



The Ramstein Civilian Personnel

Supervisor Handbook

For US Appropriated Fund Employees



MEMORANDUM FOR SUPERVISORS/MANAGERS OF CIVILIAN EMPLOYEES

FROM: 86 FSS/FSE

SUBJECT: Introduction to the Supervisor's Guide to Personnel Issues

1. Congratulations on your appointment to a supervisory position. To help you in your day-to-day dealings with subordinates, the Civilian Human Resources Flight has developed this handy guide especially for you. The attached directory of personnel, (Attachment 1), lists their phone numbers which will give you easy access to the appropriate section within the Civilian Personnel Flight (CPF). The topics covered in this guide will be informative as well as interesting.
2. The guide discusses a variety of issues that you may encounter from leave administration to disciplinary actions. While it may not cover every situation that will occur, we hope it will help explain the basics and provide you with resources necessary to handle most situations.
3. If we can assist you in any way, please call the appropriate office or HR Advisor.

Civilian Personnel Officer

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POSITION MANAGEMENT

As a supervisor, you play a vital role in planning and directing the work assignments in your organization. If you're new to your organization, take time to learn the organization before making significant changes. Listen to employees who've been around for a while. They will have experience and lessons learned on what's worked and what hasn't. Make sure that employees are keeping within their official position descriptions. If possible, contact a counterpart in another section or at another installation. You may find they have similar strengths and limitations, and can offer lessons in managing the organization for success.

Employees should not be assigned work outside the primary purpose of their position. For example, supervisors should not task administrative support staff with higher graded senior-level work. This is a foul and does not follow sound management principles for long term organizational success or morale. Review the official position description for each of your employees. Contact the Civilian Personnel Section (CPS) for any questions concerning the purpose and duties of a position.

Organizations are authorized positions based on mission requirements and workload. Civilian and military authorizations are listed on the Unit Manning Document (UMD) maintained by the Manpower Office. The UMD includes information such as the number of positions authorized, grade/rank, occupational series, AFSC, and security access requirements. Any change to the UMD requires an Authorization Change Request (ACR) memorandum signed by the organization Commander and submitted to the Manpower Office.

Individuals hired outside the UMD authorization are called "overhires." Generally, units must provide funding for overhire personnel. The 86 AW CRCB must approval all overhire requests.

CLASSIFICATION

Position classification is a process through which Federal positions are assigned to a pay plan, series, title, and grade, based on consistent application of Office of Personnel Management (OPM) standards. Position classification standards encourage uniformity and equity in the classification of positions by providing a common reference across organizations, locations, and agencies. Classification standards may cover one or many occupations. They usually include a description of the work performed; official titles; and criteria for determining grades.

Classification flysheets describe the work, but refer the user to other standards or guides for grading guidance. Some broad standards are issued as “functional guides” and provide criteria for determining the grade level of work in multiple occupations.

Position classification standards and guidance covering most Federal positions are accessible on the internet at: <http://www.opm.gov/fedclass/index.asp> for white collar positions, and <http://www.opm.gov/fedclass/html/fwsdocs.asp> for trades, craft, and labor positions.

A position, which has been identified as “supervisory”, is typically classified by applying the General Schedule Supervisory Guide, online at <http://www.opm.gov/fedclass/gssg.pdf>. This guide can be used to evaluate the grade level of General Schedule supervisory positions, regardless of the occupation.

Accurate position classification depends on position descriptions, called Core Personnel Document (CPD). You are responsible for preparing and certifying accurate CPDs. CPDs should be reviewed every two or more years to ensure the duties are current and reflect the accurate picture of the work assigned. These documents include duty statements, performance standards, and recruitment information.

Duty statements are descriptions of duties assigned to the position. Assigned work should fall within the scope of the position. CPDs typically have 3-5 major (or critical) duties. Each duty is assigned a percentage of time dedicated to the task. Performance standards are assigned to each duty that measure quality and quantity of work. Standards should be specific, measurable, attainable, and time bound. Additionally, CPDs include the knowledge, skills, and abilities (KSA) required for successful completion of work. KSA’s are used to qualify individuals for the position in the recruitment process.

Supervisor’s Role in Classification

Each manager and supervisor having the authority to establish, abolish, or assign duties to a position will:

- Exercise the concepts of sound classification and position management practices, principles and procedures.
- Establish and maintain within his or her area of responsibility an effective position structure consistent with approved mission, manpower authorizations and administrative authorities.
- Advise manpower, civilian personnel or other appropriate offices and provide pertinent documents relative to proposed organizational and position structure changes.
- Assign duties, responsibilities, and authorities to positions to achieve optimum balance of economy, effectiveness and productivity, skill utilization, employee motivation and development in conformance with the objectives of sound position management. If the

position is to be used for purposes other than those indicated by the manpower document, appropriate changes must be sought through manpower channels.

- Consider the impact on all other positions in the function, and coordinate with the CPS before assigning duties to any position that may result in a grade change.
- Prepare individual Positions Descriptions (PDs) for subordinate positions when an adequate SPD does not exist.
- Review and certify at least once every four years to the accuracy of each PD for which accountable.
- Execute all administrative requirements of AFI 31-501, *Personnel Security Program Management* for certification or recertification of individuals assigned to positions designated sensitive (i.e., designated as requiring a Secret or Top Secret clearance).
- Initiate a request for personnel action whenever position changes are required.
- Be familiar with the classification and qualification standards for those occupations that constitute the core of the supervisor's organization in order to:
 - Participate with the position classification specialist in determining the classification of all new or changed positions in terms of applicable standards and available SPDs. Advise employees of their assigned duties and responsibilities and of the grade controlling aspects of their position.
 - Advise employees of their right to review classification standards and of their grievance and appeal rights regarding position classification.
 - Support the classification program by defending classification decisions to subordinates.
- When working with developmental positions, supervisors will ensure that employees are provided with the necessary training to progress to the next higher grade in the career ladder in a timely manner or document specific performance deficiencies if the employee will not be promoted in a timely manner. Supervisors must also ensure that the employee has demonstrated the potential to perform at the full performance level at the next higher grade in a career ladder before initiating action to promote the employee.
- Periodically review with each employee his or her official PD to determine if it contains a statement of each major duty currently assigned and being performed, noting any significant change since it was last reviewed.

Preparing a Core Personnel Document (CPD)

Once you've determined the work required to accomplish the mission, you're ready to prepare a CPD. First, identify the Pay Plan/Title/Series/Grade. Example:

Pay Plan: General Schedule (GS)

Title: Secretary

Series: 0318

Grade: 05

The General Schedule pay plan is most common for white-collar civilian positions (working in an office setting). Wage Grade and Wage Labor pay plans exist among traditionally blue collar positions. Titles are generally prescribed by OPM classification standards. Series are determined by classification standards and may loosely be compared to the AFSC used to categorize uniformed/military positions. Grade is determined by classification standards in the federal evaluation system. Supervisors may not upgrade a position based on performance of an individual or use the grading system as a recruitment or retention incentive. Supervisors should use awards and other incentives for this purpose.

The Air Force Manpower Agency (AFMA) has developed a library of Standard Core Personnel Documents (SCPD) applicable to many Air Force positions. The SCPD Library is a useful and time-saving resource for supervisors and should be your first stop for help in developing CPDs. In many cases, you will find the SCPD can be applied to your position without any changes.

It is Air Force policy to use the SCPDs to the maximum extent possible. If an SCPD exists for your position, and you choose not to use it, you must obtain a waiver from HQ USAFE.

SCPD Library (AF Portal): <https://www.my.af.mil/gcss-af/USAF/ep/contentView.do?contentType=EDITORIAL&contentID=cF575FC8E211B4B5601211C73188103FC&channelPageId=s6925EC1336E40FB5E044080020E329A9>.

FAIR LABOR STANDARDS ACT (FLSA)

The FLSA is intended to provide overtime entitlements to lower graded employees. All Wage Grade (WG) and Wage Labor (WL) employees and most nonsupervisory employees below the grade of GS-09 are covered by the FLSA. These are "Non-Exempt" employees. Supervisory employees and employees in grades GS-11 and above are not covered by the Act. These are

“Exempt” employees. It is important that you know whether your employees are Exempt or Non-Exempt. This information can be found on the upper right corner, first page, of the CPD.

The FLSA provides for minimum standards for wages and overtime entitlements as well as travel time and pay during non work status time and specifies administrative procedures by which covered work-time must be compensated.

It is your job to be aware of the hours being worked by all your employees, particularly in the case of Non-Exempt employees. You need to take positive steps to ensure they are not performing work outside their regular shift unless you, or higher-level management, have ordered/authorized the work be done at that particular time. This includes all necessary follow-up to ensure that your instructions regarding overtime work are carried out.

Overtime must be approved in advance. Exempt employees may work overtime without compensation if they so desire, including during lunch breaks, but should be discouraged from doing so. However, they may not be directed or expected to work overtime without compensation.

AFFIRMATIVE EMPLOYMENT

What happens when I need to fill a vacancy?

As soon as you know an employee will be leaving his/her position, submit a Request for Personnel Action (RPA) Checklist, requesting to fill the vacant position. (See Appendix A – Sample: RPA Checklist for details on how to fill out the document). Generally, the CPS will contact you and your employee up to eight months in advance of their DEROS to find out whether the employee intends to extend his/her tour. If the employee does not intent to extend, we will assist the supervisor in beginning the recruitment process. Always check with the CPS for the latest version of the RPA checklist.

Vacancy Planning

Vacancy planning is anticipating and using all available flexibilities and strategies to maintain your workforce. Your HR Advisor can help you through this process by further explanation of strategies and helping you find ways to fill your vacancies.

Some of your vacancies planning responsibilities are:

- Determining a valid vacancy exists
- Initiating the fill request action
- Defining and capturing the work to be performed
 - Understanding the job, its functions, duties, responsibilities, and skill requirements
- Ensuring there is an accurate core document or position description
- Considering issues that may impact hiring, such as:
 - Local activity requirements
 - Bargaining unit agreements (CONUS)
 - Funding
 - Hiring considerations
- Internal or external recruitment needs
- Developmental or journey level
- Duration of work (temporary or permanent)
- Affirmative action goals
- Work schedule (full-time, part-time, seasonal, intermittent)
- Mandatory placement programs:

- DoD Priority Placement Program (PPP), Reemployment Priority List (RPL), Interagency Career Transition Assistance Plan (ICTAP) and Military Spouse (MSP)
- Area of consideration for advertising (availability of applicants).

What is a Stopper List? (PPP, RPL, ICTAP, MSP)

You might hear the term “stopper list” when discussing civilian recruitment. This list may appear as one of the following three programs. These programs are designed to minimize the adverse effects on federal civilian employees, who, through no fault of their own, are affected by management-initiated actions. Mandatory selection program requirements must be followed when a vacancy to be filled is subject to one or all of them.

Priority Placement Program (PPP) is a placement program for employees adversely affected by management-initiated actions such as Reduction-in-Force (RIF), base closure, contracting out, and transfer of function. When a vacancy occurs, well-qualified personnel, who have pre-registered in a program, may match the requirements of your vacancy. Registrants must be considered and sometimes selected before any recruitment sources can be pursued. PPP is the appropriate program for placement of employees subject to RIF, overseas returnees, and spouses of active duty military members and federal civilian employees.

The Reemployment Priority List (RPL) is a statutory program that requires agencies to give reemployment consideration to former competitive service employees of an agency separated by RIF or employees who have fully recovered from a compensable injury after more than 1 year. RPL registrants must be considered before certain recruitment sources.

The Interagency Career Transition Assistance Plan (ICTAP) is a government-wide placement program requiring activities to give placement consideration to well-qualified displaced employees (e.g., impacted by RIF) from other Federal agencies that apply for vacancies the agency is filling from outside its current workforce.

Military Spouse Preference (MSP) allows the spouse of an active duty member or Air Force civilian employee to be given preferential treatment in the selection. MSP may only be used once during a sponsored tour and all spouses must meet minimum qualifications.

What are my hiring options?

Positions may be filled from any source consistent with the priorities established in AFMAN 36-230, *Staffing Civilian Positions*, subject to the requirements of AFMAN 36-204, *Overseas Employment*, and other pertinent Office of Personnel Management (OPM), Department of Defense (DoD), and AF procedures or special employment programs.

The standard Area of Consideration (AoC) for all positions is DoD-wide. When PCS funds are not authorized, recruitment will be limited to the local area to include, as a minimum, all DoD employees in that area.

Spouse/Family Member employment will be maximized in keeping with DoD policy. Spouses/family members will be given an appointment appropriate to their personal competitive status. Current regulations/requirements for centrally managed positions will apply.

There are two main sources of applicants to choose from. The following list provides a brief description of internal and external hiring options.

1. Internal Candidates (current Federal DoD civilian employees, military spouses in a permanent DoD appropriated fund appointment):

- Detail: Temporary assignment to a position, at the same grade. No change in pay.
- Reassignment: A permanent assignment to a position at the same grade.
- Change to Lower Grade: A permanent assignment to a position at a lower grade.
- Promotion: Temporary, term*, or permanent. Some temporary promotions may be made without competition among applicants. (Promotion of term employees can only be done within the same program they are currently working and do not extend the length of their appointment).
- Career Ladder: Restructured positions that are filled in a manner to allow an employee to develop, through training, to the full-performance (journeyman) level.

2. External Candidates (the general public, former Federal employees or current Federal employees from agencies outside of DoD):

- Schedule A 213.3106(b)(6) Military Spouse and Family Members.
- Reinstatement: Former Federal employees who may be hired based on a previous permanent appointment.
- Transfer: Movement from one Federal agency to another. May or may not involve a grade change.
- Delegated Examining Authority: Authority delegated to AFPC to issue an announcement open to the general public (not prior active duty or permanent Federal employee).

- OPM Registers: Vacancy announcements issued by OPM that are open to the general public (not prior active duty or permanent Federal employee). OPM charges a fee for this service with the hiring activity providing the funding required.
- Temporary Appointment Authority: Appointments made to fill short-term positions not expected to last more than one year. The appointment may be extended to a maximum of one additional year.
- Term Appointment: An appointment made for special projects/workload lasting for more than one year but not exceeding a total of four years.
- Former Overseas Employees: Appointments that may be made of eligible employees returning to CONUS.
- Veteran's Recruitment Appointment (VRA): An authority to hire recently separated veterans and veterans with service-connected disabilities. Cannot be used for GS-12 and above.
- Veteran's Employment Opportunity Act (VEOA): An authority to appoint an eligible veteran who may not otherwise be eligible for other appointments.
- Disabled Veterans: Veterans who have a current notice from the VA of a service connected compensable disability of 30% or more.
- Persons With Disabilities: Facilitates the hiring of individuals who are severely handicapped.
- Student Educational Employment Program (SCEP): Student programs where the student attends school and works when not in school.
- Interchange Agreements: Allows certain employees of one Federal personnel system to move to another Federal personnel system (e.g., DoD Non-Appropriated Fund to DoD Appropriated Fund).

