides, and herbicides during mixing operations to dilute to usable solutions for weed, rodent, and pest control. Includes the spraying or distribution of these poisons when the operation is a regular and frequent part of the job. Payable only when protective devices (clothing and masks) and/or safety measures cannot practically eliminate the potential for personal injury.	Part II, Appendix J, Category 5: Poisons (Toxic Chemicals) - Low Degree 4% (2d Step of grade 10)

JOB IDENTIFICATION	LOCATION	NATURE OF DUTIES	PAYMENT
Munitions Handler WG-6511	13th SUPCOM	Loading, unloading, storing, and hauling of explosives and incendiary ordnance material (other than small arms ammunition) in the Ammunition Storage Area.	Part II, Appendix J, Explosives and Incen- diary Material Low Degree
Warehouse Worker	13th SUPCOM	Installing and maintaining target devices, and related functions in the downrange impact areas when the employee is required to depart from established roads and cleared walkways. These areas are randomly duded with explosive components, and access is restricted to authorized personnel.	48 (2d Step grade 10)
Various Trades & Crafts	G3 DEH DOL		

GLOSSARY

AAFES	Army and Air Force Exchange Service
AD&D	accidental death and dismemberment
AFGE	American Federation of Government Employees
APORS	Army's Performance Oriented Reviews and Standards Program
AWOL	absent without leave
BQ	best qualified
CA	commercial activity
CFC	Combined Federal Campaign
CLG	change to lower grade
CPO	civilian personnel office
CPR	civilian personnel regulations
CSRA	Civil Service Reform Act
DA	Department of the Army
DENTAC	United States Army Dental Activity
DOD	Department of Defense
EEO	equal employment opportunity
EEOC	Equal Employment Opportunity Commission
FEGLI	Federal Employees Group Life Insurance
FEORP	Federal Equal Opportunity Recruitment Program
FERS	Federal Employees Retirement System
FES	Factor Evaluation System
FH	Fort Hood
FLRA	Federal Labor Relations Authority
FLSA	Fair Labor Standards Act
FPM	Federal Personnel Manual
FSIP	Federal Service Impasses Panel
FWS	Federal Wage System
GM	general merit
GPAS	General Performance Appraisal System
GS	general schedule
HQ	highly qualified
IAW	in accordance with
KASO	knowledge, skills, abilities and other characteristics
LWOP	leave without pay
MACOM	major Army command
MEDDAC	US Army Medical Department Activity
MER	Management Employee Relations
MFR	memorandum for record
MSPB	merit system protection board
NACI	national agency check and inquiry
NAF	nonappropriated funds
NG	national guard
NLT	not later than
OJT	on-the-job training
OPF	official personnel folder
OPJ	office of primary interest
OPM	Office of Personnel Management
OPR	outstanding performance rating
OTS	on-the-spot
OWCP	office of workmans compensation
PA	performance award
PCE	protective clothing and equipment
PMRS	performance management and recognition system
PMS	performance management system
PPP	priority placement program
QSI	quality step increase
RIF	reduction in force
SES	Senior Executive Service
SEU	special examining unit
SF	standard form
SHARP	severely handicapped recruitment program
SME	subject matter expert
SSPA	sustained superior performance award
TDA	table of distribution and allowances
ULP	unfair labor practice
UMP	upward mobility program
USACARA	United States Army Civilian Appellate Review Agency
USAISC	United States Army Information Systems Command
USAR	United States Army Reserve
VRA	veterans readjustment
WG	wage grade