

BMC Module 2 - Personnel Management



IMPORTANT INSTRUCTIONS: Always use the 'EXIT COURSE' link in the upper right hand corner of the course window when exiting to save your progress!

The Office of Personnel Management's Human Capital Framework states: "In addition to seeking out and attracting motivated and skilled employees to fulfill current requirements, you must also consider how you will help your organization live up to future ones." As a Family and Morale, Welfare, and Recreation supervisor, how you cultivate a work environment that supports and sustains a culture of superior performance both now and in the future is paramount. This module will provide a foundation for understanding the NAF Personnel System, NAF Pay Band Systems, Roles and Responsibilities, Managing Positions, Managing Performance, and Staffing for Change.

Total hours anticipated to complete this module:

LESSON 1: INTRODUCTION TO NAF PERSONNEL SYSTEM

- ☰ 1.1 Overview
 - ☰ 1.2 NAF Employment Status
 - ☰ 1.3 NAF Personnel System Intent & Advantages
 - ☰ 1.4 NAF Personnel Pay System Components
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LESSON 2: APF PERSONNEL IN FAMILY AND MWR

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- ☰ 2.1 Overview
 - ☰ 2.2 Agencies Responsible for APF Personnel Management Policy and Implementation
 - ☰ 2.3 Primary Guiding Principle for APF Personnel Management
 - ☰ 2.4 Other Federal Agencies that Provide Oversight
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LESSON 3: FAMILY AND MWR NAF PAY BAND SYSTEMS

- ☰ 3.1 Overview
 - ☰ 3.2 Pay Plans
 - ☰ 3.3 Qualification Sources and Appointments in Pay Banding
 - ☰ 3.4 Pay Plan Structure and Schedules
-  Lesson 3 Knowledge Check

LESSON 4: ROLES AND RESPONSIBILITIES FOR NAF PERSONNEL MANAGEMENT

- ☰ 4.1 Overview
 - ☰ 4.2 NAF Personnel Policy Development and Implementation
 - ☰ 4.3 Personnel Management at the Installation
 - ☰ 4.4 Functional Process Improvements that Aid the Family and MWR Manager
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- ☰ 5.2 Establishing NAF Position Requirements
- ☰ 5.3 Analyze the Position Requirements
- ☰ 5.4 Cost the Position
- ☰ 5.5 Request Approval to Add a Position

 Lesson 5 Knowledge Check

LESSON 6: FILLING VACANCIES

- ☰ 6.1 Overview
- ☰ 6.2 Methods of Filling a Position
- ☰ 6.3 Steps in the Process to Fill a Vacant Position
- ☰ 6.4 Step 1: Initiate Request for Personnel Action
- ☰ 6.5 Step 2: Obtain Approval to Fill
- ☰ 6.6 Step 3: Recruit and Publicize the Vacancy
- ☰ 6.7 Step 4: Referral
- ☰ 6.8 Step 5: Review Applications
- ☰ 6.9 Step 6: Finalize the Selection
- ☰ 6.10 Step 7: In-Process the Employee

 Lesson 6 Knowledge Check

LESSON 7: DETERMINING BASE RATE OF PAY

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- ☰ 7.1 Overview
 - ☰ 7.2 Federal Wage System (FWS)
 - ☰ 7.3 NF Pay System
 - ☰ 7.4 Child and Youth Personnel Pay Program (CYPPP)
 - ☰ 7.5 Other Pay Provisions and Restrictions
-  Lesson 7 Knowledge Check

LESSON 8: SCHEDULING WORK

- ☰ 8.1 Overview
 - ☰ 8.2 Establishment of Work Schedules
 - ☰ 8.3 Annual Leave
 - ☰ 8.4 Sick Leave
 - ☰ 8.5 Other Types of Leave
 - ☰ 8.6 Using EPAY
-  Lesson 8 Knowledge Check

LESSON 9: MANAGING PERFORMANCE

- ☰ 9.1 Overview
- ☰ 9.2 Fundamentals of NAF Performance Management
- ☰ 9.3 Assign Work to a Reasonable Standard
- ☰ 9.4 Monitoring and Developing Employee Performance
- ☰ 9.5 Rating Performance

☰ 9.6 Administering Unsatisfactory Performance Actions

☰ 9.7 Rewarding Top Performers

 Lesson 9 Knowledge Check

LESSON 10: DISCIPLINE EFFECTIVELY

☰ 10.1 Overview

☰ 10.2 Principles of Effective Discipline

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 Lesson 10 Knowledge Check

LESSON 11: IMPLEMENTING RULES OF THE WORKPLACE

☰ 11.1 Overview

☰ 11.2 Wellness in the Workplace

☰ 11.3 Employee Assistance Program

☰ 11.4 Violence in the Workplace

☰ 11.5 Equal Employment Opportunity

☰ 11.6 Labor Management Relations

☰ 11.7 NAF Employee Grievance Process

☰ 11.8 Other Grievance Options

☰ 11.9 Supervisor's Actions

 Lesson 11 Knowledge Check

LESSON 12: STAFFING FOR CHANGE

≡ 12.1 Overview

≡ 12.2 Business Based Actions (BBA)

≡ 12.3 Uniform Funding and Management (UFM)

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Lesson 12 Knowledge Check

1.1 Overview

The Family and Morale, Welfare and Recreation (FMWR) workforce is unique in that three distinct personnel systems manage it: military, appropriated funds (APF), and nonappropriated fund (NAF). APF employees are paid from funds appropriated by the Congress of the United States. NAF employees are employed by Nonappropriated Funds Instrumentalities (NAFIs) and are compensated from nonappropriated funds, derived from revenue earned by the various Family and MWR activities.

At the end of this lesson, you will be able to:

- 1 Explain the employment status of NAF employees.
- 2 Describe the intent and advantages of the NAF Personnel System.
- 3 Differentiate between the NAF Personnel Pay Systems.
- 4 Explain the purpose of the Personnel Requirements Document (PRD).

1.2 NAF Employment Status

NAF Employment Status

AR 215-3, Nonappropriated Fund Personnel Policy, provides uniform policies governing personnel management and administration for employees of nonappropriated fund instrumentalities of the Department of Army. It incorporates the requirements of DODI 1400.25, Volumes 1401 through 1471, and the Office of Personnel Management instructions when they specifically address nonappropriated fund instrumentality employees.¹¹ as per AR-215-3 Summary description under the page "i."

Employment by NAF does not confer civil service status. Because NAF employees are not legally deemed to be employees of the Federal Government for most laws administered by the Office of Personnel Management (OPM), the policies, procedures, and entitlements relating to employees paid from APFs and those relating to employees paid with NAFs are different, except where specifically identified by law.

However, there are instances where legislation not applicable to NAF employees has been administratively adopted, through Army Regulation 215-3 (AR-215), Nonappropriated Funds Instrumentalities Personnel Policy, for application to NAF employees.



[AR215_3_Aug 2019.pdf](#)

1.4 MB



1.3 NAF Personnel System Intent & Advantages

NAF Personnel System Intent & Advantages

In 1993, NAF personnel policies and procedures were significantly revised under NAF Personnel System Modernization. Today's AR 215-3 reflects these changes.

The purpose of the NAF Personnel System Modernization was to break away from the APF personnel system, which is complicated and cumbersome, and create a broad DA personnel policy guidance that is flexible and all-inclusive.

Today's NAF Personnel System is easy to understand and use. It gives the manager the authority and/or responsibility to recruit, hire, set pay, and accountability for budget labor-costs.

Applicability

The NAF Personnel System applies to all nonappropriated funded administrative support, personal service, trades, crafts, labor, and child care employees in the United States and Puerto Rico and all U.S. citizen NAF employees in foreign areas.

1.4 NAF Personnel Pay System Components

NAF Personnel Pay System Components

The three components of the Nonappropriated Fund Pay Systems are the NF Pay Band System - White-Collar positions, CY Pay Band System - Child and Youth Personnel pay Program (CYPBP), and Federal Wage System (FWS) - Crafts, trades, and labor positions.

NF Pay Band System

The NF category covers a wide range of clerical, administrative, recreational, resale, or managerial functions performed in settings such as an office or service or retail operation. Further guidance on the classification of NF positions is in Appendix 1 to this enclosure.

The payband system is designed to foster competitive wages, strengthen the link between pay and performance, and provide a streamlined and efficient classification and pay process. It replaces the traditional grade and step system with one that groups work of similar levels of skill and responsibility into broad bands. It assigns a pay range to each band and permits pay to be fixed within the range. Employees in the payband system are designated NF, followed by a numerical pay level from 1 to 6.

Child and Youth Pay System

The CYPBP was initially designed to meet the requirements of PL 101-189 and 10 USC 113. The CYPBP issued in February 1999 and the Caregiving Personnel Pay Program, issued in March 1990, provided information on resources, training, and evaluations of the program.

The CY pay band system is an integral part of the CYPBP total program. It is intended to align NAF CY assistant, leader, and technician's pay rates with GS employees' rates to reduce turnover.