Position Designation of National Security and Public Trust Positions

With each request for personnel action (RPA) to recruit/fill, supervisors must submit a certification of the position sensitivity. The position sensitivity identifies factors, such as access to information and government resources, that if misused could pose a risk to national security. This designation prompts the kind of security clearance required for the position (e.g., Background Check, Secret, Top Secret).

All of our positions at Ramstein have such a code; however, supervisors are responsible for reviewing the requirements and certifying current designation accordingly. The Position Designation Automated Tool (PDAT) provides a standardized method for assigning position sensitivity designations based on national security position criteria in accordance with Title 5

Code of Federal Regulations, Sections 731 and 732. Supervisors should work with their security managers and manpower for assistance on position determination.

Based on the selections made in Steps 1 through 3, the tool will assign Tier 1/2/3 under “Designation Level,” Non-Sensitive/Non-Critical Sensitive/Critical-Sensitive/Special-Sensitive.

Supervisors must print a copy of the summary to document the designation. The summary should be signed, dated, and maintained in accordance with instructions from the CPS.

The tool and information on position sensitivity determinations can be found at OPM’s website: <http://www.opm.gov/investigate/resources/position/index.aspx>.

Tracking your Request for Personnel Action

Supervisors may track requests for personnel action through the AFPC RPA Tracker. This application is located in AFPC’s Secure website, accessible with your Common Access Card (CAC).

Candidate Referral Certificate and Making the Selection

The referral certificate will be issued by the Human Resource (HR) Specialist at AFPC. The certificate will contain the names of qualified candidates. Selecting official have **15 days** to make a selection. Please be aware that if no selection is made from the valid certificate(s) originally requested and issued, and/or management desires additional recruitment, the RPA will be closed and a new RPA must be submitted by the selecting official.

When selecting someone for a vacancy, the selecting official’s task is to select the individual who is best suited for the position from among a list of qualified, eligible candidates.

Remember to:

- Compare all candidates with the same job related criteria.
- Consider awards, training, and education related to the vacancy.
- Make your decision based upon job related requirements.
- When available, use information such as:
 - The candidate’s application/resume
 - Previous supervisor’s recommendations
 - Performance evaluations

- Interviews (Refer to the HQ USAFE Staffing Framework (below))

USAFE Recruitment Priorities

Quick Reference

Step	Order of Preference/Referral	Remarks
1	<p>Military Spouse Preference (MSP) on LWOP Any agency, AND MSP with reinstatement Eligibility</p> <p>AND</p> <p>Internal DoD employees eligible for Noncompetitive in-service placement, i.e., repromotion, reassignment and change to lower grade candidates</p>	<p>MSPs block promotions if best Qualified (regardless of status), AND block appointments</p> <p>Management may select any of the noncompetitive in-service placement candidates without regard to a military spouse preference</p>
2	<p>Civilian Spouse on LWOP, AND Civilian Spouse with Reinstatement eligibility</p> <p>AND</p> <p>Internal DoD employees eligible for Noncompetitive in-service placement, i.e., repromotion, reassignment, and change to lower grade candidates, if not referred in step 1 above</p>	<p>Blocks appointments, including reinstatements, transfers, and conversions</p> <p>Management may select any of the noncompetitive in-service placement candidates without regard to civilian spouse preference</p>
3	<p>Current DoD employees, including promotion candidates</p> <p>AND</p> <p>External Military Spouse Preference eligible for Sch A Excepted Service Appointments</p>	<p>Four or more MSPs at this level block referral of candidates at Step 4 and below</p>
4	<p>External Family Member Preference eligible for Sch A Excepted Service Appointments</p>	<p>FMPs at this level block referral of candidates at Step 5 and below</p>
5	<p>Other external recruitment sources, including family members who have used/lost their preference, federal service-wide candidates, VEOA, NAF, DEO, and VRA and 30% when the CPO determines the position is hard to fill</p>	
6	<p>Overseas Limited Appointment Authority (new announcement required)</p>	<p>Based on severe shortage of candidates as defined in 5 CFR</p>

INTERVIEW QUESTIONS

Once a list of candidates has been compiled, an interview process may be necessary. There are a few good tips when interviewing applicants. The following guidance has been provided to assist you in establishing your interview questions.

What happens in an interview? Candidates are asked questions about their experience, training, etc., that is pertinent to the job to be filled. Questions should deal with experience, training, or some other concrete type of answer from the candidate. These answers should provide evidence of whether the candidates possess the knowledge, skills, and abilities (KSA's) necessary for successful accomplishment of the position duty requirements. For example, the KSA of "ability to give oral presentations to large groups" may be one to be examined in the interview.

A good interview question might be, "What experience do you have giving oral presentations in front of large groups?" In the questioning, the interviewer could ask what the size of the group addressed was, if the audience was hostile, and to what extent the candidate participated in preparing the presentation. This question is objective, it doesn't lead the candidate to an answer, it seeks to find enough information for the interviewer to make a decision, and it is job related. Incorrect questions for this KSA would be: "Do you have trouble speaking before large groups?" or "Can you speak well?"

Do not formulate hypothetical cases and ask the candidate to provide possible solutions. This is a test! For example, a KSA that is typically found on a supervisory job is the ability to delegate your work. A good interview question would be: "What experience do you have in delegating work, what was the workload how many subordinates did you have, what were the situations?" Do not ask: "What would you do in the following situation – you have 1,000 cartons to deliver in two days time; your supply clerk is on leave; how do you get the cartons delivered?" This type of test question is not objective and there is no right answer.

Do not ask questions that have an obvious answer and provide no means for distinguishing between candidates. The question: "Do you like working with people?" has an obvious response. A question such as "What experience have you had in dealing with the public?" would be more useful.

Some questions have been included in so many interviews that candidates may expect them. These questions are such as: "Why do you want this job?" There is no right answer. Candidates tend to have prepared answers to these kinds of questions aimed at what they think interviewers want to hear. This type of question adds nothing to the interview.

The vocabulary used in interview questions should be geared to the level of candidates. Specialized terminology or organizational abbreviations, which may intimidate or confuse the candidate, should not be used.

ILLEGAL QUESTIONS

In cases of position qualifications and conditions of employment, the Civilian Personnel Section will verify suitability. Do not ask interview candidates' basic personal information as this may be interpreted as a qualifier for non-selection.

Age Any question, which tends to identify applicants over 40 years of age.

National Origin What is your national origin? What language is spoken in your home? What is your native language?

Race/Color Any comments or questions which directly or indirectly relate to race or color.

Religion What church do you attend? What religious holidays do you observe?

Sex Any inquiry into gender. What are your plans regarding having children in the future? Do you mind having a male/female supervisor? Can you work with a group of men/women?

Military Discharge Were you honorably discharged from military service?

Economic Status Do you have a good credit rating? Do you have any trouble with bill/collection agencies?

Security Clearance Do you have a secret/top secret/other security clearance? Note: If the position requires a certain type of security clearance, this condition can be stated.

Personal Plans Do you have plans to live in this area long?

Participation Do you plan to take savings bonds, contribute to the Combined Federal Campaign, join the coffee club, join the Air Force Association?

Marital Status Are you married/divorced/separated/widowed? With whom do you and your family live? Do your children live with you? Is your husband/wife in the military?

Education Affiliation Any questions regarding specifically the nationality, racial, or religious affiliation of a school. Any questions asking for education level in general, not

relating specifically to the job being filled. (Questions relating to the job to be filled and how the applicant's academic, vocational, or professional education may fulfill the KSA's are acceptable).

Organizational To what organization, societies and clubs do you belong?

Affiliations Do not include any whose name or character, indicate the race, religion, creed, color, national origin, or ancestry of its member. (Questions related to the job to be filled and how the candidate's participation in the organization may fulfill KSA's are acceptable).

Work Schedule Any questions relating to child care, ages of children or other non-travel related areas. (If the job to be filled has special requirements – travel, overtime, unusual work schedule – these conditions may be stated).

It is hoped this information will make the preparation of interview questions easier for you as the Selecting supervisor. Your HR Advisor's are always available for assistance in this matter when needed.

MERIT SYSTEM PRINCIPLES

Merit system principles are a series of critically important rules that govern the operation and management of the federal work force. Taken as a whole, they are designed to ensure that the federal work force is recruited, managed, and rewarded based on merit, rather than political affiliation or other non-merit factors.

The merit system principles are specifically related in law at 5 U.S.C. 2301. In plain language, they require managers and supervisors to adhere to the following principles:

- Recruit qualified persons from all segments of society then select and advance them on the basis of merit after fair and open competition.
- Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
- Provide equal pay for equal work, and recognize and reward excellent performance.
- Maintain high standards of integrity, conduct, and concern for the public interest.
- Manage employees efficiently and effectively.
- Retain, reward, and separate employees on the basis of their performance.
- Educate and train employees when it will result in better organizational or individual performance.
- Protect employees against arbitrary action, personal favoritism, or coercion for partisan political purposes.
- Protect employees against reprisal for “whistleblower” activity; that is, the lawful disclosure of information concerning violations of law, mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.

The underlying principle of the Air Force Merit Promotion Program is the identification, qualification evaluation, and selection of candidates made without regard to political, religious, labor organization affiliation, marital status, race, color, sex, national origin, non-disqualifying physical or mental handicap, or age and shall be based solely on job-related criteria in accordance with legitimate position requirements.

The Merit Promotion Program is directed toward:

- Contributing toward the accomplishment of mission goals by staffing positions with high-quality employees;
- Providing career opportunities for employees and ensuring that all employees are fully informed of those opportunities;
- Bringing to the attention of management high-quality employees who have the capacity to perform in more responsible assignments;
- Fostering and facilitating the mobility of employees in the interest of broadening their experiences and increasing their qualifications;
- Ensuring the maximum utilization of employees in positions for which they are best qualified;
- Ensuring that the skills, qualifications, achievements, and promotion potential of employees are recognized and fairly considered in the staffing process;
- Encouraging employees to improve their performance to develop their knowledge, skills, and abilities.

A sound merit promotion program properly administered and fully supported by management officials and employees at all levels is essential to the staffing of an effective and highly motivated civilian work force.

PROHIBITED PERSONNEL PRACTICES

The list of prohibited practices is contained in the law at 5 U.S.C. 2302(b).

In plain language, the law prohibits supervisors/managers from taking the following action:

- Discriminating on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
- Soliciting or considering any personnel recommendation that is not based on a personal knowledge or records of job-related factors such as performance, ability, aptitude, general qualifications, character, loyalty, or suitability.
- Coercing an employee to perform or support political activity.
- Deceiving or deliberately obstructing any person who is attempting to compete for employment.
- Influencing or attempting to influence any person to withdraw from competition for the purpose of improving or injuring the prospects of another person for employment.

- Granting any preference or advantage not authorized by law, regulation, or rule to any employee or applicant to improve or injure the prospects of another applicant.
- Hiring, promoting, or influencing the hiring or promotion of a relative.
- Retaliating against an employee for whistle blowing activity.
- Retaliating against employees or applicants for exercising their appeal rights; for testifying or cooperating with an Inspector General or the Special Council; or for refusing to comply with an instruction that would require him/her to break the law.
- Discriminating based on personal conduct or actions that do not adversely affect an employee or applicant's job performance.
- Violating any law, rule, or regulation implementing or directly concerning the merit principles.
- Violating veteran's preference by taking or failure to take a personnel action.

No FEAR Act

On May 15, 2002, President Bush signed the Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act), which increases Federal agency accountability for acts of discrimination or reprisal against employees. One purpose of this act, which took effect on October 1, 2003, is to require that "Federal agencies be accountable for violations of antidiscrimination and whistleblower protection laws." Pub. L. 107-174, Summary. The Department of the Air Force provides this notice to employees and applicants for employment to inform them of the rights and protections available to you under Federal antidiscrimination, whistleblower protection and retaliation laws.

Whistleblower Protection Act of 1989

A "whistleblower" discloses information he or she reasonably believes evidences:

- A violation of any law, rule or regulation
- An abuse of authority
- A substantial and specific danger to public health
- Gross mismanagement
- A gross waste of funds
- A substantial and specific danger to public safety

For more information, go to the U.S. Office of Special Council <http://www.osc.gov/>

SUPERVISOR'S EMPLOYEE WORK FOLDER AND BRIEF (AF FORM 971)

The Supervisor's Employee Work Folder is the repository for the supervisor to maintain essential information on the employees he or she manages. It is a management document that should be maintained by the supervisor. The Supervisor's Employee Work Folder will contain sensitive information such as social security numbers, counseling comments, for official use only documents, copies of personnel actions, etc., which should be safeguarded and protected. Therefore, supervisors should manage and protect the Work Folder in accordance with the Privacy Act of 1974 guidance.

Supervisor Employee Brief Air Force Form 971. While any type of folder can be used as an employee work folder; the six-sectioned folders are recommended and work very well. Upon opening the work folder, you should see the AF Form 971, *Automated Supervisor's Employee Brief* on the left panel. If you do not have one or if the one in the folder needs replacing, request one by contacting the Civilian Personnel Section (CPS).

Any Human Resources Specialist receiving the request will be able to provide you with a current AF Form 971 on your employee(s). These forms are generated from the civilian automated system. The AF Form 971 is used to record personal emergency information and to document significant events and discussions supervisors have with employees regarding performance, recognition, training, conduct, etc. Employees have a right to see notes documented on AF Form 971 concerning performance or conduct.

The following is a list of additional records normally maintained in this folder:

- The most current AF Form 971, Automated Supervisor's Employee Brief
- Current Position Description (PD)
- Training records, including Formal Training Plans
- Leave schedules
- AF Form 860B, Civilian Progress Review Worksheet
- AF Form 860A, Civilian Performance and Promotion Appraisal covering last 4 years
- Pending personnel actions, awards recommendations, etc.
- Disciplinary/adverse action backup materials
- Complaints of indebtedness

NOTE: Medical documentation, including injury compensation forms, suitability and/or security information must not be maintained in this folder. Other official folders are established for this purpose.

Employee work folders must be maintained in a secure area that guards against unauthorized access yet is readily accessible for you to enter notes and other documentation.

