

# Supervisor's Corner

All articles can be downloaded from the CPO Home Page:

<http://www.ramstein.af.mil/435mss/cpo>

## Leave Plan 2004

Supervisors are required to establish an annual leave plan for non-US personnel during the first quarter of 2004. Take the employee's request in consideration and weigh it against the leave requests of other employees and operational requirements. Also, regards need to be paid to social components like employees with school children. IAW the Tariff Agreement, at least half of the annual leave entitlement will be taken consecutively.

### Air Force Form 825

Anytime there is a change in the employee's data, position, grade, pay, step, etc., you'll automatically receive an Air Force Form 825, Notification of Personnel Action. But what are you supposed to do with it? Of course, you file it. WRONG! The original copy must go to the employee without delay! Under no circumstances will the original copy of AF Form 825 be kept in the supervisor's employee work folder or unit files. As the supervisor, you need to update or annotate AF Form 971; the computer generated Supervisor's Employee Brief (should be in the supervisor's work folder). If you have any questions, please feel free to contact Mrs. Gahn, ☎ 480-9252.

## Data Systems

### Request For Personnel Action (RPA) Submission

The Civilian Personnel Office is working toward a goal of all organizations submitting RPAs electronically by 1 Jan 2004. After that date all organizations should no longer submit the hardcopy SF-52. We are working with organizations to connect them to our Oracle system and train POCs in generating and submitting electronic RPAs. This process will be much easier to accomplish since the application is web-based and can be installed by your System Administrator in very little time. Requesting a User Id from the CPF Data Section who will send you a worksheet to be completed will start the process. Please mail your request to 435 MSS/DPCD@ramstein.af.mil.

### Excused Absence for Physical Fitness

The Civilian Personnel Office (435 MSS/DPC) has received many queries since HQ USAF/DP endorsed excused absence for physical fitness activities regarding when the program will be implemented at Ramstein AB. After addressing several

issues for the Non-US employees, policy guidance is in formal coordination. When final approval is received, Key Manager E-Mail will be prepared for dissemination of policy guidance to all managers, supervisors, and employees. In the interim, current 435 AW Policy permits US employees to structure their day around core hours or use their established lunch period in conjunction with their earned credit hours. In addition, management can accommodate employees' request for the use of annual leave, compensatory time, and/or earned time off awards in order to participate in physical activities.

## USAFE FORM 52

USAFER 36-728, as supplemented, provides guidance for USAFE Forms 52 (Request for Personnel Action, Non-US).

Initiation of actions:

The supervisor. Requesting personnel and position actions, as well as reporting changes in employee's personal or employment data, are the supervisor's responsibility. When an action is planned or needed, the supervisor:

- **Consults with the Civilian Personnel Office (CPO)** if help is needed on technical aspects of the action.
- **Ensures that coordination and approvals are obtained prior to submitting a request.**
- **Transmits a request** (automated) asking the CPO to take action.
- **The CPO will process personnel actions** only upon request by submitting a USAFE-52 (RPA) electronically from the supervisor unless an action must be taken under law or by other authority, or the decision to take an action is not within the supervisor's preview, e.g. a labor court orders restoration of an employee to duty. In other instances, such as a series of position changes or separations caused by a reduction-in-force (RIF), the CPO may prepare the requests and advise the supervisor before initiating final actions.

The employees:

- **Child Care Leave.** This type of special leave places an employee on leave without pay
- **Change in Employment Status.** The actions include changes from full-time to part-time or vice versa, or from indefinite to temporary employment.
- **Work hour changes.**
- **Termination of Employment.** Termination actions include resignation, optional retirement, or resignation to accept employment with another US Forces agency, not serviced by an Air Force CPO.

These are all voluntary actions. Therefore supervisors or management officials must not ask or

Advise an employee to neither resign nor deny the right to resign or to terminate employment. If the supervisor is aware of reasons for a resignation, which differ from those given by the employee, she/he should

enter an appropriate statement on the USAFE Form 52, Item 12, which requests processing action.