Federal Wage System

The Craft and Trade category covers positions in a recognized craft or trade or an unskilled, semiskilled, or skilled manual labor occupation, commonly known as the Federal Wage System (FWS). Leader and supervisory positions having craft, trade, or laboring experience and knowledge as a paramount requirement are also categorized as CT positions. The FWS includes all crafts, trades, and labor positions paid on a locality rate basis. The pay of these positions is fixed and will be adjusted from time to time in line with the rates paid by private employers to full-time employees in wholesale, retail, services, and recreational establishments in the locality of employment. Wage schedules are transmitted directly to installations by the DOD Wage and Salary Branch, DCPAS. More detailed information may be found in the OPM Operating Manual, FWS NAF.¹¹ as per AR-215-3, 3-4, a

FWS positions will be graded in accordance with OPM Federal Wage System Job Grading Standards and DODI 1400.25, Volume 1407.

Personnel Requirements Document (PRD)

Before a NAF activity can recruit an applicant to fill a job position, the position must be authorized. While DA issues a Table of Distribution and Allowances (TDA) to authorize APF manpower, the NAF manpower system uses the Personnel Requirements Document (PRD) to authorize manpower. The purpose of the EMD is to identify and control staffing requirements based on budgeted labor costs.

Headquarters, DA (HQDA) do not issue the NAF Personnel Requirements Document (PRD). Rather, it is generated locally. Activity managers submit a completed Personnel Requirements Document (PRD) and supporting costed labor schedule to the servicing Financial Management Office, which reviews the submission and compares estimated costs with budget guidance. After review, the submission is forwarded to the Director, Family and MWR or equivalent for coordination and final action by the fund manager. While DA Form 5556 may be used for the Personnel Requirements Document (PRD), that decision is determined locally. Therefore, the Personnel Requirements Document (PRD) at Fort Lee, Virginia, may appear different from the Personnel Requirements Document (PRD) at Joint Base San Antonio, Texas.

You can download DA Form 5556 below.



Lesson 1 Knowledge Check

Question

01/03

All NAF employees are hired in pay bands.

True

False

Question

02/03

The Table of Distribution and Allowance (TDA) is the document that authorizes manpower for both APF and NAF.

True

False

Question

03/03

Select the statement that is not an accurate description of the NAF Personnel System.

- Employment by NAF does not confer civil service status.
- The PRD is issued by Headquarters, DA.
- The NAF Personnel System Modernization gives the manager greater authority and/or responsibility for recruiting, hiring and setting pay.
- The NAF Personnel Pay System is comprised of NF and CY pay bands as well as the Federal Wage System.

2.1 Overview

In Army Family and MWR, some positions are filled by appropriated fund (APF). A Family and MWR Manager may supervise APF personnel, NAF personnel, or a combination of both. Because the fund sources, laws, and regulations are different for each type, the manager must be aware of those differences to manage fairly and equitably. This lesson will introduce the APF personnel system, its legal basis, and the agencies with responsibilities for APF personnel management.

At the end of this lesson, you will be able to:

- 1 Identify the primary agency with authority for APF personnel management and relate the chain of command responsibilities for APF personnel management.
- 2 Describe the Merit Systems and explain the purpose.
- 3 Name four independent Federal agencies that provide oversight for APF personnel management and describe their functions.

2.2 Agencies Responsible for APF Personnel Management Policy and Implementation

The systems for recruiting, utilizing, developing, and sustaining DA civilians are in large part decentralized. Most authorities for the supervision and management of civilians have been delegated through the chain of command to the lowest practicable level. For Army Family and MWR, that chain includes the:

- Office of Personnel Management (OPM)
- Department of Defense (DOD)
- Department of Army (DA)
- Installation Management Command (IMCOM)
- G9 Installation Family and MWR

APF Policy Implementation



Office of Personnel Management (OPM)

The Office of Personnel Management (OPM) oversees the federal government's most important asset—its people. As the personnel agency of the executive branch, OPM is charged with the mission to administer most Federal laws and executive orders dealing with all aspects of civilian personnel management and administration in the Federal sector. Major responsibilities of OPM include:

- Developing proposals for Federal personnel legislation and executive orders.
- Developing and publishing specific policies, procedures, and regulations implementing Federal personnel laws and Executive orders.
- Providing testing, evaluation, and referral of job applicants to agencies.
- Evaluating agency personnel management systems.
- Providing advice and assistance to agencies in developing effective personnel management programs.
- Developing standards by which jobs are classified.
- Administering retirement, health, and life insurance programs.
- Ensuring government-wide values, such as the merit system principles, veterans' preference, and workforce diversity, are consistently upheld.

Department of Defense

Under Executive Order (EO) 9830, the President has delegated authority to agency heads, including the Secretary of Defense, to act in civilian personnel matters in accordance with applicable policies, program requirements, standards, and instructions. Within the Office of the Secretary of Defense (OSD), the Assistant Secretary of Defense (Force Management Policy) and the Deputy Assistant Secretary of Defense (Civilian Personnel Policy) have responsibility for DOD-wide personnel policy.

- **President of the United States** – delegated authority to agency heads under Executive Order (EO) 9830.
- **Secretary of Defense** – The Secretary of Defense, has been delegated authority to act in civilian personnel matters in accordance with applicable policies, program requirements, standards, and instructions.
- **Assistant Secretary of Defense (Force Management Policy) and the Deputy Assistant Secretary of Defense (Civilian Personnel Policy)** – Within the Office of the Secretary of Defense (OSD), the Assistant Secretary of Defense (Force Management Policy) and the Deputy Assistant Secretary of Defense (Civilian Personnel Policy) have responsibility for DOD-wide personnel policy.
- **Assistant Secretary of the Army (ASA) Manpower and Reserve Affairs (M&RA)** – The Assistant Secretary of the Army (ASA) Manpower and Reserve Affairs (M&RA) has delegated authority for programs and policies directly associated with accession, development, distribution, and sustainment of military and civilian personnel.
- **Deputy Chief of Staff, G-1** – The Deputy Chief of Staff, G-1, is the responsible official to the Assistant Secretary of the Army (ASA) (Manpower and Reserve Affairs) (M&RA) in developing, coordinating, and implementing programs and policies directly associated with

Policy) have responsibility for DOD-wide Civilian Human Resources (CHR) policy.

- **Secretary of the Army** - Within the Office of the Secretary of Defense (OSD), authority for civilian personnel management is delegated by the Secretary of Defense (SecDef) to the Secretary of the Army (SECARMY).
- **Deputy Assistant, G-1, Civilian Personnel Policy** - The Deputy Assistant, G-1, Civilian Personnel Policy, has responsibility for supervision of civilian personnel policy, management, and related civilian personnel functions.
- **Operations Division of the DCS G-1** - The Operations Division of the DCS G1 has responsibility for policy and guidance pertaining to Army Civilian Corps members' use and deployment.

Installation Management Command

The Installation Management Command (IMCOM) is a single organization with four directorate offices worldwide. IMCOM oversees all facets of installation management such as construction; barracks and Family housing; Family care; food management; environmental programs; well-being; Soldier and Family morale, welfare and recreation programs; logistics; public works and installation funding

IMCOM consolidates three organizations under a single command:

- The former Installation Management Agency (IMA)
- The former Community and Family Support now called G9 staff proponent of IMCOM
- The former Army Environmental Center, now called the Army Environmental Command (AEC); a subordinate command of IMCOM.

G9

The U.S. Army G9 (G9) is a comprehensive network of quality support and leisure services that enhances the lives of Soldiers, Civilians, Families, military retirees and other eligible participants. G9 enables Commanders, Region Directors, and Garrisons to provide programs and services that result in a quality of life to Soldiers and Families commensurate with their sacrifice and service, thus increasing Soldier and Family resiliency; restoring balance; and enhancing recruitment, readiness and retention for Soldiers and Families.

G9 also provides management of the Armed Forces Recreation Centers, NAF Benefits services, NAF Contracting services, and NAF Construction expertise. G9 is comprised of more than 500 Family and MWR professionals who provide support to Soldiers, Families and the more than 33,000 personnel who comprise the Family and MWR workforce, worldwide.

Family and MWR

Family and MWR at the installation is a subset of the Army's G9. Army MWR is a comprehensive network of support and leisure services- from family, child and youth programs to recreation, sports, entertainment, travel and leisure activities – in support of Soldiers (active and reserve), their families, Department of the Army civilians and retirees.

Family and MWR contributes to the Army's strength and readiness by offering services that reduce stress, build skills and self-confidence and foster strong esprit de corps. MWR services also help the Army attract and retain talented people. MWR is proof of the Army's commitment to caring for the people who serve and stand ready to defend the nation.

2.3 Primary Guiding Principle for APF Personnel Management



Merit is the primary principle guiding OPM, OSD, and the Army in policy development and operational standards within the personnel system as outlined in Section 2301, Title 5, United States Code (USC).

(See Merit System Principles, found on the [OPM Website](#).)

The purpose of the Merit Systems is to ensure that the processes and systems the Government uses for selecting and maintaining the Federal workforce will result in a competent workforce that serves the best interests of the American people. The systems involve the implementation of merit principles.

A strong belief, expressed through the principles, is that this workforce should be able to operate free of improper external influences in order to provide the best service possible to its client, the American taxpayer. In addition, the merit principles send a clear message that all individuals should have the opportunity to participate in the operation of our Government if they so desire and are qualified. Merit principles apply to both APF and NAF employees even though policies may differ on certain actions.