Disposition of Supervisors Employee Work Folder

- When an employee is selected for reassignment, change-to-lower grade, or promotion, the losing supervisor forwards the complete work folder to the gaining supervisor within 10 days.
- When an employee is transferred to another Air Force installation or other Federal agency, or separates for reasons other than military service or adverse action, the folder is destroyed after 60 days. However, appraisals and training records should be forwarded to the CPS to forward to the gaining base.
- When an employee enters military service, the work folder is sent to the CPS.
- When an employee is separated by adverse action, the work folder is maintained with the supervisor until no longer needed. CPS advice should be obtained before destruction.

HOURS OF WORK

The administrative work week, within which an employee's work must be scheduled, begins at 0001 hours Sunday morning and ends Saturday night at 2400 hours. The basic work week are those days and hours within the administrative work week which include the regularly scheduled work.

Basic Work Week

The basic work week is scheduled on 5 days, Monday through Friday when possible, and the 2 days outside the basic work week are consecutive. The working hours in each day in the basic work week are normally the same. HQ USAFE and the 86 Airlift Wing's basic work week revolve around "core hours", which are those period of time during the day an employee must be at work (or in an approved leave or other approved status). HQ USAFE's core hours are 0800 – 1600, and the Airlift Wing's core hours are 0900 – 1500.

Uncommon Tour of Duty

Organization Commanders have the authority to establish an uncommon tour of duty, which is any 40-hour basic work week which includes Saturday and/or Sunday or fewer than 5 days but not more than 6 days of the administrative work week. Of course, mission requirements and customer needs are a Commander's first consideration when determining a tour of duty, although employee morale is certainly an important factor.

Standard Tour of Duty

Consists of working from 0730 – 1630, Monday through Friday.

Flexible Work Schedule (FWS)

This type of schedule requires that employees work during "core hours" as described above, however, the starting and ending times may be selected by the employees, within limits established by management. An employee may start as early as 0600 and duty day may not end earlier than 1500. End time is computed by adding 8 hours, plus the schedule lunch period, to the start time. Workday start/stop times may vary. Employees selecting start/stop times under FWS must continue to adhere to these times.

When an employee elects to work in excess of the basic work requirements they may earn credit hours. Credit hours can only be earned by employees participating in a FWS. Credit hours are requested by the employee, rather than directed by management as is the case with overtime. Maximum accumulation of credit hours is limited to 24 hours and hours earned in excess are lost. An FWS employee may not earn credit hours for travel because travel in conjunction with work is not voluntary in nature and does not meet the definition of credit hours, but may earn travel compensatory hours.

Compressed Work Schedule (CWS)

CWS is a fixed work schedule in which the biweekly basic work requirement is scheduled for less than 10 workdays. Employees may work a four-day workweek or a 5/4-9 compressed plan. Under the four-day workweek, employees must work 10 hours a day, 40 hours a week and 80 hours in a biweekly pay period. Under the 5/4-9 plan, an employee works eight 9-hour days plus one 8-hour day for a total of 80 hours in a biweekly pay period.

Holiday Observance and Pay for CWS

If a holiday falls on a non-workday of the employee, the employee's preceding workday will be designated as the "in-lieu" of holiday. The holiday or "in lieu-of" hours will be reflected on the timesheet as the number of hours of the compressed work schedule on that day.

Use of Annual/Sick Leave for CWS

When a full day of leave is taken, total hours will reflect the number of hours of the compressed work schedule on that day or days. When required to go TDY or attend training, the employee must revert to a standard tour of duty for the full pay period(s) in which the employee is TDY or in training.

Supervisor Responsibilities

For employees on a standard tour of duty, supervisors should provide each employee a regularly scheduled tour of duty in which the hours and days of work are scheduled and known to the employee in advance of the administrative work week. Management should give employees at least 7 calendar days notice before the effective date of the change, unless shorter notice is necessary to prevent the agency from being handicapped in the exercise of its functions or to

forestall a substantial increase in operational costs. When requested by an employee to work an AWS, the supervisor must approve or disapprove the request based on mission requirements. In all cases of requested AWS, supervisors must ensure adequate coverage exists in the office when office hours are directed. Civilian Pay must be given notice of changes in the basic work week.

Lunch Periods

All full-time employees are required to take a lunch break. Lunch periods are normally 30 – 60 minutes, during which the employee is entirely free of his/her position. The lunch period is unpaid. Employees cannot combine lunch period with breaks to take an extended lunch period, nor may an employee skip a lunch period to shorten the scheduled duty day.

TRAVEL AS HOURS OF WORK FOR EMPLOYEES OVERSEAS

Whenever possible, supervisors should schedule employees to travel, for Temporary Duty (TDY), during their regularly scheduled administrative work week (i.e., normal duty days and hours). However, when an employee must travel outside his or her duty hours, the employee **may** be eligible for premium overtime pay, provided one of the four following conditions are met:

- The employee performs actual work while traveling. (However, this is not considered overtime unless the work is officially ordered and approved).
- The work is incident to travel. (*Example: a Federal Marshall in New York City must pick up a prisoner in Chicago and escort him back to New York City; all travel time from when he left home until he relinquished the prisoner is considered hours of work*).
- The travel is carried out under arduous conditions (e.g., travel over unusually adverse terrain, during severe weather conditions, or to remote barely accessible facilities by foot, horseback, or truck).
- The travel results from an event, which cannot be scheduled or controlled administratively by any agency of the Executive Branch. (This does **not** include training scheduled by an outside party, which is contracted by an Executive agency since the scheduling of training is controlled by the agency through the contract. Also, even though an event cannot be controlled, there must exist an “imminent official necessity,” which means the necessity for travel is so urgent as to preclude proper scheduling of travel during normal duty hours).

Note 1: This information only covers 5 CFR 550 pay entitlements for “exempt” employees; all overseas employees are “exempt” from FLSA entitlements.

Note 2: Time spent in travel that meets any of the conditions above must be compensated as either regular time or overtime, whichever is appropriate.

Note 3: Employees who travel at night or on Sunday do **not** receive night differential or Sunday premium pay **unless** they are **regularly scheduled** to work nights or Sunday.

Note 4: With the rare exception of Rule #3 above, travel from home to work and vice versa is **not** hours of work. When an employee travels directly from home to a temporary duty location outside the limits of his/her official duty station, the time the employee would have spent in normal home to work travel shall be deducted from hours of work, unless, of course, the employee is traveling during regular working hours.

(Reference: 5 U.S.C. 5542(b)(2); 5 U.S.C. 5544(a)(3); 5 C.F.R. 550.112(g) and (j); 610.102, and 610.123; and 5 C.F.R. 551.401(h) and 551.422)

LEAVE ADMINISTRATION

AFI 36-815, *Absence and Leave*, explains the various types of leave available and when each should be used. It is important to note that if an employee is not at work, he/she must be covered by some type of leave (annual, sick, or leave without pay) which must be requested by the employee and approved by the supervisor. Employees may use the OPM 71, Request for Leave or Approved Absence. Otherwise the employee is absent without leave (AWOL) until the employee makes the proper request.

Annual Leave

Since annual leave is a significant benefit for all permanent employees, it is very important that there is a mutual employee-management responsibility to plan and schedule the use of annual leave throughout the year. Supervisors must administer leave on a fair and equal basis within the scope of applicable laws, regulations, and directives.

In approving leave, supervisors must consider the needs of the organization and also the needs of the employee. Authority to approve leave requests is normally delegated to the lowest supervisory level (immediate supervisor) having personal knowledge of the work requirements and the employees leave record. Supervisors are responsible for ensuring that all employees are informed of the procedure they must follow in requesting and using leave. Leave policies may be given to employees in writing or verbally. An annotation can be made in the 971 folder to document the procedures were discussed.

The employee is responsible for: being dependable and reporting work at a regular time each day, requesting annual leave in advance and reporting unexpected or emergency leave needs to the supervisor as soon as possible following the established office procedures.

Amounts of annual leave earned are based on years of service. If the employee has three years or less of service they earn four (4) hours each pay period, for a total of 104 hours each calendar year (two weeks and three days). If the employee has three to fourteen years of service they will earn six (6) hours each pay period, except the last pay period in which they will earn ten, for a total of 160 hours (or four weeks). Employees with over fifteen years of service will earn eight (8) hours each pay period for a total of 208 hours (or five weeks and one day). Maximum annual leave carry over each year is 240 hours or thirty days. The maximum annual leave accumulation for employees outside of the United States (except for certain local hires) is 360 hours (45 days). When an overseas employee returns to the United States the maximum annual leave

accumulations reverts back to 240 hours or the amount carried over from the previous leave year, whichever is greater.

Annual leave can be advanced up to the amount that would be accrued during the rest of the leave year. For example: if an employee requests advance leave in July, he/she can be advanced the amount they earn per pay period times the number of pay periods left in the year.

Sick Leave

Sick leave is allowed for medical, dental, or optical examination or treatment. It may be used when the employee is unable to report for work due to illness, injury, pregnancy, or confinement. Also, a limited amount of sick leave may be used when a member of the employee's immediate family requires care as a result of illness, pregnancy, or medical, dental, or optical examination or treatment; to make arrangements necessitated by the death of a family member or attend the funeral of a family member. It may also be used to make arrangements for adoption-related activities or to participate in drug or alcohol counseling programs.

- Sick leave becomes available for use at the beginning of the pay period during which it is earned.
- There is no limitation on the amount of sick leave that may be carried forward from one year to another.
- Sick leave is requested by the employee prior to any medical appointment or examination. Even though submitted with proper evidence, requests for sick leave for non-emergency medical appointments may be denied if it is determined that the employee's services are needed.
- If an employee is absent because of illness, injury, exposure to a contagious disease, or other circumstances of incapacity, which are not known in advance, leave must be requested as soon as possible after the beginning of the absence (normally within the first two hours of the work day and according to established leave requesting procedures).
- For absences of three days or less, sick leave must be requested on the first day and every additional day unless the supervisor expressly relieves the employee of this requirement.
- Sick leave for more than three consecutive days must be supported by medical documentation unless the supervisor specifically waives this requirement or a physician did not attend the employee. If the employee did not see a physician, the employee must show satisfactory evidence of incapacity.
- When there is reason to believe that an employee is abusing sick leave, medical documentation may be required for absences of three days or less. This requirement must be limited to cases of suspected abuse and can be imposed only after the employee has been specifically informed in writing of the requirement.

- If there is any doubt as to the validity or adequacy of the medical documentation presented to support a request for sick leave, the medical officer at the installation may be requested to review the documentation submitted and to consult the employee's physician for additional information.
- Where evidence does not justify the approval of sick leave, the absence may be charged to annual leave or leave without pay (LWOP) with the employees consent or charged to AWOL.
- Employees may be advanced up to 30 workdays of sick leave for serious disability, illness, incapacitation, or confinement due to pregnancy. **The request must be supported by medical documentation.**
- Employees may be advanced up to 13 workdays of sick leave each year for the care of a family member or for bereavement purposes.
- If abuse of sick leave is suspected, contact the Civilian Personnel Section/Employee Management Relations Section for assistance in preparing an abuse letter. This can be the first step in improving the attendance of an employee, or may begin the disciplinary process.

Leave Without Pay

Leave Without Pay (LWOP) is requested by the employee. LWOP is a temporary, non-pay status and is an authorized absence from duty approved by the supervisor.

- An employee does not have to exhaust annual leave before requesting LWOP.
- DO NOT confuse LWOP with Absence Without Leave (AWOL). AWOL is charged for unauthorized absence or absences for which the employee's leave request was denied. LWOP is an approved absence from work.
- By law, LWOP must be granted for:
 - Disabled veterans to cover an absence for medical treatment related to a service connected disability.
 - A member of the Reserves or National Guard to perform military training duties. (LWOP-US).
- Other reasons for granting LWOP:
 - Protecting an employee's status and benefits pending action by the Office of Worker's Compensation.
 - To avoid a break in service for career or career-conditional employees who are dependents of a military or Federal civilian employee who must relocate because of the transfer of the head of the household.

- There is no maximum prescribed by law or regulation on the amount of LWOP which may be granted. However, supervisors should consult with the CPS before approving extended periods of LWOP. LWOP of more than 30 consecutive days must be made a matter of record in the employee's Official Personnel Folder. An RPA must be submitted for all LWOP-US regardless of the length of time.

Military Leave

If an employee is a member of the National Guard or an Armed Forces Reserve, up to 15 days of military leave may be granted for training or active duty. A copy of the orders and evidence that the duty was performed will be submitted by the employee.

For entitlement to military leave, employees must:

- Be a member of the Reserve or National Guard
- Be a full-time, part-time or indefinite employee who does not have an intermittent schedule
- Be serving in an appointment that is not limited to one year or less

Court Leave

Court leave is an approved leave of absence from work without loss of pay or charge to annual leave to perform jury duty in a federal, state or municipal court. Court leave is also permitted when serving as a witness, if the United States, the District of Columbia, or state or local government is a party.

Except in extreme cases of necessity, it is Air Force policy not to request that an employee be excused from jury duty on the basis of Air Force employment.

An employee is expected to return to work if there are four or more hours remaining in the workday. If the employee fails to report to work as directed, annual leave, LWOP or AWOL is charged for the excess time involved.

Home Leave

Home leave is earned by service abroad for use in the United States, in the Commonwealth of Puerto Rico, or in the territories or possessions of the United States. Home leave is in addition to other types of leave authorized by law.

Service abroad means service by an employee at a post of duty outside the United States and outside the employee's place of residence if his place of residence is in the Commonwealth of Puerto Rico or a territory or possession of the United States.

Eligibility

Employees who may accumulate 45 days of annual leave under section 6304(b) of Title 5, United States Code, are entitled to earn, and may be granted, home leave, which are:

- Employees recruited in the United States, or
- An employee that is recruited abroad and is determined eligible at the time of appointment.
- Employees stationed at Ramstein AB earn 5 days during each 12-month period on a prorated basis.
- Employees at other locations may receive more than 5 days based on the percentage of post differential.

Use of Home Leave

After 24 months continuous service overseas, home leave may be used:

- In conjunction with Renewal Agreement Travel (RAT),
- In conjunction with TDY,
- When on approved leave in an area authorized for home leave.

Note: employees who return overseas after a period of service in the United States must serve a new initial tour before using home leave from previous assignments.

Additional Information

- Accumulates with no maximum limitation.
- Taken/Charged in 1 day increments.

- Must return to the overseas assignment (i.e., cannot be used in conjunction with a PCS back to the U.S.
- No authority to advance home leave not yet earned.
- Account transfers when employee moves between agencies.
- Home leave balance does appear on an individual's leave and earnings statement (LES) in days.