### Keep in mind

**For change in work hours and Termination of Employment a written statement or a hard copy of USAFE Form 52, Part III, and Item 25 with**

- **Effective date**
- **Reason (optional)**
- **Forwarding address (only if relocation)**
- **Signature of employee with date**
- **Approval signature with date of supervisor needs to be forward as hard copy for processing to 86 MSS/DPCD**

## Personnel Transfer

**Do you know what you have to do when one of your non-US employees leaves the current position?**

DID you know...that YOU as the supervisor are responsible for the disposition of the Supervisor' Work Folder (Air Force Pamphlet 36-106). The transfer of the records depends on the job the employee has accepted.

### **1. The employee moves to a different organization on the same base**

- Evaluate the employee's performance and record the information on AF Form 971, Supervisor's Employee Brief, so the gaining supervisor can do an annual performance evaluation on the due date.
- Forward the complete up-to-date record to the gaining supervisor. Don't forget to include USAFE Form 202, Annual Leave Record.

### **2. The employee transfers to a different agency or separates**

- Conduct an Exit Evaluation, complete USAFE 199, Employment Inquiry, and forward to CPO.
- Complete a USAFE Form 52, Request for Personnel Action Non-US (Germany), and forward to CPO. Indicate the effective date and, if known, the new employing organization.
- Forward USAFE Form 202, Annual Leave Record, to CPO
- Keep the records for 60 days and then destroy them.

### **3. The employee separates as a result of an adverse action**

- Conduct an Exit Evaluation, complete USAFE 199, Employment Inquiry, and forward to CPO.
- Forward USAFE Form 202, Annual Leave Record, to CPO
- Keep the Employee's Supervisor Work Folder until no longer needed for pending grievances, appeals, before destruction, coordinate with your Employee Management Relations Specialist.

## **AF Form 971 (Supervisor's Employee Brief)**

Supervisors of LN employees should have this computer generated Supervisor's Employee Brief on each employee in the respective personnel folder. It provides the supervisor with the most current data on each employee. An automated record will be

generated with the following personnel actions: appointment, conversion, promotion, reassignment, change of grade, and change of appointing office. AF Form 971 will be sent along with the AF 825, Notification of Personnel Action, to the respective supervisor. The employee brief is a three-part report:

**Part A - Employee Information:** This portion contains the employee's personal information like home phone number and emergency information. This data has to be recorded manually.

**Part B - Supervisor's Comments:** Record comments and events, e.g., performance evaluation, counseling sessions, and letter of appreciation.

**Part C - Employee's Training, and Education:** This portion reflects data on experience, education, training, awards, security clearance, and position sensitivity information.

This record is of significant interest to a subsequent supervisor. Assure this document is forwarded to the new supervisor even if this supervisor is in a different organization. If you don't have this AF Form 971 for each non-U.S. employee, contact our administrative section at **480-9252**.

### **Supervisor's Employee Work Folder**

**Supervisors are responsible for maintaining and updating the Supervisor's Employee Work Folders. They are very useful management tools and should contain the following records:**

- ☛ AF Form 971, computer generated Supervisor's Employee Brief
- ☛ Training Records
- ☛ Tentative Leave Schedule
- ☛ AF Form 1378, Civilian Personnel Position Description
- ☛ Suspense copy USAFE Form 52, Request for Personnel Action (Non-US), if applicable
- ☛ USAFE Form 202, Annual Leave Records
- ☛ USAFE Form 168, Compilation of Sick Leave Data

Position descriptions are tied to other records such as training plans and performance standards. AF Form 971, for example, contains the employee's emergency data, performance evaluations, counseling, salary data, awards, education and training information.

An up-to-date employee's work folder ensures a smooth transition during change in supervisors.

If you have questions or need assistance, please contact your Employee Management Relations Specialist, **480-5365/7153**.

## Conduct and Discipline

Discipline and work morale are the essence of effective teamwork. We all must maintain a work environment that enables both supervisors and employees to recognize and carry out their responsibilities. Clear communication and consistent enforcement of established requirements, early identification of conduct and performance problems, fair treatment and motivation of employees, will help to minimize conduct and disciplinary actions.