Merit Systems Principles

The goal of the Merit Systems is achieved through the employment of nine principles. The practices that support the following principles originate in a series of laws and Executive Orders that reflect Congressional concern for a merit system. The nine Merit Systems principles are:

Recruitment of employees from all segments of society.

Selection and advancement should be determined solely on the basis of ability, skills, knowledge, and job relevant factors. Maintain fair and open competition.

Equitable treatment in managing personnel.

Treat personnel without regard to politics, race, color, religion, national origin, sex, marital status, handicap, or age. Demonstrate proper regard for privacy, constitutional rights, and due process.

Equal pay for work of equal value.

Provide appropriate incentives and recognition for excellence in performance. Consider both appropriate national and local rates of private employers.

High standards.

All employees should maintain high standards of integrity, conduct, and concern for the public interest.

Efficient and effective use of the workforce.

Match workforce skills and abilities with job requirements.

Retention of employees based on the adequacy of their performance.

Inadequate performance should be corrected, and employees should be separated who cannot or will not improve their performance to meet required standards.

Provision of effective education and training.

Employees should be provided with education and training in cases where such education and training would result in better organizational and individual performance.

Protection of employees against arbitrary action, personal favoritism, or coercion for partisan political purposes.

Employees should be prohibited from using their official authority or influence to interfere with or affect the result of an election or a nomination for election.

Protection of employees against reprisal for lawful disclosure of information.

This is often referred to as "whistleblower" protection.



2.4 Other Federal Agencies that Provide Oversight

U.S. Merit Systems Protection Board (MSPB)

In addition to OPM controls and procedures, four separate, independent Federal agencies provide oversight to ensure that the principles of merit, labor relations guarantees, and equal employment rights are adhered to by all agencies and organizations.

U.S. Merit Systems Protection Board (MSPB)



The MSPB monitors the civil service systems and hears and decides appeals on adverse actions. It can order corrective and disciplinary actions against an agency or an employee when it finds abuse of the merit principles. Its mission is to ensure that:

- Federal employees are protected against abuses by agency management.
- Executive branch agencies make employment decisions in accordance with the Merit Systems principles.
- The Federal Merit Systems are free of prohibited personnel practices.

Office of Special Counsel



The Office of the Special Counsel serves as an investigator and prosecutor before the MSPB for legally defined, prohibited personnel practices. It also provides a secure channel to address allegations involving:

- Violation of law, rule, or regulation.
- Gross mismanagement.
- Gross waste of funds.
- Abuse of authority.
- Substantial and specific danger to public health or safety.

<http://www.osc.gov/>

Federal Labor Relations Authority (FLRA)



The FLRA administers the Federal labor-management relations program. Its major functions include:

- Resolving questions of union representation of employees.
- Prosecuting and arbitrating allegations of unfair labor practices.
- Deciding questions of what is or is not negotiable.
- Reviewing certain kinds of arbitration decisions on appeal.

<http://www.flra.gov/>

Equal Employment Opportunity Commission (EEOC)



The EEOC implements the Equal Employment Opportunity (EEO) program by issuing directives and guidelines, setting forth the responsibilities of Federal agencies. Additional responsibilities include:

- Monitoring agency actions to increase the representation of minorities, women, and individuals with disabilities.
- Developing policy and providing guidance on complaints.
- Conducting hearings on complaints of discrimination. Issuing recommended decisions to agencies.
- Evaluating program effectiveness.

<http://www.eeoc.gov/>

2.5 Manpower Authorization Document

The appropriated fund (APF) spaces allocated by the commander for an activity are documented on the APF manpower authorization document, called the Table of Distribution and Allowance (TDA), Section II: Personnel Allowance. The TDA is developed in an annual process that may result in a gain or loss of manpower for an activity.

The TDA provides a record of approved organizational structure and manpower requirements and serves as the basis and authority for submitting requisitions for authorized personnel. The Resource Management Office can provide a copy of the TDA for your activity or installation.

If a requirement for a position is 1, but the authorization is 0 and the commander determines this position to be critical, an authorization from another line or paragraph may be "borrowed" to enable funding and filling of the position. In this case, the position that "loaned" the authorization would then become "required but not authorized," because an authorization may only be placed against one position.

Type	Time
Permanent	No limit
Term	Greater than 1 year, less than 4 years
Temporary	Less than 1 year

2.6 Position Classification



Position classification applies to the duties and responsibilities of a position, not the person assigned to the position. Classification" and "qualifications" are often confused; however, each has its own distinct function.



Classification pertains to a position or job and the evaluation process that determines the appropriate pay system, occupational series, title, and grade/pay band.



Qualifications pertain to a person and describe the knowledge skills and/or abilities a person must have to be successful in a particular occupation.

Both OPM and individual federal agencies bear responsibility for carrying out the General Schedule classification system in accordance with the principles set forth in law.

DETERMINING PAY SCHEDULE

DETERMINING SERIES

DETERMINING GRADE

Based on the information provided in the position description, the supervisor or classification specialist finds the standard most closely related to the work and determines the appropriate pay schedule, occupational series, grade level, and specific title of the job. The pay system is the first decision to make when classifying a position. The APF personnel system has two broad pay schedules. For these systems, a higher grade level indicates a higher rate of pay and usually a higher level of authority and responsibility.

The pay schedules are:

- **General Schedule (GS)** – For administrative, technical, and professional jobs, often called "white collar," GS positions have 15 levels, GS-1 through GS-15. Each level has 10 pay rates, called steps. General Schedule pay rates are comparable with those in private enterprise. The law exempts from coverage GS employees in positions having a trade, craft, or laboring experience or knowledge as paramount requirements.
- **Federal Wage (WG) and Wage Supervisor (WS)** – WG and WS are often referred to as "blue collar" positions for those in trade, craft, or laboring occupations. There are 15 levels, but only five pay-rate steps in each level. Federal Wage System (FWS) salary ranges are based on the rates paid by private employers for similar work in the wage area and are established through geographic wage surveys. The designations for regular schedule jobs are:
 - WG – Wage Grade (Nonsupervisory)
 - WL – Leader positions
 - WS – Supervisors

Both General Schedule and Federal Wage System establish the policy of equal pay for substantially equal work and comparability of pay rates.

DETERMINING PAY SCHEDULE

DETERMINING SERIES

DETERMINING GRADE

Under the General Schedule (GS) classification system, individual positions are classified to an occupational group, a series representing a specific occupation within that group, and an appropriate grade which has a salary range provided by law. Selecting the proper series for a position places it with other positions assigned similar work and requiring similar qualifications. The General Schedule series can be divided into five "categories" of work. These include:

- **Professional:** e.g., attorney, medical officer, biologist
- **Administrative:** e.g., budget analyst, general supply specialist
- **Technical:** e.g., accounting technician, pharmacy technician
- **Clerical:** e.g., secretary, office automation clerk, mail clerk
- **Other:** e.g., firefighter, various law enforcement occupations

DETERMINING PAY SCHEDULE	DETERMINING SERIES	DETERMINING GRADE
Positions are graded based on the OPM standards. Most positions have predominant duties and responsibilities that clearly indicate the real purpose for which the position has been established. These duties and responsibilities almost always control the grade of the position. Series within the five GS categories are either two-grade intervals or one-grade intervals. Two-grade intervals progress by two-grade increments for GS-5 to GS-11 and include professional and administrative occupations. The one-grade interval series include clerical and technical occupations that progress from GS-1 by single grade increments.		

Lesson 2 Knowledge Check

Question

01/04

The goal of the Merit Systems is achieved through employment of two principles.

True

False

Question

02/04

The purpose of the Merit Systems is to ensure that the processes and systems the Government uses for selecting and maintaining the Federal workforce will result in a competent workforce that serves the best interests of the American people.

In regard to the Merit Systems, which of the following is not a true statement?

- The goal of the Merit Systems is achieved through employment of nine principles.
- Merit principles send a clear message that all individuals should have the opportunity to participate inn the operation of our Government if they so desire and are quali. ed.
- Merit principles express a strong belief that the workforce should be able to operate free of improper external influences.
- Merit principles only apply to APF employees.

Question

03/04

OPM Classification Standards are used to establish pay schedule, series, and grade of a position.

True

False

Question

04/04

The Table of Distribution and Allowances (TDA) provides a record of approved organizational structure and manpower requirements for an activity.

True

False

3.1 Overview

Pay-banding, also known as broad-banding or grade-banding, involves the consolidation of many pay grades into a few broad bands, typically four or five. The main purpose of pay-banding is to simplify job classification and broaden pay ranges.

At the end of this lesson, you will be able to:

- 1 Describe the Family and MWR NAF Pay Systems and their benefits.
- 2 Name the sources that provide qualification requirements for the Family and MWR NAF pay categories.
- 3 Differentiate between NF and CY pay band structures and pay schedules.

3.2 Pay Plans

Pay Bands in Family and MWR

Pay Plans replace the traditional grade and step system with one that groups work of similar levels of skill and responsibility. Pay plans, assign a pay range to each plan, and permit pay to be fixed within the range. There are six pay bands within NF; two pay bands within CY; and grades 1-19 (with 5 steps) for Crafts and Trades (NA, NL, NS).