Excused Absences

Excused absence is time off without charge to any type of leave or loss of pay. The following lists some of the situations that may be excused:

- For unavoidable absence, brief periods of early dismissal, and brief periods of tardiness less than one hour.
- Voting and voter registration in a government election. (See AFI 36-815, paragraph 8.4).
- Job related conferences and conventions where attendance is in the best interest of the government.
- Consultation with Operating Officials, EEO Counselor or CPS Staff.
- Blood donations are excusable for up to four hours, if needed.
- Treatment of an on-the-job injury when treatment is received on the day of the injury.
- Required physical examinations for fitness for duty, occupational health programs, etc.
- Participation in civil defense activities and exercises at the activity where employed.
- Participation in physical fitness activities. (Reference:

RESTORATION OF FORFEITED ANNUAL LEAVE

Annual leave that was forfeited may be considered for restoration due to an exigency of the service, sickness of the employee, or administrative error only if the annual leave was requested, approved, and scheduled in writing before the start of the third bi-weekly pay period prior to the end of the leave year.

Restoration of Annual Leave Procedures

An “exigency “ is an urgent event or situation which requires employees who were previously approved and scheduled for annual leave to report to duty. The organization commander is the approving authority of the exigency.

Exigency Approval Process

Approval of an exigency is required in advance of cancellation of leave. In the event of an emergency, this determination must be made as soon after the occurrence of the emergency as possible.

As soon as it is known that leave will be cancelled and forfeiture will be unavoidable, the supervisor initiates a letter to the organizational commander explaining the exigency and requesting approval to cancel the scheduled leave. The supervisor coordinates the letter with the Civilian Human Resource Flight Employee Relations Section, 86 FSS/FSPC-B, to ensure that the conditions for restoration in governing directives are met, and that the documentation to support the request has been provided. At a minimum the documentation must contain:

- The beginning and ending dates of the exigency period;
- The dates and number of hours of leave scheduled which must be cancelled, and when this leave was scheduled and approved;
- A description of the exigency which shows that it is of such importance that the employee cannot be excused from duty;
- A statement as to why there is no alternative to cancellation of the scheduled leave and why use of the leave cannot be rescheduled during the remainder of the year; and
- Once the organizational commander renders a decision on the request, it must be coordinated through 86 FSS/FSPC-B to the originating supervisor and transmitted to the employee.

Requesting Procedures

Exigency of Service – when an exigency has been approved, an employee must immediately provide the documentation listed below **AFTER** the leave year ends. The documentation is forwarded to their supervisor who forwards it to 86 FSS/FSPC-B for endorsement.

- A written request for restoration of leave with the approval stating the actual number of hours lost on specific dates that could not be rescheduled, and
- A copy of the approved exigency.

Sickness of the Employee – When annual leave was forfeited because of a period of absence due to an **employees sickness or injury** that occurred late in the leave year or was of such duration that the excess annual leave could not be rescheduled for use before the end of the leave year:

- The employee initiates the request for restoration of annual leave forfeited as a result of sickness or injury **AFTER** the leave year ends and has the supervisor endorse it to 86 FSS/FSPC=B.
- Employee's request must include medical certification specifying:
 - The beginning and ending dates of the period of illness or incapacity which interfered with the use of the scheduled annual leave;
 - Dates and number of hours of annual leave scheduled that had to be canceled and when this leave was scheduled and approved; and
 - Information as to why canceled annual leave could not be rescheduled before the end of the leave year.

Administrative Error – Determinations regarding what constitutes an administrative error are made by 86 FSS/FSPC-B. Advice and assistance may be obtained by contacting your Employee Relations Specialist at 480-7608 or 478-6707.

Restoration Approval Process – 86 FSS/FSPC-B will review all annual leave restoration requests and, upon determination that the documentation is adequate, will endorse it to the civilian payroll office.

Using Restored Annual Leave – Restored annual leave must be used by the end of the leave year ending two years after:

- The termination date of the exigency that resulted in forfeiture of the annual leave; or
- The date the employee is determined to be recovered and able to return to duty if the leave was forfeited because of illness; or

- The date the restoration of the annual leave forfeited because of administrative error.

Family Medical Leave Act (FMLA)

Full-time or part-time employees completing 12 months of service (not required to be recent or consecutive) are covered under the FMLA. They are entitled to a total of 12 administrative workweeks of unpaid leave (LWOP) during any 12-month period for:

- The birth of a son or daughter and care of the newborn.
- The placement of a son or daughter with the employee for adoption or foster care.
- The care of a spouse, son, daughter, or parent of the employee with a serious health condition.
- A serious health condition, as defined in 5 CFR 630.1202, of the employee that makes the employee unable to perform the duties of their position.

Employees are entitled up to 26 weeks of unpaid leave during a single 12-month period to care for a parent, spouse, son, daughter, or next of kin who is a service member with a serious injury or illness;

Serious injury or illness must have been incurred in the line of duty while on active duty in the Armed Forces.

Any “regular” FMLA leave taken is subtracted from the 26 weeks.

Employees must give proper notification (30-days advance notice of intent) and medical certification. The request may not be retroactive and may be taken intermittently.

Upon return from FMLA leave, the employee must be returned to the same position held when the leave began or an equivalent position with equivalent benefits, pay, status, and other terms and conditions of employment.

While on FMLA leave, the employee is entitled to maintain health benefits coverage under the FEHB program. If the employee is on LWOP under the FMLA, the employee is responsible for paying the employee share of the health benefits premium.

FMLA Qualifying Exigency Regulations

The U.S. Office of Personnel Management (OPM) has issued final regulations amending the FMLA regulations. The amendment provides eligible Federal employees up to 12 administrative workweeks of unpaid leave under the FMLA for qualifying exigency purposes. The operant words and phrases of the rule are “*covered active duty*” and “*foreign country*”. The rule became effective October 31, 2011.

There are eight categories of qualifying exigencies:

- Short notice deployments;
- Military events and related activities;
- Childcare and school activities;
- Financial and legal arrangements;
- Counseling;
- Rest and recuperation;
- Post-deployment activities; and
- Additional activities not encompassed in the other categories when the agency and employee agree they qualify as exigencies and agree to the timing and duration of the leave.

Qualifying exigencies arise when the spouse, son, daughter, or parent of an employee is on *covered active duty* in the Armed Forces, or has been notified of an impending call or order to *covered active duty* status.

Covered active duty or call to covered active duty status:

- In the case of a member of a regular component of the Armed Forces, duty during the deployment of the member with the Armed Forces to a *foreign country* under a call or order to active duty (or notification of an impending call or order to active duty); and
- In the case of a member of a reserve component of the Armed Forces, duty during the deployment of the member with the Armed Forces to a *foreign country* under a call or order to active duty (or notification of an impending call or order to active duty) in support of a contingency operation pursuant to any of the following sections of 10 USC 688, 12301(a), 12302, 12304, 12305, 12406 or Chapter 15, or any other provision of law during a war or during a national emergency declared by the President of Congress.

It is not important to document the covered service member’s active duty is in support of a contingency operation, but instead that the active duty is to a foreign country. The employee is required to provide a copy of the covered service members active duty orders as documentation to support call to active duty or impending call.

Supervisor's may verify the employee's request for leave for qualifying exigency through contact information for individuals or any available written documentation that supports the leave request. Examples of documentation are:

- Meeting announcement
- Appointment confirmation
- Copy of bill for legal or financial services

The employee does not have to provide any documentation that would be prepared at a cost to the employee. The employee's statement of facts regarding the qualifying exigency should include, whenever possible, only documentation that is already on hand or is easily obtainable. Supervisors may verify only the information provided by the employee in his/her statement and may not request additional information.

Family and Medical Leave Act Procedures

The Family and Medical Leave Act of 1993 (FMLA), provides certain employees with up to 12 workweeks of unpaid, job-protected leave a year.

If an employee requests FLLA leave (and the employee must invoke it) the supervisor must first determine eligibility. An employee must have worked 1,250 hours during the previous 12-month period to be eligible. The supervisor will complete the WH-381, Employer Response to Employee Request for Family or Medical Leave, which can be found at the Department of Labor (DOL) website at: <http://www.dol.gov/esa/whd/forms/index.htm>. This form will identify all eight requirements that the employee should have in writing.

The first question from this form is informing the employee if they are eligible:

- If the employee is not eligible, notify them and do not proceed with the form.
- If the employee is eligible, complete the entire form (CPS will assist). Medical documentation will be necessary to prove "serious medical condition".

The requested leave will count against the FMLA entitlement if they are eligible.

Medical certification is necessary and should always be provided; a specific date (that the medical information must be submitted) can be identified on the form. Form WH-380, Certification of Health Care Provider, may be used for this purpose and can be found at <http://www.dol.gov/esa/whd/forms/index.htm>.

The employee is allowed to substitute paid leave if they have it available.

Health Benefit premiums will continue to be paid by the employee (arrangements can be made to pay them directly if in an LWOP status for an extended period of time). Employees should be directed to the CPS for more information on the health premium payments. Basic life insurance premiums will be made by the Agency for up to one year.

The employee should be required to supply medical documentation that they are well enough to report back to duty.

The supervisor may request that periodic reports (or interim reports) be supplied on specific dates. If the original medical documentation is clear, the supervisor may wish to waive this requirement.

If the leave needed is not consecutive dates, the supervisor may require the employee to provide recertification on the serious medical condition.

All supporting documentation should be forwarded to the CPS. Standard letters can be obtained through CPS for approved and denied leave.

Leave Transfer Program

This program allows an employee who has a medical hardship to become a leave recipient. The leave recipient must have exhausted all sick and annual leave to be eligible. Only annual leave can be transferred or donated directly from other employees. OPM Form 630, Leave Recipient Application, OPM Form 630A, Request to Donate Annual Leave, is available for recipients and donors at www.opm.gov.

TIME AND ATTENDANCE HELPFUL HINTS

Approving Official's Responsibilities

When approving time and attendance reports, supervisors, other equivalent officials, or higher level managers are representing that, to the best of their knowledge, the actual work schedules recorded are true, correct, and accurate. Review and approval shall be made by the official, normally the immediate supervisor, most knowledgeable of the time worked and absence of the employees involved. The approving official may assign responsibility for observing daily attendance or accurately recording time and attendance data to a timekeeper or in a limited

circumstances as addressed in *DoD Financial Management Regulation, Volume 8, Civilian Pay Policy and Procedure*. Assignment of these duties does not relieve the approving official of the responsibility for timely and accurate reporting of the time and attendance to which he or she approves, and to ensure that leave is administered in accordance with applicable policies, regulations, instructions, and the bargaining agreement. The supervisor shall inform the timekeeper when an employee is on any type of leave, or has worked any type of premium work. An alternate timekeeper shall be appointed to maintain time and attendance daily during the absence of the primary timekeeper.

Timekeeper's Responsibility

Timekeeping is a critical function, which may be performed by the individual employee, timekeeper, supervisor, or a combination of these individuals. The timekeeping function requires the accurate and timely recording of time and attendance data and the maintenance of related documentation.

Timekeepers may be civilian or military personnel. Individuals performing the timekeeping function are responsible for timely and accurate recording of all exceptions to the employee's normal tour of duty. Ensuring that employees have attested to the accuracy of their current pay period's time and attendance (including any exceptions such as use of leave) and any adjustments or corrections that are required after time and attendance is approved. These attestations shall be documented (in writing or electronically) including: a manually completed hard copy (e.g., sign-in, sign-out sheet), a printout of an automated record (e.g., a time and attendance report) with the employee's signature (written or electronic), or initials affirming the correctness of the data, or an automated or electronic record retained on magnetic medium. If the employee is not available prior to the approval of the time and attendance, then attestation shall be documented as soon thereafter as possible. Ensuring that all entries for overtime and compensatory time earned have been approved, and totals are correct before certification.

An AF Form 428, Request for Overtime, must be completed prior to overtime being worked and must be kept on file for 6 years for auditing purposes.

CIVILIAN PHYSICAL FITNESS PROGRAM

It is in the best interest of the Air Force to allow civilian U.S. Appropriated Fund employees the opportunity to participate in regular physical activities using excused absence. The Civilian Physical Fitness Program is designed to encourage all civilian employees to become physically

active and promote a healthier workforce. This program offers an opportunity for civilians to make a lifestyle change and incorporate health and fitness into their day. Studies have shown that employees who exercise on a regular basis are more productive in their duties and use less sick leave.

Participation and Accountability

Participation is strictly voluntary and supervisors have the authority to revoke participation privileges if any abuse is identified and is not promptly corrected. The supervisor/timekeeper is required to show physical fitness time on the employees time sheet with the code “LN” for excused absence, and the timesheet requires the supervisors signature. Because the employee is on “official time”, it is the supervisor’s responsibility to ensure the employee is where they agreed they would be and doing what they agreed to be doing.

Eligibility

The program is open to all full-time, civilian U.S. APF employees on other than temporary (i.e., permanent and term). Employees on temporary appointments are excluded, as they are short-term employees hired for a specific purpose where no long-term benefit to the Air Force could be realized. Participants must complete a “Request for Approval of Excused Absence” and “Memorandum of Understanding For Participation in the Civilian Physical Fitness Program” form, and obtain approval through the second-level supervisor.

Health and Fitness Assessment

Each participant is required to obtain clearance from his/her health care provider prior to being considered for the Civilian Physical Fitness Program.

Fitness Fundamentals

A complete fitness program should address cardiovascular/aerobic endurance, muscular strength and endurance, flexibility, and body composition.

- For an activity to be considered aerobic, the heart rate should be elevated into the training zone specific for the age and physical condition for at least 20 minutes. Walking, jogging, and biking are examples of activities that give this result. Golfing, bowling, volleyball, and softball are examples of activities that do not meet aerobic criteria.
- Muscular strength and endurance exercised increase lean body mass, protect joints, and increase the body’s metabolism. Machines, free weights, and general calisthenics are activities that provide these results.
- Flexibility exercises involve stretching all major muscles in the body and help reduce injury risk and promote flexibility and mobility at each joint. Stretching sequences at the

beginning and end of exercise sessions promote this result. Body composition relates to the amount of muscle tissue and fat tissue in the body. High levels of body fat should be reduced through a combined program of aerobic activity and strength training.

Use of Duty Time and On-Base Facilities

Participation in the Civilian Physical Fitness Program may include up to three, one-hour periods of duty time per week and is restricted to the use of base facilities under the direct control of the Installation Commander. The use of duty time for this program is authorized under AFI 36-815, paragraph 8.1 and may be considered similar to other OPM approved health promotion activities such as smoking cessation classes for U.S. employees.