Employees are expected to perform the assigned duties conscientiously and to conduct themselves in a proper manner. When employees fail to do so, corrective or disciplinary action may be appropriate. However, the purpose of any action is primarily to correct rather than to punish.

Before initiating an action, the supervisor must consider all aspects of the situation and interview the employee. Take the employee's explanation and point of view in consideration. Then decide on the action that needs to be taken. Records of counseling should be kept with AF Form 971, Supervisor's Employee Brief. Counseling is a communication effort between you and the employee and is not considered a derogatory action in itself. All disciplinary actions and letters of warning must be coordinated with the Civilian Personnel Office beforehand. Supervisors, first level or higher, will initiate the corrective and disciplinary actions as necessary. Please contact your Employee Management Relations Specialist for assistance.

## Manpower Planning and Control 435<sup>th</sup> MSS/DPCC

The Manpower Engineering Team (MET) establishes manpower requirements for each position. These manpower requirements are expressed in terms of Air Force Specialty Codes (AFSCs), which define the specialty, the category, and the skill levels required to perform the function. The MET performs studies to analyze work situations and update authorizations. All supervisors and managers are required to review and

comply with these authorizations. If managers do not concur with number, specialty, or skill level of authorizations in their functions, they have to contact the MET to request and justify the desired changes. All managers should try to abide by their authorizations and request establishing and filling positions in accordance with the specialty and skill level indicated by the AFSCs on the manpower documents.

Exceptions to this rule are authorized only if special conditions exist, such as labor market conditions or unique working situations. These conditions must be documented and alignment of established position with authorized AFSC must be accomplished as soon as conditions change. For further information, please call your servicing classifier at ☎480-2137.

## **POSITION MANAGEMENT POLICY AND PROCEDURES**

USAFE policy is to establish the most effective, efficient and economic structures and to grade all positions in compliance with the appropriate grading criteria. A primary objective of the classification program is to ensure equal pay for equal work, but also to pay only what employees are entitled to by law, international agreement and directive, in accordance with their assigned duties and responsibilities, entitle to. These principles are to be applied in a manner that supports the operational capabilities of organizations by not only developing appropriate structures, but also by

Developing position management plans that ensure a smooth transition to these structures without undue disruption for the organization.

Generally, economic and labor market situations provide for a good source of highly qualified applicants to fill jobs at accurately classified grade levels in accordance with good position management principles.

Economy of operation sets the tone in the present environment. In addition to the need to follow good management practices in ensuring the best use of government resources, competitive sourcing and privatization (CS&P) studies and reengineering initiatives require that organizations be structured efficiently. Position classification specialists are a vital source of advice to managers in ensuring efficient and effective organizations.

**A variety of circumstances may have contributed to structures that are not economical or consistent with good position management principles. Some of these are:**

- Lack of qualified applicants and management's desire to obtain and keep quality employees.
- Transfer of functions and reorganizations where emphasis was placed on avoiding the downgrading of employees rather than establishing the most economical structure.
- Lack of position management procedures for downgrading positions without adversely impacting operations or incumbents.
- Managers' resistance when downgrading positions would result in losing or downgrading good performers or valued incumbents.

**USAFEI36-1401, published 25 February 2002, establishes guidance for downgrading positions without adversely impacting the operation or the incumbents.**

Position classification specialists and management officials must work together to achieve the most effective and economical organization structures. Individual position reviews and complete functional position management reviews are valuable tools to achieve this objective. Position management reviews may be initiated by organizational management officials or by the CPF whenever either identifies a situation that warrants a review.

**The reviews will look for cases of poor position management such as:**

- Job dilution in which a limited amount of higher graded duties and responsibilities has been distributed among several employees.

- Narrow span of control
- Excessive supervisory layering
- Unwarranted use of assistants or deputies.
- Inflated position descriptions.
- Mismatch of manpower authorizations and duty assignments.

**The results of a functional review will be documented for the organization. The documentation will specify the approach management and the CPF will take in correcting any deficiencies identified during the review.**