NF Pay Band

The NF Pay Band System applies to all clerical, administrative, sales, technical, managerial, executive, professional, and personal service positions in the United States, Puerto Rico, and U.S. citizen employees in foreign areas. Employees in the pay band system are designated NF, followed by a numerical pay level from 1 to 6. The NF 06 pay band is equivalent to the Senior Executive Service (SES).

CY Pay Band

Employees within Child and Youth Service (CYS) are designated CY in the Child and Youth Personnel Pay Program (CYPPP). CYS employees are placed within two pay bands.

- Band CY-I covers entry- and intermediate-level CY program assistant (CYPA) positions.
- Band CY-II covers the positions of CYPA at the target and leader levels as well as CY program technicians.
- CY-I positions are developmental positions for entry into band CY-II positions.



Benefits of Pay Banding

The payband system is designed to foster competitive wages, strengthen the link between pay and performance, and provide a streamlined and efficient classification and pay process. It replaces the traditional grade and step system with one that groups work of similar levels of skill and responsibility into broad bands. It assigns a pay range to each band and permits pay to be fixed within the range.

Foster Competitive Wages

The pay band system provides line managers with much broader latitude than they had previously in setting pay to attract and retain quality employees. However, increased latitude increases manager accountability for personnel management and the manager's pay decisions' . scal impact. For example, on hiring or promotion, employee pay

may be set at levels in the pay band deemed appropriate to the person's qualifications, education, training, and experience and within budgetary restraints.

Strengthen the Link Between Pay and Performance

The purpose of the pay for performance system is to motivate employees to achieve the highest level of performance possible based upon the expectation of recognition and financial reward. This requires that a clear statement of the installation reward policies be made known to all employees. In establishing an installation SOP, it must be consistent for all activities. Each operating budget must include sufficient funds to support the installation SOP on pay adjustments. A procedure should be established at the installation level to monitor demographic representations in rewards.

In other designs such as the APF Personnel Pay System, those getting satisfactory ratings are eligible for pay or step increases, bonuses, and annual adjustments to basic pay. In contrast, those with unsatisfactory ratings are not eligible.

Provide a Streamlined and Efficient Classification and Pay Process

Provide a Streamlined and Efficient Classification and Pay ProcessThe NAF Pay Band System eliminates variations between pay grades, standardizes pay levels, and gives the manager the responsibility to enforce the system. AR 215-3, Chapter 1. Management Responsibilities identifies the manager can set pay, issue employee incentives, and be held accountable for annual budget requirements, including money for employee increases or bonuses. Supervisors may conduct annual reviews to decide how total compensation should be adjusted regarding increases or cash bonuses. Commanders are ultimately responsible for ensuring the programs are managed efficiently and effectively IAW the Regulation.

3.3 Qualification Sources and Appointments in Pay Banding

Qualification Requirements

Each pay band derives qualification requirements from different sources. The types of appointments in each pay band are identical, however.

OPM's "Position Classification Standards for White Collar Work" (Reference (g), as well as available DoD or DoD Component classification guidance, may be used to classify NAF white-collar payband positions. CY positions are assigned to one of the DoD-wide standard position descriptions in Appendix 3 to this enclosure. FWS positions must be classified using the OPM "Job Grading Standards for Trades, Craft, and Labor Positions" (Reference (h)). DoD supplemental guidelines may also be used, if available. Standards unique to NAFIs, such as sales volume, size of the operation or installation, etc., may be a factor in grade assignment.

Qualification requirements for positions in Child and Youth Service are contained in the AR 215-3. Employees in these positions are identified by the pay plan CY and are paid under a pay-band system.

Qualification requirements for Federal Wage System (FWS) employees are contained in AR 215-3. This category includes positions in a recognized craft or trade or manual labor occupation. The positions in this category are identified as NA (Worker), NL (Leader), and NS (Supervisor). The pay of these positions is fixed and adjusted by wage schedules transmitted directly to installations by the DOD Wage Fixing Authority.



Standardized Position Description (PD)

The duties of positions must be described, authenticated by the appropriate supervisor, recorded in writing, and evaluated for the appropriate title, series, grade, or pay level by reference to applicable classification and job grading standards and guides.

FWS positions will be graded per OPM Federal Wage System Job Grading Standards and DODI 1400.25, Volume 1407. Payband system employees are graded or assigned to the proper payband level consistent with AR 215-3 paragraph 3-13. All CY assistants, leaders, and technicians will be assigned to a standard position description following AR 215-3 paragraph 3-18.

A standardized PD will be used. In situations where a standardized PD does not exist, the installation will establish the position using delegated authority and forward the PD to the CPAC NAF HRD for inclusion in FASCLASS <https://acpol2.army.mil/FASCLASS/inbox/> by Assistant G-1 for Civilian Personnel NAF for Army-wide use. If guidance is needed to classify or establish a position under this section, a request must include the primary and major duties of the position to be evaluated, the PD, or a functional and organization chart for the organization in which the position is located, and an evaluation statement containing a justification of the title, series, and grade or pay level considered appropriate.

- Position Identification Data
- Description of Major Duties and Responsibilities
- Minimum Qualification Requirements
- Conditions of Employment

You can download an example of a Standard Position Description below.



Position Description Recreation Assistant-Sports.pdf
771 KB

[!\[\]\(1895fb545c2067159fac3474302cf280_img.jpg\)](#)

Appointment Categories

There are two categories of employees in Pay Band Systems:

Regular Employees

A regular employee serves in a continuing position on a scheduled basis. Regular employees are further categorized as regular full-time (RFT) if the workweek is 40 hours or regular part-time (RPT) if the workweek is 20 to 39 hours. The minimum workweek for an RPT employee is 20 hours.

Flexible Employees

A flexible (FLX) employee serves in an indefinite position on either a scheduled or an as-needed basis.

3.4 Pay Plan Structure and Schedules

Pay Plan Structure refers to the number of plans in each system, the pay range within each plan, and the codes used to identify the plans. While the NF and CY pay plans have similar features, the structures are somewhat different.

NF Pay Plan

In the NF pay plan, six levels reflect the level of duties and responsibilities. The levels are numbered one through six, with six being the highest. Positions in this category are identified as "NF," with pay levels from NF-1 through NF- 6. This system does not require a mandatory waiting period for pay increases.

The code NF, together with a level number (e.g., NF-3), indicates that the job position is in the Pay Band System at level three.

Pay Band 1 Pay Rates NF-1.

The NF-1 pay level includes positions expected to apply routine, repetitious, and generally uncomplicated procedures. They are under close supervision, even when working independently. They follow well-established guidelines and procedures, and qualifications require basic skills.

Pay Band 2 Pay Rates NF-2

The NF-2 pay level includes more complicated clerical, administrative, technical, and customer service jobs. These positions may require actual work experience to perform the job and are the first level at which supervisory duties may be assigned.

Pay Band 3 Pay Rates NF-3

The NF-3 pay level includes various types of positions that require greater responsibility and the exercise of judgment while under general supervision.

Pay Band 4, Pay Rates NF -4 .

The NF-4 pay level includes positions that are subject matter experts in specialized areas. The duties and responsibilities are complex, with employees developing procedures and interpreting regulatory requirements.

Pay Band 5, Pay Rates NF -5 .

The NF-5 pay level covers high level managerial and supervisory positions and specialist positions at an ID or headquarters level. It may include positions that are subject matter experts in highly specialized areas or a professional series.

Pay Band 6, Pay Rates NF -6 .

The NF-6 pay level covers senior management positions with extensive mission accomplishment

responsibilities. Positions are considered to be Senior Executive Service (SES) equivalent.

For additional details for each pay band, please download DoDI 1400.25V1407 below.



DoDI 1400.25-V1407 6 January 2012.pdf

207.7 KB



Pay Schedule Changes

Pay rates are derived from two separate sources; therefore, each wage area (except for foreign areas) typically receives two NPS schedules each year. The DOD Wage Fixing Authority develops these schedules.

A subsequent schedule reflects adjustments to the prevailing rate minimums and maximums based on the local wage survey. This schedule's effective date corresponds to each wage area's normal effective date for prevailing rate schedules. The salaries adjusted in the January change remain in effect on the subsequent NPS schedule.

Pay-Level Characteristics

Pay-level characteristics provide a framework for determining the assignment of jobs to a pay band. The pay-level characteristics for each level are shown on pages 10-16 of DoDI 1400.25 January 2012.



CLASSIFICATION OF NF POSITIONS 1400.25-V1407 January 2012.pdf

74.8 KB



Child and Youth Positions

Pay rates are divided into two pay bands in the Child and Youth Personnel Pay Program (CYPPP). The ranges for CY pay bands are equal to the General Schedule (GS) employees' hourly rate. Changes to CY Pay Band pay schedules are effective in January in accordance with GS increases.