Use of duty time (excused absence) is appropriate only if approved by the second-level supervisor in accordance with procedures. Mission impact is the key element in making this decision. Normally, overtime, compensatory time and credit hours may not be approved nor earned on the days when use of duty time is authorized under this program.

In order to maintain the integrity of this program, fitness activities may only be performed on base or in base facilities. Base facilities will be available to employees in accordance with the current installation policy. Use of duty time cannot be granted for activities such as golf or bowling because they do not meet the Fitness Fundamentals outlined above (i.e., cardiovascular/aerobic endurance, muscular strength and endurance, flexibility and body composition).

On-the-Job Injury

An injury that occurs while participating in the Civilian Physical Fitness Program on duty time is compensable through Workman's Compensation. The U.S. employee and/or his/her supervisor will complete a form CA-1, Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation at the time of the injury. In addition, the employee will be provided with a CA-16, Authorization for Examination and/or Treatment, CA-17, Duty Status Report, and a CA-91 5, Claimant Medical Reimbursement Form.

QUICK REFERENCE

LEAVE CODES

LA – Leave Annual
LH – Leave Holiday
LS – Leave Sick
LM – Leave Military
LN – Leave Administrative
LC – Leave Court
LU – Traumatic Injury (Establishes injury)
LT – Traumatic Injury (COP – 45 days leave)
LY – Time Off Award

HOLIDAY CODES

HG – Holiday Worked
HF – Holiday Worked 1st Shift
HS – Holiday Worked 2nd Shift
HT – Holiday Worked 3rd Shift
HC – Holiday Callback

FAMILY MEDICAL LEAVE ACT and FAMILY FRIENDLY LEAVE ACT

DA – Care of Newborn (son/daughter)(FMLA)
DB – Adoption or Foster Care (FMLA)
DC – Care of Spouse, son, daughter or parent with serious health condition (FMLA)
DD – Serious health condition of employee (FMLA)
DE – Care for a family member or bereavement (FFLA)
DF – Absence due to adoption (FFLA)

COMPENSATORY and OVERTIME

CB – Travel Comp Time Earned	OS – Overtime Scheduled
CC – Compensatory Callback	OU – Overtime Unscheduled
CE – Compensatory Time Earned	OC – Overtime Callback
CF – Travel Comp Time Taken	CT – Compensatory Time Taken

LEAVE NON-PAY

KA – LWOP

KB – Suspension

KC – AWOL

KD – OWCP

KE – Furlough

KG – Military Furlough (LWOP – US)

NOTE FOR FAMILY LEAVE: In order to ensure family leave is entered correctly on the appropriate date, please annotate the code (DA, DB, DC, DD, DE, or DF) in the “Job Order Number” block (to the left of the “Type Hour” Block) on the timecard. The code LS is annotated in the Type Hour block. If regular sick leave is also taken during the same pay period then a separate block for that LS time is utilized on the next available line.

PERFORMANCE MANAGEMENT

The Civil Service Reform Act of 1978 requires that the performance appraisal rating be used as the basis for decisions to reward, assign, train, promote, retain, or remove employees.

AFI 36-1001, *Managing the Civilian Performance Program*, covers performance management related issues. The rating cycle runs from 1 April – 31 March. During the first 30 days of the rating cycle (or the employee's starting date) the supervisor should review the Performance Plan, AF Form 860 or Core Personnel Document, AF Form 1003, with the employee and discuss performance expectations. This review is annotated on the core document with the supervisor and employee's signature. Performance feedback should be done quarterly using the AF Form 860B, Civilian Progress Review Worksheet.

Performance Ratings

Performance evaluations are done on a two-tier system, either Acceptable or Unacceptable. The ratings are given using the AF Form 860A, Civilian Rating of Record. On this form the supervisor assesses the employee's performance using the elements and standards established in the Performance Plan or Core Personnel Document. An Acceptable Rating indicates the employee met the requirements of all performance elements (or duties). An Unacceptable rating indicates that the employee did not meet the requirements in one or more of the elements (or duties). Performance ratings have a direct impact on employees in that acceptable performance ensures they are eligible for within grade increases (WGIs). Unacceptable performance makes them ineligible for WGIs. Until they have had the opportunity to improve and demonstrate an acceptable level of performance after being placed on a Performance Improvement Plan (PIP), the WGI is withheld.

On the AF Form 860A each element (or duty) is rated as met or not met. If for some reason one element has not been observed during the rating cycle it should be marked as "Not Observed" or "Not Rated" and thus not rated. However, if a particular element is continually not rated it may warrant review to see if it should be removed from the Performance Plan or Core Personnel Document. Based on the element ratings, the overall rating can be given. Remember, all elements are now critical so not meeting one element means the overall rating is Unacceptable.

Part B of the AF Form 860B is mandatory for all GS-14 and GS-15 employees and purely optional for all other grades. It should include what the employee has done; how well they did it and the impact it has had on mission accomplishment.

Part C of the AF Form 860A is used only when issuing a Performance Award. Comments should be written in bullet format to justify why an award is warranted for each employee based on duty related performance during that cycle. Each base determines how they will distribute Performance Awards and develops their own methods for achieving this.

Part E of the AF Form 860A certifies the rating by having the rater (supervisor) and reviewer (2nd level supervisor) and Quality Control Review Official (QCRO) signatures. Recommended ratings and/or awards should not be discussed with employees. As management officials, you are required to support the final approved rating and award determinations made by higher level reviewing officials.

Part F is for assigning ratings for the nine appraisal factors that are inherent in all positions. These are used as merit promotion factors. Employees applying for promotion positions, once determined qualified for the position will be ranked using these factors. The appraisal factors are an assessment of work behavior to be considered predictive of performance at the next higher level and therefore should not be used in granting a performance award.

NOTE: For the 2012 Performance Management Cycle, the requirement for the nine appraisal factors has been terminated. However, for employees applying to installations with a labor union that has not yet bargained to do away with the nine factors, supervisors may be requested to provide them to the CPS.

After the appraisal has been signed off by the Rater, Reviewer, QCRO, and performance awards are annotated on the form if applicable, the appraisal may then be issued to the employee.

It is your responsibility as the supervisor to go over the appraisal with employees and explain their ratings.

This is also a good time to review the core document with the employee to ensure they clearly understand the duties of the position as well as identify any changes that may need to be made to the core document. After the review, the supervisor and employee should sign and date the form.

Unacceptable Performance

If you are concerned about a performance problem, do not wait until the appraisal rating to inform the employee. The employee should be given ample time to improve performance before an Unacceptable rating is issued. The supervisor should inform the employee, in writing, exactly which element(s) they are not meeting and why. They should explain to the employee what is needed for improvement and how they will assist them in bringing performance up to an

acceptable level. This is called a Performance Improvement Plan or PIP. Please consult with your Employee Management Relations (EMR) Specialist prior to issuing a PIP.

Awards

Rewarding employees for performance above and beyond what is expected for a one-time event can be done in several ways. The most widely used is a Time Off Award. This is initiated with an SF-52, Request for Personnel Action. The supervisor can approve up to 8 hours and must include both a certification that the cost of time lost is well justified by the benefit realized by the Air Force from the employee's contributions and a justification for why the Time Off Award is warranted. Anything over 8 hours should be approved through the Group Commander or equivalent. Forty hours is the maximum given for any one award and no more than eighty hours can be given to one employee in a year. This includes any time off that is given in conjunction with the performance award program.

A Time-Off Award or other incentive award may be considered during the performance cycle to recognize an employee for a specific accomplishment or act, but care must be taken to ensure the employee is not rewarded twice for the same performance.

Other incentive awards that are available are Notable Achievement Awards, which includes a certificate and \$25 to \$500 cash award and Special Act or Service Award, which includes a certificate and \$300 to \$50,000 cash award. These are initiated by submitting an AF Form 1768, Staff Summary Sheet, with justification that describes the achievement with the proposed citation attached and is contingent upon approval from Finance. Civilian Achievement Awards, Exemplary Service Awards, Letters of Commendation, and Letters of Appreciation can also be done.

Air Force Honorary Awards

Letter/Certificate of Appreciation (Individual or Group)	AFI 36-1004	Act or service that is above average
Letter/Certificate of Commendation (Individual or Group)	AFI 36-1004	Any unusual achievement or contribution beneficial to the Air Force, but not meeting the criteria for a cash award
Command Civilian Award for Valor (Individual)	AFI 36-1004	Demonstrating unusual courage or competence in an emergency, either on or off duty (but beyond the call of duty). Example: Supervising orderly exit from building during fire, executing proper course of action during an emergency.
AF Civilian Award for Valor (Individual)	AFI 36-1004	Act of heroism with voluntary risk of personal safety in the face of danger, on or off duty. Example: Approaching or entering a burning aircraft to rescue trapped victims.
Exemplary Civilian Service Award (Individual)	AFI 36-1004	Clearly outstanding service supporting a command mission for at least 1 year or a single act that significantly contributed to command mission. Action must clearly demonstrate how employee exceeded service expected of individuals with similar responsibilities
Meritorious Civilian Service Award (Individual)	AFI 36-1004	Outstanding performance worthy of recognition for significant accomplishments with command-wide impact. Individuals must have performed assigned duties for at least 1 year. This award is not appropriate for individuals about to retire.
Civilian Achievement Award	AFI 36-1004	Designed to be the civilian equivalent of the AF Achievement Medal. Superior accomplishment on a particular project or assignment overcoming unusual difficulties, performance of assigned duties with special effort

		or innovation resulting in significant economies or creative efforts that made important contributions to science or research.
Outstanding Civilian Career Service Award (Individual)	AFI 36-1004	Outstanding career service meriting recognition at the time or retirement demonstrating significant accomplishments, leadership, unusual competence, & significant impact upon the AF mission throughout the employee's career
Decoration for Exceptional Civilian Service (Individual)	AFI 36-1004	Exceptionally distinguished service & accomplishments having significant AF-wide scope & impact covering a period of at least 1 year. Individuals may be recommended for this award if they previously received the Meritorious Civilian Service Award. This is the highest recognition granted a civilian within the AF. Do not nominate employees about to retire.

DISCIPLINE AND ADVERSE ACTIONS

Discipline and adverse actions may become necessary even in the best of organizations. Supervisors have the responsibility to take disciplinary actions promptly and equitably, when necessary. The first decision to be made is to assess the situation and decide if the action is a performance problem or a conduct problem. If the problem is performance, then refer to the Performance Management section of this guide. If it is a conduct problem, then disciplinary action is appropriate. AFI 36-704, *Discipline and Adverse Actions*, the attached guide and checklists will provide you the necessary information regarding the type of disciplinary action, the appropriateness of the action and the documentation needed to support the disciplinary action taken. **Please contact your EMR Specialist for assistance needed in all types of disciplinary actions.**

The following is a guide to handling disciplinary actions from gathering evidence to determining the appropriate penalty. It should be noted that counseling sessions are not disciplinary in nature. They should be annotated in the 971 folder and can be used as support of awareness of the problem in future disciplinary actions but should not be viewed as a disciplinary action itself.

Procedures for taking constructing disciplinary action are:

- Gather available facts
- Interview employee in private
- Give the employee an opportunity to respond
- Consider the employee's answer
- Determine appropriate action necessary

Disciplinary action must be constructive. If it is determined that the actions of the employee were intentional, warranting disciplinary action of some type, consideration should be given to the employee's work history, possible provocation, mitigating circumstances, nature and consequences of the offense, and other relevant factors. It is very important to select the least severe penalty that is expected to resolve the problem.

Disciplinary actions that may be taken are:

Oral Admonishment: This is the least severe action that may be used to correct unacceptable conduct of an employee. The employee is informed that the discussion will be noted as an oral admonishment. The 971, Supervisor's Employee Work Folder, is documented in pencil on the date of the admonishment and deleted two years from the effective date.

Reprimand: This is a more severe disciplinary action, which is used to correct significant misconduct or repeated minor offenses. The formal disciplinary letter is issued by a management official who has the authority to discipline an employee. A copy of the Letter of Reprimand (LOR) is placed in the Official Personnel Folder (OPF) and in the 971 folder. Since LORs are temporary records, these are removed and destroyed from the 971 and the OPF two years from the effective date of the letter.

Suspension: This is extremely severe disciplinary action, which places an employee on a non-duty status with no pay. This action requires an RPA be processed to generate an SF-50, Notice of Personnel Action, which is filed as a permanent document in the employee's OPF.

Removal: This is the most severe disciplinary action. It terminates employment with the Air Force. Normally, a progression of disciplinary measures (oral admonishment, LOR, suspension) has already been taken in an effort to rehabilitate an employee before management decides to remove the employee. However, if misconduct is extremely serious or the violation of rule and regulation is so flagrant, a removal for the first or second offense may be warranted.

After the supervisor determines the appropriate action, the final step is for the supervisor to prepare the necessary notices. Disciplinary guidance requires that all formal actions are coordinated through the Civilian Personnel Section (CPS) and the Staff Judge Advocate (SJA). The CPS and SJA advise supervisors on whether or not the available information appears to support disciplinary action. The decision to take or not to take disciplinary action remains a supervisory responsibility.

For any action above an oral admonishment, the supervisor needs to submit Douglas Factors to support the action being taken. The Douglas Factors were derived from Curtis Douglas vs. Veterans Administration (Merit Systems Protection Board Decision), to ensure that disciplinary actions are taken for good cause, are consistent with those taken in similar situations, and are fair, equitable and reasonable. These factors should be included along with all Memos for Record and supporting documentation when initiating a disciplinary action through the CPS, to be included in the disciplinary action working folder.

Study the Douglas Factors carefully before coming to any conclusions with respect to penalty selection. You may find that some of the factors do not apply to a given situation or may not be of equal weight, but you should at least look at them as a checklist. Before you propose and action, you should ask yourself whether you could support it in light of these circumstances.

For actions above a reprimand, the first level supervisor will initiate the disciplinary action as the propose of the action and the second level supervisor will be the deciding official. In these cases,

any employee response (oral or in writing) should be directed to the second level supervisor who will ultimately make the decision of what action to take.

Once official notification of the proposed action is given, you must give the employee at least seven (&) calendar days to respond to the proposed notice. Extensions can be made if necessary. If the employee responds orally, the supervisor should make a memo for record explaining the employee's verbal response and have the employee sign. Once the response timeframe has expired, a formal decision notice can be given. All decision notices will be given to the employee in writing.

Generally speaking, most conduct issues begin as small problems. If you deal with them when they first arise, you should be able to avoid having to deal with larger problems later.

SUPERVISOR'S CHECKLIST FOR DISCIPLINARY ACTIONS

STEP 1: Gather facts, review 971 folder, prepare a memo for record (if necessary), complete the Douglas Factors and contact the EMR Section of the CPS.