Features of the CC Pay Band

Nonappropriated fund Child and Youth Personnel Pay Program positions	
Positions	Levels
Program Assistant (Entry -02)	CY I
Program Assistant (Skill to 03)	CY I
Program Assistant (Target to 04)	CY II
Program Leader (05)	CY II
Program Technician (05)	CY II

- Pay band I is equal to the hourly rate of GS-2, step 1 through GS-3, step 10.
- Pay band II is equal to the hourly rate of GS-4, step 1 through GS-5, step 10.
- Employees hired in developmental positions CY2 and CY3 are promoted non-competitively to the target grade of CY4 upon completion of required training and demonstration of satisfactory job performance. Pay increases for these bands are effective when changes are made to the GS payscale from CY2 through CY5.

Lesson 3 Knowledge Check

Question

01/05

A benefit of the Family and MWR NAF Pay Band Systems is that they strengthen the link between pay and performance.

True

False

Question

02/05

Qualification requirements for both the NF and CY pay plans are found in the Standard Position Description.

True

False

Question

03/05

Congress is responsible for developing and issuing NF pay schedules.

True

False

Question

04/05

Which of the following statements does not accurately describe a feature of the NF pay banding structure and pay schedule?

- There are six levels that reflect the level of duties and responsibilities.
- The higher pay band rates are determined by local wage surveys.
- The system does not require a mandatory waiting period for pay increases.
- Each wage area typically receives two schedules each year.

Question

05/05

Developmental positions CY 2 and CY 3 are promoted competitively to the target grade of CY 4 upon completion of required training and demonstration of satisfactory job performance.

- True

- False

4.1 Overview

The actual management and supervision of Family and MWR Nonappropriated Fund (NAF) employees, including responsibilities for selecting, assigning work, evaluating, rewarding, disciplining, and almost all other life cycle personnel functions, reside primarily at the installation and activity manager level. The Family and MWR Manager is assisted in performing these duties by the Nonappropriated Fund Human Resources Division (CPAC NAF HRD) of CHRA G9. These organizations play a vital role in NAF personnel management. This lesson addresses the roles of those organizations and the roles of the command and the activity manager for managing personnel. Also discussed are a variety of training resources to aid in the management and supervision of employees.

At the end of this lesson, you will be able to:

- 1 Identify the offices and agencies that have a role in NAF personnel management and relate their responsibilities.
- 2 Explain responsibility for managing personnel at the installation and activity levels.
- 3 Describe available training sources for NAF managers/supervisors.

4.2 NAF Personnel Policy Development and Implementation

Employment of civilians in NAF service is governed by laws, Executive Orders, and regulations issued by the Secretary of Defense, Department of the Army, the U.S. Office of Personnel Management (when NAF is specifically included) other agencies. This includes the judicial and administrative interpretations by the courts and agencies such as the Federal Labor Relations Authority and Equal Employment Opportunity Commission.

Because NAF employees are not legally deemed to be employees of the Federal Government for the purposes of most laws administered by the Office of Personnel Management (OPM), the policies, procedures, and entitlements relating to employees paid from appropriated funds (APF) and those relating to NAF employees are somewhat different. There are, however, instances where legislation not applicable to NAF employees has been administratively adopted for application to NAF employees.

The offices and agencies that have a role in NAF personnel policy development and/or implementation include:

- G-1, for Civilian Personnel Policy
- ICOM-G9
- Installation Management Command (IMCOM)
- Army Civilian Human Resources Agency (CHRA-G9)
- Civilian Personnel Advisory Center Nonappropriated Fund Human Resources Division (CPAC NAF HRD)



G-1, for Civilian Personnel Policy

The Assistant Deputy Chief of Staff (DCS), G-1, for Civilian Personnel Policy develops and establishes the policies, regulations, and procedures for the NAF personnel program and provides Army-wide guidance on new programs, reporting requirements, and changes to existing policies.

For the NAF workforce, the NAF Personnel Policy Office within G-1 develops, coordinates, publishes, and maintains civilian personnel policy covering staffing, workforce relations, pay, classification, leave, and retirement. It

implements and maintains the DOD Employee Benefit Portability Program and has oversight responsibilities for the DOD NAF Health Benefits Program.

The NAF Personnel Policy Office accomplishes these tasks in close cooperation with its counterparts in the Office of the Secretary of Defense (OSD), Military Department headquarters, and Family and MWR communities.



IMCOM-G9

IMCOM-G9 is responsible for the day-to-day operation and administration of the NAF Central Referral Program (CRP) and the NAF Employee Benefits Program. It is the proponent for Career Plan 29 (Installation Management) of

the Army Civilian Training, Education, and Development System (ACTEDS). IMCOM G-9 also develops and issues procedures for the CRP.

Responsibilities of IMCOM G9 include the following:

- Establish and maintain central rosters of qualified employees.
- Issue referral lists for filling vacancies and authorizing recruitment or other action when referral lists do not provide a selectee.
- Administer NAF employee benefits program including group medical, dental and life insurance plans, the retirement plan, and the 401(k) saving plan.
- Provide training and career development opportunities for the Family and MWR workforce.

Installation Management Command (IMCOM) and IMCOM Directorates

The Installation Management Command (IMCOM) and the IMCOM Directorates Offices are responsible for staff direction and oversight of NAF employee programs at all installations within their command. These offices review and evaluate the program within their commands to ensure conformance with prescribed regulations, standards, instructions, pay rates, and program goals.

Army Civilian Human Resources Agency (CHRA G9)

The Army Civilian Human Resources Agency (CHRA-G9) supports personnel management by providing operational guidance to the Civilian Personnel Advisory Center Nonappropriated Fund Human Resources Division (CPAC NAF HRD), who at the installation level is responsible for the administration of NAF personnel policies.

The Civilian Personnel Advisory Center Nonappropriated Funds Human Resources Division (CPAC NAF HRD)

The Civilian Personnel Advisory Center Nonappropriated Funds Human Resources Division (CPAC NAF HRD) is located at the installation. It serves as the local personnel consultant, providing advisory services for management and staff by ensuring compliance to regulations by implementing policies and procedures and oversight reviews.

The CPAC NAF HRD also supports and assists in the management of NAF personnel by:

- Acting on behalf of the commander, under delegated authority, in appointing NAF employees and authenticating personnel actions.
- Providing needed technical direction and staff guidance to ensure that the NAF personnel program is administered in accordance with regulation.
- Providing assistance to the nonappropriated funds instrumentality (NAFI) managers in the conduct of labor relations and negotiation.
- Ensuring the provisions of AR 690-11 pertaining to mobilization planning are applied to NAF employees when appropriate.

4.3 Personnel Management at the Installation

The responsibility for providing day-to-day leadership of Family and MWR NAF personnel resides primarily at the installation and activity levels. The Civilian Personnel Advisory Center Nonappropriated Funds Human Resources Division (CPAC NAF HRD) Under Commander Responsibilities.



Commander Responsibilities

Installation commanders are responsible for leading and managing civilian employees and are held accountable for the effective utilization of human resource assets. Responsible commanders develop, empower, and utilize subordinate supervisors, managers, and the CPAC NAF HRD to establish a work environment for positive employee motivation and high performance.

Supervisor's Roles and Responsibilities

The Family and MWR Manager/Supervisor is the Personnel Manager. In this role, the supervisor establishes the practices, takes actions, and maintains the day-to-day relationships that influence that particular activity's climate, productivity, and efficiency.

The legal and regulatory policy framework is the guide to managing the workforce, but the policies themselves do not build or operate effective organizations. This requires managers to provide progressive and constructive leadership.

A Family and MWR Manager is not expected to be a technical expert on civilian personnel rules and regulations. That is the job of the CPAC NAF HRD. However, a manager or supervisor is expected to have a working knowledge of basic rules to enable the full use of human resources under the manager's direction to accomplish the activity's mission. The manager or supervisor is also expected to work closely with the local CPAC NAF HRD on personnel issues and solutions.

The tasks required of supervisors of personnel may be grouped into these major areas of responsibility:

- Managing positions
- Filling vacancies
- Determining the base rate of pay
- Managing performance
- Disciplining effectively
- Implementing rules of the workplace
- Staffing for change

Manpower = SPACES

Personnel = FACES

Two Components of Managing Personnel

Army manpower managers identify the human resources needed to carry out assigned missions and allocate the resources approved by Congress. Manpower managers also evaluate alternative means of providing needed resources and develop policies for using human resources. On the other hand, personnel managers deal with the position structure, recruitment, training, development, and assignment of people to fill the positions that manpower managers have established.

Manpower Management

Manpower management

encompasses planning,
programming, budgeting, allocating
manpower, and developing and
evaluating organizational

Personnel Management

structures. This includes the determination of requirements and review of manpower used.

Personnel management

encompasses those processes that deal with the employee rather than the position. These processes include hiring, assigning work, managing performance, training and developing staff, disciplining effectively, and implementing the workplace rules.

4.4 Functional Process Improvements that Aid the Family and MWR Manager

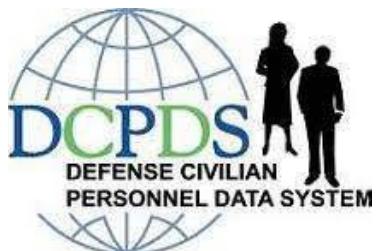
Managing and supervising APF personnel have been made easier through several functional process improvements (FPIs). Many of these efficiencies extend personnel management automated application capability to managers and give CPAC NAF HRD personnel new capabilities. Knowing these systems and their capabilities will help the manager perform the tasks of managing APF and NAF employees.

The Army Civilian Personnel Administration home page at <https://acpol.army.mil/ako/cpolmain> is designed for personnel specialists, managers, and employees. This one-stop shopping includes training, job recruitment; current civilian personnel issues and updates; regulations and guidance; and automation tools.

Automated tools supporting personnel management include:

DCPDS

The Defense Civilian Personnel Data System (DCPDS) is an automation tool used throughout DOD. DCPDS contains the world's largest relational database, housing, and processing all of DODs civilian HR data. The system is designed to support APF, NAF, and local, national HR operations. Managers can access organizational, historical, and employee data through a variety of reports and individual screens. Human Resource Specialists can process personnel actions, automatically interface with payroll. Along the way, the personnel action can be acted upon by those with the need and access.



PERMISS

The Personnel Management Information and Support System (PERMISS) is an on-line supervisors' and employees' handbook containing articles that provide general civilian personnel guidance and information, with links to source and reference documents (e.g., applicable laws and regulations). PERMISS may be accessed through the Army Civilian Personnel Online (CPOL) website on the internet.

PERMISS is now located in milSuite. The link to PERMISS:

https://www.milsuite.mil/wiki/Personnel_Management_Information_and_Support_System

USAJobs Online

USAJobs is an online jobs site where federal vacancy announcements are located. Users can build a resume, apply for an open position online, and view announcements status. Personnelists can create vacancy announcements electronically and electronically match resumes received to the skills identified by the manager and the position description.



USA Staffing

This staffing support tool helps the HR specialist rate, rank, and refer applicants, utilizing electronic formats. Applicants can submit resumes electronically for vacancies listed on the link on the USAJobs website or through OPM's electronic job vacancy sites. Personnelists can create vacancy announcements electronically and electronically match resumes received to the skills identified by the manager and the position description.



USA Staffing®

Great Government Starts Here®

Federal Government's Talent Acquisition System

FASCLASS

The Fully Automated System for Classification (FASCLASS) delivers position classification and position description information to the customer's desktop. It provides on-line access to active position descriptions and organizational information.

Results Search by Position Data					
SEARCHED BY	JOBLIST NUMBER	PAY PLAN	IN FFY	SEARCHED BY	RECORDS FOUND
					12
C111212	HRUMAN RESOURCES SPECIALIST (CLASSIFICATION & COMPENSATION)	000	0201	12	040EA
C111212	HRUMAN INSURANCE SPECIALIST (RECRUITMENT & PLACEMENT)	005	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (RECRUITMENT & PLACEMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (RECRUITMENT & PLACEMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (HRMAN RESOURCE DEVELOPMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (HRMAN RESOURCE DEVELOPMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (RECRUITMENT & PLACEMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (RECRUITMENT & PLACEMENT)	008	0201	12	040EA
C111212	LEAD HUMAN RESOURCES SPECIALIST	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (HRMAN RESOURCE DEVELOPMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (HRMAN RESOURCE DEVELOPMENT)	008	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST (COMPENSATION & BENEFITS)	008	0201	12	040EA
S111212	HRUMAN RESOURCES SPECIALIST	005	0201	12	040EA
S111212	HRUMAN RESOURCES SPECIALIST	005	0201	12	040EA
C111212	HRUMAN RESOURCES SPECIALIST	005	0201	12	040EA

ABC-C

The Army Benefits Center-Civilian enables customers to access and change their civilian benefits, such as health and life insurance, over the telephone or on the Internet. ABC-C also processes employee retirements. ABC-C also provides counseling by skilled and knowledgeable operators.

4.5 Training for Managers and Supervisors

To build the skills required to be a competent manager, the Army has provided several excellent training sources for managers, ranging from courses designed for the new manager through those targeted for senior-level managers.

General Schedule (GS), Wage Grade (WG), and Nonappropriated Fund (NAF) employees who work within Family and MWR have a strong institutional training foundation documented in the Army Civilian Training, Education, and Development System (ACTEDS) Plan for Installation Management Career Plan 29. It rests on courses developed and delivered by the School for Family and MWR and is complemented by Army-wide training, such as Civilian Education System Courses.



IMCOM Training Center

Training Provided by IMCOM-G9 for Family and MWR Managers

The School for Family and MWR, located at Joint Base San Antonio, Texas, offers both online, virtual, and classroom courses to meet a range of training needs for Family and MWR employees.

Go to www.imcomacademy.com to learn about the course offerings in the online course catalog.

Among the courses specifically targeted to Family and MWR Managers are:

Family and MWR Orientation Course

Targeted for completion by all Family and MWR employees, this online course offers an overview of both the U.S. Army and the NAFI, known as "Family and Morale, Welfare and Recreation (Family and MWR)." Course content includes information about the Army structure and culture, Family and MWR programs, and NAF human resources.

Family and Morale, Welfare and Recreation (Family and MWR) Basic Management Course

This online course is designed to familiarize the new Family and MWR Manager with Army philosophy, policy, and procedures and start the individual's professional development as a manager. It includes instruction in personnel management, financial management, budgeting, acquisition, contracting, management controls, retail sales and accountability, marketing, corporate sponsorship, safety and Risk Management Program (RIMP), and management information systems. This course is a prerequisite for other management training at the Academy.

Program Director Courses

These two-week long classroom courses develop competencies, expertise, and skills to enhance program management. For example, the Courses are designed to strengthen the capabilities of Directors to manage an organizational environment responsive to change. It teaches ways to manage tensions between long-term

program goals and short-term political pressures. Course objectives include applying systems thinking skills to program management, identify and apply service delivery strategies, manage financial resources, manage the workforce development process, apply marketing strategies, and conduct and analyze an organizational assessment.

Senior Level Management Courses

Targeted for experienced Family and MWR professionals, these two-week long classroom courses explore in-depth the total Family and MWR environment. The curriculum focuses on long-range strategic planning, resource management, and program evaluation. It uses various instructional methods, including seminars, simulations, case studies, open discussion, and student presentations to demonstrate competency. Students have the opportunity to interact with the IMCOM G9 Family and MWR program proponents for discussion of current issues and trends and future challenges that face Family and MWR Programs.

Civilian Human Resources Training Application System (CHRTAS)

CHRTAS is an automated management system that allows you to develop and record your completed training, apply for the Civilian Human Resources Agency (CHRA G9) and the Civilian Education (CES) courses. Begin by preparing/updating your profile, which contains critical information we need to process applications and development plans successfully. Once this is complete, you can begin to search for courses, manage your development plan, and apply for training.

https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?CallingURL=%2fchannels%2fchrtas%2fstudent%2fmain.aspx&Caller=1&message_

Civilian Education System

The Civilian Education System (CES) is a progressive and sequential leader development program that provides enhanced educational opportunities for Army Civilians throughout their careers. Army Civilians will become multi-skilled, agile leaders of the 21st Century who personify the Warrior Ethos in all aspects, from warfighting support to

statesmanship, to enterprise management. CES course attendance is geared towards specific Civilian grades or pay bands.

CES provides multiple levels of Civilian development to include:

- Foundation Course- Target Grade GS-01 – GS-15
- Basic Course Target Grade (GS-1 – GS-09 or equivalent (NF-1 – NF-04)
- Intermediate Course Target Grade (GS-10 – GS-12) or equivalent (NF-04 – NF-05);
- Advance Course Target Grade (GS-13 – GS-15) or equivalent (NF-05)
- Continuing Education for Senior Leaders Target Grade (GS-14 – GS-15) or equivalent.

Delivery Methods

Our course delivery methods include distributed learning (DL), resident instruction, and blended learning - a mixture of both DL and resident instruction. Our DL courses are available for all as self-development.

Funding

Most permanent Army Civilians and Local National employees are centrally funded – the Army pays for your tuition, travel, and per diem centrally. It does not come out of your unit budget. Military members, term and temporary employees, and non-Department of the Army employees are funded through their organizations.

Click on each of the tabs for more information.

FOUNDATION	BASIC	INTERMEDIATE	ADVANCED
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Overview

The Foundation Course provides Army Civilians with an orientation to leader development concepts, building their careers, and becoming Army Civilian leaders. The course objectives are to understand U.S. Army leadership doctrine; increase self-awareness as it relates to one's profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of Army Civilians.

Subjects Covered

- The Role of an Army Civilian
- Core Values
- Problem Solving

- Flexibility and Resilience
- Written Communication
- Customer Service
- Continual Development
- Risk Management

Eligibility

The Foundation Course is available to all Army Civilians as a self-development tool.

Prerequisites

None

Additional Information

The Foundation Course is required for all Army Civilians employed after 30 September 2006.

- Interns are required to complete the Foundation Course before completion of their intern program.
- The Risk Management Civilian Basic Course is required for all Foundation Course students who have not already completed it. Students who have already completed the Risk Management course are not required to complete it again and automatically receive credit in the Army Learning Management System (ALMS). If students have not completed the Risk Management course before taking the Foundation Course, they are required to complete it before they receive credit for the Foundation Course.