STEP 2: A "Proposal" letter will be drafted and reviewed by the servicing EMR Specialist and the SJA before delivery to the employee. If appealable under MSPB, a review by AFLOA is required.

- The letter will include the action proposed, the reason for the proposal, the facts of the case, the employee's right to respond and the appropriate timeframe, the employee's right to representation, the amount of official time that may be used, and a contact number to the EMR Specialist working the action.

STEP 3: Privately present the proposed action to the employee:

- Explain to the employee their right to reply, orally or in writing and that the reply must be received within the timeframe specified in the proposed action. An extension may be granted when requested in writing if adequate justification is provided. If the action proposed is above a reprimand, explain that the employee should address their reply to the second level supervisor.
- If an employee requests representation, stop the meeting and allow the employee to exercise this right.
- If an employee asks for official time to prepare a reply, tell that a reasonable amount of time will be allowed. Official time must be requested and approved in advance.

STEP 4: If the employee responds orally, write a memo for record and request the employee sign as well (so all parties understand what was said). Once the timeframe to respond has expired, use the Douglas Factors, facts of the case and the employee's response, to determine the appropriate action.

- If the employee response is adequate enough to justify withdrawing the action, inform the EMR Specialist. A letter will be drafted and issued to the employee withdrawing the proposed action. No other action is necessary.
- If, after looking at all aspects of the case, it is deemed a lower penalty should be applied, contact the EMR Specialist. A letter will be drafted up (and reviewed by SJA) to be presented to the employee as the Notification of Final Decision. Annotate, as appropriate, in the 971 folder.
- If it is determined that the proposed action is appropriate, contact the EMR Specialist. A letter will be drafted up (and reviewed by SJA) to be presented to the employee as the Notification of Final Decision. Annotate, as appropriate, in the 971 folder.

STEP 5: The Deciding Official will sign the Douglas Factors either as written or with modifications to justify the penalty given (if mitigated down). A copy will be provided to the EMR Specialist to include in the disciplinary file.

Douglas Factors

The Douglas Factors come from a 1981 case, *Douglas v. Veterans Administration*, 5 M.S.P.R. 280, 305-06. They are the factors the MSPB will expect management to have considered when reaching an appropriate penalty. While agencies are not required to use them for cases that are not appealable to the MSPB, they can be helpful when determining any penalty, and some agencies have chosen to apply them to disciplinary decisions that are not eligible for MSPB review. Sample Douglas Factors are at Appendix .

SUBSTANCE ABUSE

Drug and alcohol abuse are major problems in the United States, often reaching epidemic proportions in both military and civilian communities. The problem of alcoholism is particularly dramatic because alcohol is available in great abundance to the general public. The economic impact of drug and alcohol abuse cannot be totally determined.

Where problem drinking is concerned, it has been estimated that billions of dollars are lost annually in the United States due to illnesses, lost productivity and property damage. To combat this problem among civilian employees, the Air Force established the Civilian Drug and Alcohol Abuse Prevention and Control Program. The governing directive is AFI 36-810, *Substance Abuse Prevention and Control*. This instruction sets policies and outlines procedures to prevent, reduce and control drug and alcohol abuse and to identify and rehabilitate civilian abusers.

As a supervisor you should be concerned with an employee's use of alcohol or drugs if it causes an employment-related problem. Possession, sale, or use of drugs or drug paraphernalia by civilian employees on or off duty on an Air Force installation is prohibited. Civilian standards of conduct, performance and responsibility must be met. Drug and alcohol abuse that impairs performance, attendance, conduct, or the mission is not acceptable. Civilian abusers are given consideration and helped the same as employees with other health related problems. The first interview must be on duty time. Sick leave, annual leave, or LWOP is granted for subsequent rehabilitative sessions, medical treatment or other rehabilitative activity.

An employee's job security or promotion opportunity is not jeopardized by a history of prior alcohol or drug abuse or a request for rehabilitative help, except where there are national/personnel security considerations.

First, it should be noted that supervisors should only zero in on job related conduct and performance (coming to work late, complaints of offensive odor from customers/co-workers). The supervisor does not try to diagnose the cause of the trouble or inquire into the employee's personal life. As always, counsel the employee and document all unacceptable work performance, attendance and conduct in the 971 folder. Talk to the employee in private, be firm and do not accept ready excuses concerning problems/failures. Tell the employee what is expected and offer help. Ensure the employee understands what is expected to improve the conduct or performance problem. If there is little or no improvement, confront the troubled employee with the fact of his/her behavior and offer him/her the opportunity to get help. Any requests for referrals must be coordinated through the CPS.

Options that supervisors have for employees who report "unfit" for duty

1. Employees must report for duty ready, willing and able to work. Employees unfit for work should be removed from the work center for the health and safety of the worker as well as of the mission. Examples of employees that are not ready, willing, and even able to work include: intoxicated employees, employees under the influence of drugs (even legal drugs, e.g., Percoset), sleep-deprived employees, and sick employees.

2. Supervisors should contact their EMR Specialist for advice in handling employees suspected of being unfit for work.

- CPS and Legal will ask you to write an MFR of all that you observe about the employee and why you think the employee is unfit for duty.

3. Supervisors have three decisions to make when handling employees who are not ready, willing, and able to work.

- First, the supervisor should decide how to safely remove the employee from the workstation.
 - Do not leave a drunken employee on duty. If the employee is only tired, consider whether office work is appropriate.
 - Find someone else to drive the employee home or hire a cab at the employee's expense.
- Second, the supervisor must decide how to annotate the employee's time and attendance.
 - As the employee to take leave.
 - If the employee lacks leave or has previously reported unfit for duty, consider annotating the time with AWOL.
- Finally, the supervisor must decide whether or not to discipline the employee.
 - Discipline cannot be predetermined. It must be unique in each instance taking into consideration each employee's individual situation/circumstances and past disciplinary record, if any.

4. As with any offense, there is a range of disciplinary options from reprimand to removal.

5. The charges could include: reporting for duty not ready, willing, and able to work, conduct unbecoming a civilian employee, AWOL, insubordination, assault, or being under the influence of an intoxicant.

6. Where appropriate, the supervisor may allow the employee to leave to complete rehabilitation, if necessary, or grant leave to heal from an injury.

LABOR RELATIONS

Here at Ramstein AB, we do not have a union representing U.S. employees. Overseas positions are exempt from bargaining unit status. Therefore, the Labor Relations program does not apply. Use local personnel management procedures for administering any program. At installations with labor agreements, supervisors must follow established and agreed upon procedures. Contact your LMR Specialist for questions.

Rights

Simply put, most employees have the right to form, join, or assist the union (or not to do so) free from coercion or retaliation. The union has the right to represent all employees in the bargaining unit (regardless if they are union members) and negotiate with agency management to establish conditions of employment of employees within the bargaining unit and can be present during discussions or meetings between agency managers and bargaining unit employees (see Weingarten Rights below).

Management is given authority to determine the agency's mission, budget, organization, number of employees, internal security practices, and are granted legal authority to take necessary personnel actions such as: hiring, assigning, directing, disciplining, and rewarding employees (as long as they are carried out in accordance with applicable laws, regulations and negotiated agreements). However, procedures for the exercise of these rights and arrangements that affect employees may be subject to negotiation.

Duty to Bargain

When management wants to make a change affecting an employee's condition of employment (e.g. personnel policies, practices, working conditions), the union may be entitled to negotiate on the substance of the change itself (substantive bargaining) or may be precluded from doing so because of law, rule, regulation or management rights. Even when the union cannot bargain on the change itself (management exercising a management right, for example), management must give the union reasonable advance notice of the proposed change and the right to request impact and implementation (I&I) bargaining. This type of bargaining concerns procedures that management will use to effectuate the proposed change and appropriate arrangement for employees adversely affected by the change.

Management is normally required to give sufficient written notice to the appropriate union representative of the proposed change and be available, upon request, to bargain over the change prior to its effectuation. If the union does not respond, or does not respond in a timely fashion, it has waived its right to bargain and the proposal can be implemented as outlined in the formal notification. If the union does request negotiations, management must, to the extent possible, maintain the status quo until agreement is reached through the negotiating process.

Rights of Representation (Weingarten Rights)

Pursuant to Section 7114(a)(3) of Title 5, U.S. Code, as added by the Civil Service Reform Act (P.L. 95-454), this is to inform you that the exclusive union must be given the opportunity to be represented at an examination of an employee in the bargaining unit by a management representative in connection with an investigation if:

- A bargaining unit employee has requested representation by the union; and
- One or more management representatives are examining the bargaining unit employee in connection with an investigation; and
- The employee reasonably believes that the examination may result in disciplinary action against him/her.

In cases where the employee requests union representation, you should stop the discussion until the union representative is able to attend.

Grievance and Unfair Labor Practice

Supervisors and managers are the primary representatives of the agency in applying the contract to the many day-to-day situations that arise. Union officials represent the union in the process. When the union or a bargaining unit employee feels that agency officials are not applying the contract provision properly, the agency's actions are challenged through the filing of a grievance. If the matter is not resolved the union or the agency can refer to an outside party, usually known as an arbitrator, for a binding decision.

An unfair labor practice, or ULP is filed by the union or the agency for violation of rights guaranteed in the Federal Service Labor-Management Relations Statute. The ULP procedures provided by the Statute are part of the basic mechanisms by which the parties are protected in the exercise of their rights. While a ULP can be initiated by employees, management or the union, most are filed by the union. In many cases when the union alleges a ULP, it is charged against the Installation Commander, even though the alleged infraction may stem from a first line supervisor's action or inaction. The Federal Labor Relations Authority (FLRA) investigates and resolves all complaints of unfair labor practices.

Past Practice

As a supervisor, it is vital for you to realize decisions you make can become a “past practice”. A past practice is nothing more than the way things have always been done. Such practice does not have to be written down in the labor agreement, but can arise on the basis of regular, repeated action (or inaction) on your part.

Generally, the existence of the four following factors will indicate that a past practice exists:

- The practice was clear and applied consistently.
- The practice was not a special, one-time benefit or meant at the time as an exception to a general rule.
- Both the union and management official knew the practice existed and management agreed with the practice, or, at least, allowed it to occur.
- The practice existed for a substantial period of time and it occurred repeatedly.

Normally, you cannot stop an established and accepted past practice without first giving the union notice and allow, if so requested, negotiations to resolve any differences.

Official Time

Official time is duty time that is granted to union representatives to perform union representational functions, without charge to leave or loss of pay, when the employee would otherwise be in a duty status.

Official time may be permitted for:

- Contract or mid-term negotiations
- Representing employees who file grievances
- Any proceeding before the Federal Labor Relations Authority (FLRA)

Official time is not permitted for conducting internal union business such as:

- Soliciting membership
- Collecting union dues
- Any matters relating to internal management structure and structure of the union

Formal Discussions

A formal discussion is one that is between one or more representatives of the Agency and one or more employees in the unit concerning any grievance or any personnel policy or practice or other general condition of employment. The term discussion is synonymous with meeting and no actual discussion or dialogue need occur for the meeting to constitute a formal discussion. The criteria for determining if a meeting is formal includes:

- Whether the individual who held the discussion is merely a first-level supervisor, or is higher in the management hierarchy;
- Whether any other management representative was present;
- Where the meeting first took place;
- How long the meeting lasted;
- How the meeting was called (i.e., with formal advance written notice, or more spontaneous and informally);
- Whether a formal agenda was established for the meeting;
- Whether the employee's attendance is mandatory; or
- The manner in which the meetings were conducted (i.e., whether the employee's identity and comments were noted and transcribed).

The union should be given the opportunity to be present and given reasonable advance notice including time, date, place, and subject to be discussed. They should also be given the right to comment, speak and make statements. However, this does not entitle them to take charge, usurp, or disrupt the meeting. Comments by a union representative must be governed by the rules of reasonableness, which requires the respect for orderly procedures.

Discussions that are not formal include:

- Work assignments
- Performance appraisal
- Counseling or conduct
- Progress reviews
- Performance counseling

Administrative Grievance Procedure

Non-bargaining unit employees are not covered under the negotiated agreement and therefore are not subject to the Negotiated Grievance Procedure.

Alternative Dispute Resolution (ADR)

ADR utilizes mediation as an informal method of resolving disputes, helping parties communicate with each other, encouraging them to create their own solutions instead of referring their problems to a judge, arbitrator or other outside decision-maker. Mediation will be used to resolve Equal Employment Opportunity (EEO) complaints. When an employee requests mediation to resolve a workplace dispute, EEO complaint, or grievance, the Ramstein Equal Opportunity (EO) Office or the CPS representative will determine whether the issue is appropriate for mediation. If the issue is appropriate for mediation, management participation will be mandatory. If the issue in controversy involves a proposed personnel action, management officials will be encouraged to participate in mediation, but such participation will not be mandatory.

WORKERS' COMPENSATION

Workers' Compensation is a very broad and complex subject but it is important to remember that there is always help. The Injury Compensation Program Administrator (ICPA), 478-6710, is available to answer questions and offer advice.

Traumatic Injury (Form CA-1, Notice of Traumatic Injury): If an injury occurs in the course of **one work shift**, the condition is a traumatic injury. For example: cut finger, tripped and fell, or hit by forklift. Sometimes the reported condition may not seem like an injury, such as back or knee strain, but, if the employee identifies the condition as occurring in the course of one shift, the condition is still considered a traumatic injury. To report these injuries fill out a CA-1 in the Electronic Data Interchange (EDI) system. To access the EDI system go to <http://www.cpms.osd.mil/icuc/DIUCS.aspx>. EDI will assure that the form is completed correctly and in a timely manner.

Occupational Disease (Form CA-2, Notice of Occupational Disease/Illness): If the condition happened because of events on **more than one work shift**, the condition is an occupational disease. Examples: back strain from unloading trucks for the past two weeks; carpal tunnel from daily use of computer keyboard, etc. To report these injuries fill out a form CA-2 in the EDI system.

NOTE: Your employee may report a recurrence of a prior injury or disease and state the desire to file for benefits under the prior claim. A recurrence is defined as an onset of symptoms related to the original injury (as determined by medical provider) or disease for no explainable reason other than there was a prior medical condition. If a new event or series of events (i.e., bent over

to get tool, moved boxes, etc.) causes a return in symptoms, the condition must be treated as a new injury or disease as described above even if the exact same part of the body is affected.

If the situation does not require immediate treatment through an emergency room, have the employee contact ICPA at 478-6710 for guidance on medical scheduling an appointment with a physician of the employees choice.