Accessing the Course

Apply through CHRTAS and follow the instructions provided in system-generated emails. The course is delivered through the Army Learning Management System and requires a CAC-enabled computer to access all module exams.

FOUNDATION	BASIC	INTERMEDIATE	ADVANCED
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The Civilian Education System (CES) Basic Course is designed for the Army Civilian leader who exercises direct leadership to lead and care for teams effectively. The Basic Course is required for supervisors grades GS 5–9 or equivalent(NF3- NF4).

The Basic Course can be completed in one of two ways:

The primary option is a 100% online course (Basic Course DL). This course is offered continuously, and space is readily available for all prospective students in grades GS 1–9 or equivalent(NF1-NF4).

Prospective students may also request to attend a two-week resident course (Basic Course Resident). This face-to-face course is offered 15 times per year at Fort Leavenworth, KS. Seats are quota-managed and limited to 240 students per year.

Both versions of the Basic Course require completion of the Foundation Course as a prerequisite.

FOUNDATION	BASIC	INTERMEDIATE	ADVANCED
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Overview

The Intermediate Course prepares current and aspiring Army Civilian leaders (GS 10-12, NF-4-5) to become more innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources at the organizational level. Training and developmental exercises focus on "mission" planning, team building, establishing command climate, and stewardship of resources.

The course is conducted through blended learning consisting of a distributed learning (DL) Phase 1 and a three-week resident experience (Phase 2). Resident training is taken after successfully completing the Phase 1 DL and taking place in a university setting encompassing a classroom environment and small group seminars.

Phase 1 – DL

Eligibility

The Intermediate Course Phase 1 is available to all Army Civilians as a self-development tool.

Prerequisites

- Foundation Course (required only for individuals hired after September 30, 2006).

Phase 2 – Resident

Eligibility

- Army Civilians in permanent appointments in grades GS-10 through GS-12 (or equivalent)
- Army Non-appropriated Fund (NAF), Wage Grade (WG), Local National (LN)

Prerequisites

- Foundation Course (required only for individuals hired after September 30, 2006)
- Intermediate Course DL Phase 1 must be complete before the three-week resident Phase 2

Selection Priority

- Priority 1: Army Civilians in a permanent appointment to a supervisory position.
- Priority 2: Army Civilians in a permanent appointment to a non-supervisory position.
- Priority 3: Military supervisors of Army Civilians, DOD, and other Federal agency leaders. Army Civilians in term or temporary appointments who are responsible for leading or supervising Army Civilians. Priority 3 attendees are not centrally funded and must be funded by their organization.

Additional Information

- Army Civilians must have a current performance rating of successful or above and be in good conduct standing.
- Students must graduate from Phase 1 before registering for the resident Phase 2.
- CES courses are centrally funded for most Department of the Army Civilians. Refer to AR 350-1 for specific requirements and eligibility.
- Courses are open to DOD employees and employees from other military departments. These employees are NOT centrally funded.

Accessing the Course

Apply through CHRTAS and follow the instructions provided in system-generated emails. This course is conducted using Blackboard.com and does not require a CAC-enabled computer.

FOUNDATION	BASIC	INTERMEDIATE	ADVANCED
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Overview

The Advanced Course prepares upper-grade Army Civilian leaders (GS 13-15, NF-5) to assume increasing responsibility and leadership levels within organizations. Graduates are skilled in leading complex organizations supporting national security and defense strategies, managing organizational resources, leading change, inspiring vision and creativity, directing program management, and integrating Army systems.

The course is conducted through blended learning consisting of a distributed learning (DL) Phase 1 and a four-week resident experience (Phase 2). Resident training is taken after successfully completing the Phase 1 DL and taking place in a university setting encompassing a classroom environment and small group seminars.

Phase 1 – DL

Eligibility

The Advanced Course Phase 1 is available to all Army Civilians as a self-development tool.

Prerequisites

- Foundation Course (required only for individuals hired after September 30, 2006).

Phase 2 – Resident

Eligibility

- Army Civilians in permanent appointments in grades GS-13 through GS-15 (or equivalent)
- Army Non-appropriated Fund (NAF), Wage Grade (WG), Local National (LN)

Prerequisites

- Foundation Course (required only for individuals hired after September 30, 2006).
- Advanced Course DL Phase 1 must be complete before the four-week resident Phase 2.

Selection Priority

- Priority 1: Army Civilians in a permanent appointment to a supervisory or managerial position.
- Priority 2: Army Civilians in a permanent appointment to a non-supervisory position.
- Priority 3: Military supervisors of Army Civilians, DOD, or other Federal agency leaders. Army Civilians in term or temporary appointments who are responsible for leading or supervising Army Civilians. Priority 3 attendees are not centrally funded and must be funded by their organization.

Additional Information

- Army Civilians must have a current performance rating of successful or above and be in good conduct standing.
- Students must graduate from Phase 1 before registering for the resident Phase 2.

- CES courses are centrally funded for most Department of the Army Civilians. Refer to AR 350-1 for specific requirements and eligibility.
- Courses are open to DOD employees and employees from other military departments. These employees are NOT centrally funded.

Accessing the Course

Apply through CHRTAS and follow the instructions provided in system-generated emails. This course is conducted using Blackboard.com and does not require a CAC-enabled computer.

Additional Courses

- Continuing Education for Senior Leaders
- Action Officer Development Course
- Organizational Leader Development Course
- Manager Development Course
- Supervisor Development Course
- Supervisor Development Course - Executive Level

Click on each of the tabs for more information.

CONTINUING EDUCATION FOR SENIOR LEADERS	ACTION OFFICER DEVELOPMENT COURSE	ORGANIZATIONAL LEADER DEVELOPMENT COURSE	MANAGEMENT DEVELOPMENT COURSE	SUPERVISOR DEVELOPMENT COURSE
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Overview

The Continuing Education for Senior Leaders (CESL) course provides an interactive environment in which senior leaders (GS 14/15, CWO 4/5, SGM/CSM, and LTC/COL) discuss current issues and relevant challenges facing civilian and military leaders. The program's intent is for leaders to return to the program continuously to refresh and receive updates on current Army issues and initiatives. Students will apply strategic thinking and problem solving to global Army and DOD issues.

CESL is conducted through blended learning – distributed learning (DL) and four and a half days of resident training. The DL consists of reading materials and written assignments. CESL resident training consists of both small and large group activities. The course structure is a combination of guest speakers and interactive exercises.

Eligibility

- Army Civilians in permanent appointment to GS 14-15 or equivalent.
- Active duty Military at the rank O-5, O-6, CW4, CW5, SGM, or CSM.
- DOD or other Federal agency leaders in permanent appointment to GS 14-15 or equivalent.

Prerequisites

- Foundation Course (required for Army Civilians hired after September 30, 2006).
- Advanced Course or equivalent (see CHRTAS for course credit information).

Additional Information

- One year is required between Advanced Course completion and CESL attendance.
- Two years are recommended between each CESL attendance.
- Course participants must receive a "Go" on all assignments. Course completion certificates are awarded at the resident phase.
- CES courses are centrally funded for most Department of the Army Civilians. Refer to AR 350-1 for specific requirements and eligibility.
- Courses are open to DOD employees and employees from other military departments. These employees are NOT centrally funded.

Accessing the Course

Apply through CHRTAS

and follow the instructions provided in system-generated emails.

CONTINUING EDUCATION FOR SENI...	ACTION OFFICER DEVELOPMENT CO...	ORGANIZATIONAL LEADER DEVELOP...	MANAGEMENT DEVELOPMENT COURSE	S DEVEL
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Overview

The Action Officer Development Course (AODC) is a distributed learning course designed to help new action officers attain the staffing and communication skills needed at many levels of an organization.

Subjects Covered

- Action Officer Fundamentals
- Staff Work
- Problem Solving and Decision making
- Coordinating
- Military Briefings
- Professional Ethics
- Managing Time and Priorities
- Communicating Effectively
- Persuading and Negotiating

- Meetings and Interviews
- Writing with Clarity

Eligibility

The Action Officer Development Course is available as an asynchronous, web-based self-development tool for all Army employees.

Prerequisites

None

Additional Information

AR 350-1 states that the AODC is a requirement for Army interns to complete their intern program.

Accessing the Course

Apply through CHRTAS and follow the instructions provided in system-generated emails. The course is delivered through the Army Learning Management System and requires a CAC-enabled computer to access all module exams.

CONTINUING EDUCATION FOR SENI...	ACTION OFFICER DEVELOPMENT CO...	ORGANIZATIONAL LEADER DEVELOP...	MANAGEMENT DEVELOPMENT COURSE	S DEVEL
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Overview

The Organizational Leader Development Course provides a flexible, distributed learning opportunity that enables Army Civilians to become more effective leaders at the organizational level. This course is designed to enhance Army Civilian skills to meet changing workforce leadership requirements.

Subjects Covered

- Communicating Effectively
- Developing an Effective Organization
- Applying Effective Leadership Styles
- Solving Complex and Ambiguous Problems
- Developing Subordinate Leaders
- Managing Organizational Resources

Eligibility

The Organizational Leader Development Course is available as an asynchronous, web-based self-development tool for all Army employees.