If an employee requires medical treatment for the injury, provide the employee with a CA-16, Authorization for Medical Care, within four hours of the request whenever possible with the front completed. Where there is no time to complete a Form CA-16, medical treatment may be authorized by telephone and the completed form sent to the medical facility within 48 hours. Retroactive issuance of Form CA-16 is usually not permitted under other circumstances. If an employee reports an injury several days after the fact, or did not request medical treatment within 24 hours of the injury, the medical care may still be authorized using Form CA-16. Discretion must be used in issuing authorizations for medical care under such circumstances, but employees should not be penalized for short delays in reporting injuries. If more than a week has passed since the injury, you may refuse to issue a CA-16 on the basis that the need for immediate treatment would become apparent in that period of time.

Compensation paperwork must be processed through you, CPS, and the Department of Labor (DOL) within 10 days from the day the employee notifies you of the injury. Upon completion of the automated documents, provide a copy to the employee and bring a copy signed by the supervisor, any witness and the employee to the CPS. It is the **supervisor's responsibility** to provide the signed copy to CPS within three calendar days. It is always prudent for the supervisor to conduct an investigation into the incident that caused the injury. Submit additional paperwork (CA-16, CA-17, CA-20, witness statements, challenges, etc.) as soon as they become available to the ICPA.

You, or your employee, may receive medical updates, bills, etc., on your injured worker after the original claim has been filed; bring all documents to the CPS immediately. Not providing documentation in a timely manner may hinder the acceptance of the employee's claim.

Continuation of Pay (COP)

Your employee may be eligible for uninterrupted pay beyond the date of injury without charge to leave. This benefit is called continuation of pay and is granted if the following conditions are met:

- The employee suffered a traumatic injury and filed form CA-1 **within 30 days** from the date of injury;
- The employee has provided **valid medical documentation** to show the inability to work in any capacity due to the injury;
- The absences due to the injury began **within 45 days** from the date of the injury;
- The employee's absences may not exceed a total of **45 calendar days** of COP. COP counts in whole day increments. If the employee works partial days, but is entitled to COP for the remainder of the work day, the few hours of COP count as a whole day of the 45 day entitlement, **although actual hours should be recorded on the timecard.** Please contact the CPS if you have any questions concerning the authorization of COP.

The circumstances surrounding the reported injury or disease may arouse your suspicions that the condition is not work-related. Your investigation of the incident that caused the injury should alleviate those suspicions, but if not, remember that as a supervisor, you are obligated to assist your employee in processing their paperwork in a timely manner, and your failure to do so determines if an employee should file a claim or receive benefits. DOL has the sole authority to approve or disapprove claims and to determine if benefits will be paid.

Rather than impeding the employee's rights to file a claim, gather witness statements (i.e., if anyone heard the employee state that he hurt himself over the weekend, the employee works another job, etc.) and facts to challenge the claim. The sooner you accomplish this the better, because once DOL approves a case or pays benefits, it is difficult, if not impossible to have them change their decision. If you plan to challenge a case, but don't have time to gather your information before you must process the claim paperwork, contact the CPS to formally request an extension (normally 30 days) from DOL so they won't adjudicate the claim without the additional facts.

If you disagree with the claim, you can "controvert" the payment of COP, meaning that you would notify CPS of decision to controvert and the reasons why. You would then notify the employee that COP will not be paid until the DOL has accepted the claim. If the claim does get accepted, the COP (if it meets the above criteria) will need to be paid (timecard would need to be corrected). The actual controversion package will be submitted by CPS to DOL, so immediate notification of the Compensation Specialist that you are controverting the COP is essential.

EMPLOYEE TRAINING AND DEVELOPMENT

Individual Development Plan (IDP)

The IDP is formal documentation of an individual's development goals and how they are to be accomplished. Include sources of training, cost, timeframe, and priority. IDPs should include short and long-term goals. Goals may include job-related training, higher education, and leadership development.

An IDP serves as an organization's overall mission goals and objectives by attempting to close competency gaps in a structured way. It's a good idea for each of your employees to have an IDP.

Annual Survey for Civilian Training Requirements

Determining training needs is the first step in the training process and the most important function in the Training and Development Section. The effectiveness of Air Force training and development programs is dependent on the thorough and conscientious determination of all civilian training needs. The purpose of the annual survey is to identify specific training requirements for all categories of training to be conducted during the subsequent fiscal year.

Supervisors need to look first at how best the mission can be accomplished, and what role training has in that improved mission accomplishment. Examine the function, the jobs the personnel, and move forward, separating possible training solutions from other ways of resolving performance problems and improving productivity and the quality of work.

Reasons for training may include:

- A result of mission or program change
- A result of new technology
- A result of new work assignment
- Improve present performance
- Develop unavailable skills
- Orientation

Prioritizing and Ranking Training Needs

Once training and development activity needs are identified, they must be prioritized and ranked. Priorities are assessed based on the following variables and needs: Timing, Cost Benefit Ratio, and Environment.

The identification and prioritization of training requirements are key to ensuring we program the resources needed to execute training. To improve the process, Air Force amended priorities in April 2011 as follows.

Priorities are ranked on three designations:

- Priority 1 – Training meets at least one of the following:
 - Requested by Federal or State law, regulation, Executive Order or DoD Directive
 - Meets occupational certification and/or licensing requirements as a condition of continued employment
 - Maintains critical functional/occupational competencies identified by career field managers and/or Air Force policy and instructions
- Priority 2 – Training is required to increase efficiency and productivity fostering effective use of resources to improve mission capability and meets at least one of the following:
 - Facilitates systematic replacement of skilled employees.
 - Meets new and emerging requirements.
- Priority 3 – Training in any other training not covered above.

Selected Methods and Sources of Training

Because of the strong demand of training resources and the budgetary constraints on funding for formal training, when selecting methods, the following should be considered:

- On-the-Job
- Distance-Learning (i.e., online)
- Locally developed training
- Air Force/DoD Training
- Other government training (OPM, etc.)
- Nongovernmental training (colleges, universities)

Approval of Requirements

The Civilian Personnel Section solicits training needs through an annual survey. The information provided by all organizations helps to build an installation-wide training plan. This plan is crucial for planning, budgeting, controlling, and reporting the Civilian Budget not only at base level, but also at Major Command, HQ USAF, and even higher levels.

Supervisors are the starting point. If they have not determined needs properly, the information reported during the Annual Survey is not of much value. If supervisors do not report their needs, then the budget requests will be inaccurate, and money that is later approved and sent down through channels will not be sufficient to meet those needs. It's important to submit requirements as early as possible!

Approval of Training Requests

An SF Form 182, Authorization, Agreement, and Certification of Training must be used to authorize all training of more than eight hours or involving any cost to the government. Costs include direct (tuition, books, registration fees) and indirect (travel, per diem) training costs for civilian employees in government facilities, non-government facilities and attendance at meetings. If the purpose of attendance at a meeting or conference is not primarily for training, organizational base funds may be used without documentation on an SF Form 182.

Supervisors are reminded that all training must be based on the need either to obtain or improve the knowledge, skills, and/or ability the employee needs in order to perform the duties required in performance of the position they currently hold. Competitive procedure must be followed in selecting employees for training or developmental assignments that may serve to enhance promotional opportunities, such as Civilian Development Education (CDE) sponsored by the Air Force.

Evaluating the Training

The final step in the process is the evaluation of training. The evaluation of the training received is an area in which management and the CPS must become more involved. Air Force requires a "bottom line" assessment of training in terms of dollars saved, time saved or better utilization of resources. Evaluation data is useful in:

- Determining performance and productivity improvements
- Making program changes or modifications
- Keeping management informed of training results and activities
- Formulating future plans for training and development

- Providing information to higher headquarters

EQUAL EMPLOYMENT OPPORTUNITY

It is Air Force policy that complaints of discrimination because of race, color, religion, sex, national origin, physical or mental handicap, age, sexual harassment, and reprisal for participation in a protected EEO activity, are given prompt and fair consideration and that every effort made to resolve them satisfactorily. Civilian employees and applicants are not impeded and are free from restraint, interference, coercion, discrimination, or reprisal. The governing directives for discrimination complaints are AFI 36-1201 and 29 CFR 1614.

Complaints of discrimination are processed by members of the EEO counseling staff, headed by the EEO manager.

EEO counselors do not represent either party in the dispute. Their job is to establish an open and objective channel through which questions may be raised, discussed, and answered. Whenever possible, problems are resolved on an informal basis. EEO counselors are training to inquire into all facts surrounding the claims. If the processing of an informal complaint produces information concerning a correctable problem, it is brought to the attention of those who can correct it. Employees and applicants have two rights, which are scrupulously protected: the right to anonymity, if requested during the informal stage, and the right to have a representative present when the counselor interviews them.

Those who are alleged to having discriminated against someone likewise have rights, which are similarly protected. The counselor will advise them that they have been named or identified by a complainant, the nature of the claim made and the right to have a representative present during the interview.

Civilian employees who feel they have been discriminated against because of race, color, religion, sex, national origin, physical or mental disability, age, sexual orientation, or reprisal must contact an EEO counselor within 45 days of the alleged offense or when they become aware of the alleged offense, or personnel action.

Contact your local Equal Employment Office for more information.

TOUR EXTENSIONS

SHORT-TERM EXTENSION

Short-term extensions are defined as non-humanitarian extensions with time-frames up to 6 months immediately following an employee's 5 year DEROS. Unless it falls under an exempt criterion, any extension request beyond an employee's 5 years and 6 months DEROS must follow the processes/policies of "long-term extension" even if the subsequent extension is for a short time period.

Consistent with DoD and AF guidance, short-term extensions are approved on a case-by-case basis. Short-term extensions can be for personal or mission-related reasons. Documentation to support any short term extension must be provided in sufficient detail to satisfy any questions or concerns the CPS may have. Examples include personal reasons such as: to permit children to finish the school year; civilian employees who wish to match their DEROS to a spouse's; or, when an employee intends to retire no later than the end of the 6 month period. In case of retirement, an employee must submit a formal request to retire and sign a statement he/she agrees to retire no later than 6 months after his/her DEROS. Examples of mission reasons include needing to retain the employee to complete a project or an overlap to have the current employee train the new employee, etc. If a long-term extension request is disapproved, a short-term extension request can follow; however, requirements for a short-term extension must exist and a new request must be submitted following the procedures/requirements for a short-term extension. For example, if any employee has a DEROS of February and a long-term extension is disapproved, the employee may submit a short-term extension request to allow his/her children to finish the school year or the organization may submit a request to allow the employee to complete a critical short-term mission need, etc.

The Civilian HR Flight Chief is the deciding official for short-term extension requests for non-centrally managed positions. For centrally managed position requests, short-term extensions are a joint decision by the Civilian HR Flight Chief and the applicable AFPC Career Field Team (CFT). Both CPS and the applicable CFT must concur on short-term centrally managed extensions before they are considered approved.

Short-term extensions do not affect return rights and do not cause an employee's statutory obligation to their return rights to be forfeited. However, the USAFE CPS is responsible for notifying the stateside activity where an employee has return rights of the length and reason for the extension as well as the new DEROS date.

HUMANITARIAN EXTENSION

Extension(s) may be granted for humanitarian reasons such as a serious illness in the employee's or spouse's immediate family. Humanitarian extensions are only to be approved for the required timeframe, but will not exceed 6 months per request. Total time to remain in the foreign overseas area for any humanitarian reason may not exceed 12 months. For situations lasting beyond 12 months, long-term extension requirements/processes must be followed.

There is no separate process/authority for humanitarian extensions. The processes/procedures/guidance/authority for short-term extensions should be followed.

The Civilian HR Flight Chief is the deciding official for humanitarian extension requests for non-centrally managed positions. For centrally managed position requests, humanitarian extensions are a joint decision by the CPS and the applicable AFPC CFT. Both CPS and applicable CFT must concur on humanitarian centrally managed extensions before they are considered approved.

The CPS thoroughly reviews all requests for humanitarian extensions. Documentation must be provided in sufficient detail to satisfy any questions or concerns of the CPS and/or appropriate approving official. (Privacy information rules apply).

The USAFE CPS can approve a one-time 6 month extension to an employee's return rights following the processes outlined under "short-term extensions effect on return rights." Any humanitarian extension lasting longer than 6 months must be coordinated with the stateside base and approving officials should consider the affect on return rights when making the decision to extend beyond 6 months.

LONG-TERM EXTENSIONS

A long-term extension is any extension longer than 6 months after the employee's 5 year DEROS. (This does not include long-term extensions for humanitarian extensions lasting up to 12 months).

Timeframes requested for long-term extension requests may not exceed a "renewal tour" for an employee's duty location.

For all AFPC career field centrally-managed extension requests, the Air Force Career Field Manager (or designee) for the employee's position career field is the deciding official. For all non-centrally managed extension requests, HQ Directors, Numbered Air Force (NAF)

Commanders, Wing Commanders, Tenant Commanders, and equivalents are the deciding officials.

Management and selecting officials have a responsibility to ensure the DoD policy on foreign area employment limitation (5 years) is adhered to and USAFE policy objectives achieved. The CPS will continue to provide guidance on policy objectives and ensure extension criteria are fully understood and properly documented.

For centrally managed positions, approximately 18 months prior to the intended extension, the extension request process will begin. The employee will accept or decline management's proposal to extend. Extensions are granted on a case-by-case basis. Under the current pilot program there will only be a single extension beyond the five year limitation HAF/SAF Career Field Managers (CFM) will be the final approval authority for extensions over 7 years. The servicing CPS will forward the request to the CFT for further coordination and a recommendation for approval or disapproval. If the CFM recommends approval of the extension, no further coordination is required.

Extension requests must be fully documented, justifiable, and include all information required in the references and the Extension Requirements Checklist located at the end of this section. A factor to consider is whether the extension request will result in the loss of the employee's return rights. In the current fiscal climate, having a job to which to return after the overseas tour is an important factor to consider when deciding whether to extend an employee.

HAF/SAF/CFMs will review the extension request and make a recommendation to USAFE/CV. Their recommendations must accompany the extension requests, addressing potential waiver impacts and recommended courses of action. The USAFE/CV is the final deciding official in USAFE. He will rely heavily on the recommendations of the Wing Commanders, HQ Directors and CFMs and will place a high value on their input. If the Commander/Director and HAF/SAF CFM concur, CPS will annotate accordingly. If the Commander and CFM non-concur, all information to include feedback from all parties is routed to USAFE/A1KC Civilian Policy Group Email inbox. USAFE/A1KCC will route to USAFE/CV for review/adjudication. If USAFE/CV disapproves the request, that is the final decision. If USAFE/CV approves the request he will forward it to AF/A1 for final adjudication. AF/A1 will serve as the final adjudication authority if the USAFE/CV does not agree with HAF/SAF CFM position.

For non-centrally managed positions, management must receive concurrence on all extension requests through the management chain up to Group Commander or equivalent. All levels of management from the immediate supervisor to the Group Commander must concur on the request for it to be considered valid. If any management official non-concurs, the package will not be processed by the CPS. Once all documentation/coordination is received, management submits the package to the servicing CPS. The CPS provides a recommendation and forwards the

request package to the appropriate approving authority for decision. Reference AFMAN 36-204, Section 2.7.2.3 and 2.7.3 for regulatory extension package requirements. A user-friendly checklist can be found at the end of this section. However, the AFMAN is the final authority and should be used in all cases as the source document in case of questions/conflicts, etc.

Effect on Return Rights

Employees granted return rights must exercise them within 5 years unless an extension of the return rights is approved by the U.S. activity where return rights exist. Although we can ask the CONUS activity to extend the return rights there is no obligation for them to do so. If extension of return rights is disapproved by the U.S. activity, return placement will be affected in accordance with applicable provisions of the DoD Priority Placement Program (PPP). PPP requires mandatory registration 2, 4, or 6 months prior to DEROS (depending on tour length of duty location). **It is USAFE policy to register employees 6 months prior to their DEROS.** Employees must accept the first valid job offer; whether it is received from PPP match or from a position the employee found on his/her own and self-nominated for. A declination may be the basis for separation from Federal service. However, if employees lose their return rights because they are extended beyond 5 years, in the current fiscal climate, there will be limited job opportunities when they are ready to leave the foreign area. Extension requests beyond 5 years, in particular for employees with return rights, should be considered carefully prior to forwarding on for final approval. Management officials, deciding officials and employees must be thoroughly educated regarding the impact the declination to extend the return rights has to the organization, the employee, and the Air Force as a whole. The reduction in the planned growth of the civilian workforce will limit employment opportunities now and into the future. This, combined with the lowest priority possible (Priority 3 for 2 years, then Priority N) assigned to non-displaced overseas returnees via the PPP may affect people's career continuation. When we extend employees beyond the 5 years, we impact our ability to plan for their orderly return to the U.S. activity and our ability to find a timely replacement.

In June 2011, USAFE/A1K requested stateside MAJCOMs to receive command advocacy to their organizations on the extension of stateside return rights of foreign OCONUS employees to mirror any extension of the OCONUS DEROS. If return rights for employees are not extended, employees must register in PPP for return placement at the end of their tour. Our goal is to minimize, as much as possible, the number of non-displaced overseas returnees in PPP. This allows for PPP to focus on placement of those with a higher priority (potentially displaced). After the 5 year point, it is up to the stateside organization whether to "extend" the employee's return rights to match their new DEROS. Return rights are a significant benefit to an employee as it gives them a "place to go" at the end of their tour if they have not found employment on their own initiative. It is also a benefit for the stateside installations.

Extension Requirement Checklist

1. Name of employee.
2. Title, series, grade, organizational assignment and duty location of present position and the position for which the extension is requested (if different from present position).
3. Date arrived overseas, appointment type, and chronology of changes in position/appointment (if applicable).
4. From date arrived overseas to current and new proposed DEROS, state in days/months/years the total foreign service time the employee will have served without an intervening period of service in the United States or non-foreign area.
5. Specific dates (day/month/year – day/month/year) for which the extension is requested.
6. Why requested timeframe is required. This answers the theoretical question “Why is the employee needed for this specific amount of time?” (i.e., why 24 months vs. 12 months)?
7. If a mission-based extension – what is the plan to meet organization’s requirements after the new DEROS? Answers the question “what will change between current and new (requested) DEROS to ensure the reason for the current request doesn’t continue? (i.e., early recruitment for replacement, project will be complete, etc.). OR
8. If short-term “employee based” extension – what is the plan to meet both the employee’s request and organizational requirements? This is the detailed justification. (i.e., children will be out of school and organization is reviewing position for recruitment).
9. For mission based extension requests, reasons why the loss of employee will degrade the mission. This is justification for the extension and must include detailed, mission-related reasons, why the employee is needed.
10. Statement the employee’s performance is fully satisfactory or better; he/she is current in the knowledge, skills and abilities required in his/her position; and he/she has adapted to the foreign working and cultural environment.
11. For mission based extension requests, efforts to reallocate the work or explanation as to why reallocation is not feasible.
12. Whether or not the employee has return rights.
 - If not, why not? (i.e., OCONUS is first assignment). A reason must be given – a response of “no return rights” is not acceptable. The CPS will verify this statement.
 - If return rights are not extended attach a copy of correspondence from the employee stating he/she has been briefed, in detail, regarding the DoD Priority Placement Program (PPP) and fully understands his/her requirement to register in PPP for return placement 6 months prior to his/her DEROS.
13. Long-Term centrally managed requests must also include MAJCOM functional coordination. (Functional non-concurrence does not stop request. Coordination is to get functional feedback to include in package for deciding official’s consideration).
 - Attach MAJCOM functional feedback in submission of extension request.

- Force Support centrally managed positions require MAJCOM functional coordination and USAFE/A1 concurrence. Both must be received.

RENEWAL AGREEMENT TRAVEL (RAT)

RAT is a round trip travel between overseas duty location and place of residence in U.S. Not to be confused with Home Leave.

Conditions:

- Must be employed with a Service Agreement (DD1617) to be eligible.
- Must complete tour of duty and sign a renewal agreement before travel.
 - Initial tours are 12, 24, and 36 months depending on duty location.
 - Renewal tours are 12 or 24 months (can be reduced up to 2 months with approved extension) depending on duty location.
- Must have an approved extension on file with 86 FSS/FSPC before RAT can be granted.
- Must have 12 months remaining to end of tour upon **return** from RAT.

Procedure and Employee Responsibilities

- Request RAT on “Request for Travel Order” at least 45 days in advance of travel by e-mailing request to 86fss.civ-orders@ramstein.af.mil.
- Have orders in hand prior to travel.
- Advise 86 FSS/FSPC-R upon RAT return of travel dates.
- File travel voucher to collect funds (no advance authorized for RAT).

Additional Information

- Dependents are not required to travel with employee. Dependents may travel prior to sponsor but cannot return overseas until sponsor exercises RAT travel.
- Dependents may delay travel up to 6 months from the date sponsor begins RAT.
- Shipment of household goods left in Non-Temporary Storage in CONUS may be authorized in conjunction with RAT as long as the maximum weight allowance is not exceeded.

- RAT may be authorized in conjunction with a PCS move, overseas to overseas, but not to CONUS. The employee must complete before their Entrance-On-Duty (EOD) at the new duty station.
- Alternate destination to other than actual residence may be authorized as long as the cost to the government is not more than to the actual residence. The employee is responsible to pay the difference.

EMERGENCY VISITATION TRAVEL (EVT)

NOTE: EVT IS NOT A CIVILIAN PERSONNEL PROGRAM – IT IS A FIRST SERGEANT PROGRAM. THIS INFORMATION IS PROVIDED DUE TO THE HIGH VOLUME OF INQUIRIES WE RECEIVE, HOWEVER EMPLOYEES AND/OR THEIR SUPERVISORS MUST WORK THIS THROUGH THEIR FIRST SERGEANT.

EVT is authorized to allow eligible employees and/or family members stationed at an overseas duty location to travel to the Continental United States (CONUS) or the non-foreign Outside CONUS (OCONUS) area (which includes locations like Hawaii, Puerto Rico, etc.) for a family emergency. EVT orders are prepared by the orderly room of the employee's organization.

Who is Eligible?

- Employees who are U.S. citizens assigned to an OCONUS foreign duty location who have a transportation agreement that provides for their return travel to their actual residence in CONUS.
- The above mentioned employee's spouse or children that are part of his/her household.

Family Emergencies Included

- A serious illness or injury of an immediate family member
- Death of an immediate family member
- Special family circumstance

Immediate Family Members Defined

- Employee's spouse and parents thereof
- Employee's children, included adopted children and spouses thereof
- Employee's parents
- Employee's brothers and sisters, and spouses thereof
- Any individual related by blood or affinity whose close association with the employee is the equivalent of a family relationship

Serious Illness or Injury Defined

- An injury or illness from which, based on competent medical opinion, death is imminent or likely to occur, or
- An illness or injury during which the absence of the employee and/or family member(s) would result in great personal hardship

Allowable Transportation Expenses

The transportation costs from the airport serving the employee's Permanent Duty Station (PDT) to the airport serving the destination authorized for EVT and return. Also allowable are airport taxes and transportation between airports. The agency may pay, or the employee may be reimbursed for those expenses. Payments are authorized under the Joint Travel Regulation (JTR) Volume 2, Chapter 6, Part O.

NOTE: Per diem, excess baggage or unaccompanied baggage charges are not payable or reimbursable.

CIVILIAN PERSONNEL REFERENCES

AFI 36-401	Employee Training and Development
AFI 31-501	Personnel Security Program Management
AFPD 36-14	Position Management and Classification
AFMAN 36-203	Staffing Civilian Positions
AFMAN 36-204	Overseas Employment
AFPAM 36-106	Supervisor's Records
AFI 36-701	Labor Management Relations
AFI 36-703	Civilian Conduct and Responsibility
AFI 36-704	Discipline and Adverse Action
AFI 36-802	Pay Setting
AFI 36-807	Weekly and Daily Scheduling of Work and Holiday Observances
AFI 36-810	Substance Abuse Prevention and Control
AFI 36-815	Absence and Leave
AFI 36-1001	Managing the Civilian Performance Program
AFI 36-1004	The Air Force Civilian Recognition Program
AFI 36-1203	Administrative Grievance System
AFI 36-1401	Position Classification
AFPD 36-2	Civilian Recruitment and Placement
CA-550	Federal Injury Compensation
CA-810	Injury Compensation for Federal Employees
DoD PPP Handbook	
DoD5200.2-R	Personnel Security Program
Title 5	United States Code
Title 5	Code of Federal Regulations

Collective Labor Agreement

Office of Personnel Management Classification Standards: <http://www.opm.gov/fedclass/>

JTR Vol II (Chapters 3, 4, 7, 8, 11, and 14)

<http://www.defensetravel.dod.mil/perdiem/trvlregs.html>

USEFUL WEBSITES

Air Force Personnel Center:	(CAC enabled or password required) https://gum-crm.csd.disa.mil/app/login/redirect/home/session/L3NpZC9pZnh0KmJxaw
GS Pay Scale:	http://www.opm.gov/oca/12tables/index.asp
Vacancy Announcements:	http://www.usajobs.gov
Office of Personnel Management:	http://www.opm.gov/index.htm
Defense Finance and Accounting Service:	http://www.dfas.mil
Federal Labor Relations Authority:	http://www.flra.gov
Merit Systems Protection Board:	http://www.mspb.gov
Code of Federal Regulations:	http://www.gpoaccess.gov/cfr/index.html
Office of Workers' Compensation:	http://www.dol.gov/owcp
SCPD Library (AF Portal):	https://www.my.af.mil/gcss-af/USAF/ep/contentView.do?contentType=EDITORIAL&contentId=cF575FC8E211B4B5601211C73188103FC&channelPageId=s6925EC1336E40FB5E044080020E329A9

Air Force Personnel Center Request for Personnel Action (RPA) Checklist

RPA (Agency Request) Number:

Failure to complete all applicable sections below may result in the RPA being returned without action

- *Selecting Officials (SOs), Servicing Civilian Personnel Sections (CPSs), or Personnel Liaisons (PLs) must complete sections A thru G* **Note:** In order to avoid typing the position data into Section F of the RPA Checklist, you might choose to use a Business Objects (BO) report to populate that section. The BO report is called PositionDataforRPAChecklist; it is located in the Position Category. When you open the report and refresh it, you will be prompted for Sequence Number. You can input the Sequence Number of the position being filled, or if it does not yet exist in DCPDS, pick any Sequence Number that has similar position data. Follow the instructions in the first tab of the BO report, save the report as an Excel file, and then fill in the rest of the Checklist.

SECTION A – GENERAL INFORMATION

Selecting Official Contact Information

(Where Candidate Referral Certificate(s) will be sent)

Name/Rank:
Email Address:
DSN/Commercial Phone:
Fax:

Alternate Selecting Official Information:

Name/Rank:
Email Address:
DSN/Commercial Phone:
Fax:

1. **Number of actual vacancies* to be filled:**
2. **Is this request for advanced recruitment?** Yes No
 - 2a. **Number of anticipated vacancies*:**
 - 2b. **Anticipated Entrance on Duty Date:**

* If multiple vacancies, must be identical – same pay plan, series, grade, position description/core document number, geographical location and organization, PAS/organization structure
3. **If NEW PAS Code/Organization Structure Code applies, confirmation notification from AFPOA of Table 30 build and DFAS Remedy Ticket notification MUST be attached or** **Not applicable – PAS Code/Organization Structure already exist**
4. **Is this position considered a “surge” workload position?** Yes No
If “Yes” please indicate the appropriate DCPDS event history code (select only one):

<input type="checkbox"/> S2416 – Contractor-to-Civ Conversion	<input type="checkbox"/> S2426 – Fitness Center
<input type="checkbox"/> S2418 – Nuclear Fill Position	<input type="checkbox"/> S2427 – CSS Positions
<input type="checkbox"/> S2420 – Acquisition Position	<input type="checkbox"/> S2428 – Rated Mil-to-Civ Conversion
<input type="checkbox"/> S2423 – 24AF (Cyber Command)	<input type="checkbox"/> S2429 – Joint Basing
<input type="checkbox"/> S2424 – AFISRA	<input type="checkbox"/> S2430 – Acquisition Excellence
<input type="checkbox"/> S2425 – Force Structure	
5. **Is this a Direct Hire/Expedited Hire?** Yes No *If yes, provide career field*
6. **Is this position obligated to another employee?** Yes No
7. **Do you have someone in mind for your vacancy?** Yes No *If yes, provide name and last 4 digits of SSN*
SSN Name: SSN:
8. **For local Civilian Personnel Section/Liaison: Local Priorities applicable/cleared?** (required for all permanent positions) Update Event History code(s) S0700005, S0700010, S0700015, S0700020, S0700025, or S0700030 on RPA as applicable.
9. **For local Civilian Personnel Section/Liaison: This position may be subject to the provisions of the Priority Placement Program (PPP) and/or the Re-employment Priority List (RPL) unless an authorized exception applies. If you believe this recruitment is covered by an exception, please cite the appropriate exception in event history (event code S0700035) on the RPA and attach any required supporting documentation to the RPA.**