Prerequisites

None

Accessing the Course

Apply through CHRTAS and follow the instructions provided in system-generated emails. The course is delivered through the Army Learning Management System and requires a CAC-enabled computer to access all module exams.

CONTINUING EDUCATION FOR SENI...	ACTION OFFICER DEVELOPMENT CO...	ORGANIZATIONAL LEADER DEVELOP...	MANAGEMENT DEVELOPMENT COURSE	S DEVEL
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Overview

The Manager Development Course focuses on leading and managing complex adaptive systems and provides advanced management and leadership knowledge across twelve contemporary management topics.

Subjects Covered

- Human Capital Management
- Performance Management
- Leaders vs Managers
- Dynamic Followership
- Program Management
- High Performing Enterprises
- Army Financial Management
- Advanced Decision Making
- Strategic Leadership
- Leader Perspectives
- Enterprise Monitoring
- Servant Leadership

Eligibility

The Manager Development Course is available to all Army Civilians as a self-development tool and is recommended for Army Civilians in supervisory and managerial positions.

Prerequisites

None

Accessing the Course

Apply through CHRTAS and follow the instructions provided in system-generated emails. The course is delivered through the Army Learning Management System and requires a CAC-enabled computer to access all module exams.

CONTINUING EDUCATION FOR SENI...	ACTION OFFICER DEVELOPMENT CO...	ORGANIZATIONAL LEADER DEVELOP...	MANAGEMENT DEVELOPMENT COURSE	S DEVEL
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Overview

The Supervisor Development Course is a web-based course with lessons that focus on supervising Civilian employees. The course provides supervisors with knowledge necessary to successfully manage work processes and lead in the Army Environment.

Subjects Covered

- Workforce Planning
- Hiring and Onboarding
- Training and Development
- Coaching, Counseling, and Mentoring
- Workers' Compensation
- Supervising a Diverse Workforce
- Reasonable Accommodations
- Creating an Engaging Work Environment
- Leading Change
- Merit System Principles and Prohibited Personnel Practices
- Position Management and Classification
- Performance Management
- Recognition, Incentives, and Awards
- Leave
- Labor Relations
- Hostile Work Environments
- Managing Conflict
- Valuing Individual Differences

Eligibility

The Supervisor Development Course is available to all Army Civilians as a self-development tool.

Prerequisites

None

Additional Information

- The Supervisor Development Course is required for all Civilian and military personnel who supervise Army Civilians.
- The Supervisor Development Course must be completed within the first year of placement in a supervisory position in accordance with the one-year supervisory probationary period. Supervisors are required to complete this course as refresher training every three years.

Accessing the Course

Apply through CHRTAS

and follow the instructions provided in system-generated emails. The course is delivered through the Army Learning Management System and requires a CAC-enabled computer to access all module exams.

CONTINUING EDUCATION FOR SENI...	ACTION OFFICER DEVELOPMENT CO...	ORGANIZATIONAL LEADER DEVELOP...	MANAGEMENT DEVELOPMENT COURSE	S DEVEL
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Overview

The Supervisor Development Course - Executive Level (SDC-EX) is required for experienced senior leaders (Senior Executive Service and General Officer) who have previously supervised civilians. The purpose of this course is to meet the requirements of the National Defense Authorization Act (NDAA) of 2010. This course is a guide and presents Army, Department of Defense (DoD), and Office of Personnel Management (OPM) provision for those critical areas designated in the NDAA, including Merit Systems Principles/Prohibited Personnel Practices; Performance Management; Counseling, Coaching, and Mentoring; Hostile Work Environment; Valuing a Diverse Workforce; Management and Labor Relations; and Leader Development and Civilian Education System Programs.

Subjects Covered

- Our Army, the Army Civilian Corps, and Army Leader Development
- Merit System Principles and Prohibited Personnel Practices
- Performance Management
- Training and Development
- Counseling, Coaching, and Mentoring
- Hostile Work Environment
- Valuing a Diverse Workforce
- Labor-Management Relations
- Leader Development and the Civilian Education System

Accessing the Course

Apply through CHRTAS

and follow the instructions provided in system-generated emails. The course is delivered through the Army Learning Management System. Senior Executive and General Officer applications are automatically approved.

Civilian Human Resources Agency (CHRA G9)

The NAF HR for Supervisors course was developed by the Civilian Human Resources Agency (CHRA G9), NAF Division to train supervisors in their responsibilities for Civilian Human Resource Management (CHR). The course covers HR legal and regulatory requirements, HR processes, and the automated HR tools designed to assist supervisors in requesting and tracking personnel actions.

In May 2006, the CHRA, NAF Division, conducted a pilot test of the NAF HR for Supervisors course. To ensure that all supervisors receive this training in a timely manner (within 6 months of placement to a supervisory position), the Director of CHRA G-9 has assigned CHRA NAF HR Offices with the responsibility for presenting this course on-site to supervisors at their serviced installations and activities annually.

NAF HR for Supervisors Course is a 12 module course designed to teach supervisors of non-appropriated fund civilian employees about their responsibilities for civilian personnel management. The course includes the following modules:

- Merit System Principles and Prohibited Personnel Practices
- Recruitment and Staffing
- Hours of Work, Leave and Attendance/Time & Attendance, Pay
- Benefits and Workers' Compensation
- Performance Evaluation / Incentive Awards Program
- Training and Development
- Position Management and Classification
- Business Based Actions- Labor Relations
- Management/Employee Relations
- Separation
- Human Capital Management
- EEO
- Health and Safety

The course includes lectures, class discussions, and exercises. There are pre and post-test administered at the beginning and end of the course. The schedule allows time to address local HR topics, either in one sitting or as a separate presentation. The content of this course is not applicable to Appropriated Fund employees or contractor employees.

Note: NAF HR Officers are required to access the turnover rate for management to determine if training should be offered more often at the local installation. Additionally, they are required to develop a local policy in coordination with the installation leadership specifying the frequency of refresher course training for managers and supervisors.

Career Program (CP29)

The CP29 Army Civilian Training, Education and Development System (ACTEDS) Plan (currently under revision) provides an overview of the Installation Management career program and a framework for developing the

competencies required and expected of Installation Management Professionals.

The CP29 CPPO selects and offers formal TE&PD opportunities to promote DoD Core Competencies and Leadership competencies, as outlined in the CP29 ACTEDS Plan. The opportunities offered are based on prioritized competency gaps identified through needs assessments or from senior leaders' input in the Installation Management community.

The objective is to provide cost-effective, best-value formal training opportunities that meet Army requirements with the intent to help close and reduce competency gaps, enabling Professionals to apply what they have learned. And make greater contributions to the Army. Application of learning and the resulting accomplishments are the return on the Army's investment of funding and support employee engagement. These accomplishments, not completion of a course in and of itself, enhance a Professional's competitive edge.

For up-to-date information about CP29 and CP29-funded TE&PD, go to

<https://army.deps.mil/Army/CMDS/OACSIM/cp29IM/>

Lesson 4 Knowledge Check

Question

01/06

NAF CPAC HRD establishes the practices, takes actions, and maintains the day to- day relationships that influence the climate, productivity, and efficiency of that particular Family and MWR activity.

True

False

Question

02/06

Match each office/agency that has a role in NAF personnel policy development and/or implementation with its appropriate description.

≡ CHRA G9

Develops and establishes the policies, regulations, and provides Army-wide guidance.

≡ NAF CPAC HRD

Responsible for the day-to-day operation and administration of NAF.

≡ IMCOM G9

Responsible for staff direction & oversight of NAF employee programs at all installations.

≡ G-1, for Civilian Personnel Policy

Provides comprehensive human resources for APF, NAF & local nationals

Question

03/06

Which of the following courses are online courses offered by the School for Family and MWR?
(Select all that apply.)

- Family and MWR Orientation
- Family and MWR Management Course
- Program Director Courses
- Senior Management Courses

Question

04/06

Match each chain of installation command personnel with its corresponding description of responsibilities.

≡ Family and MWR Manager/Supervisor

Establishes the practices, takes actions, and maintains day to day relationships.

≡ Installation commanders

Responsible for leading and managing civilian employees.

Question

05/06

IMCOM G-9 develops and establishes the policies, regulations, and procedures for the NAF personnel program and provides Army-wide guidance on new programs, reporting requirements, and changes to existing policies.

True

False

Question

06/06

Match each training or source with its appropriate description.

☰ Civilian Human Resources Training Application System (CHRTAS)

Focuses on Performance management, Leading change, and has an executive level course.

☰ CP29 Army Civilian Training, Education and Development System (ACTEDS) Plan

Content includes: conducting completed staff work, managing time management and priorities

☰ Civilian Human Resources Agency (CHRA G9)

Provides an overview of the career program and a framework for developing competencies.

☰ Action Officer Course

Offers in depth training on NAF HR for Supervisors at local garrisons.

☰ Supervisor Development Course

Is an automated management system which allows you to apply for courses such as CES

5.1 Overview

The Nonappropriated Fund (NAF) Personnel System establishes flexible personnel policy guidance that gives the manager the authority and responsibility for recruiting, hiring, setting pay, and labor-cost budget accountability. Included in this authority is the requirement to exercise sound management practices that are consistent with command priorities. Every manager must develop an appreciation for the available resources and a commitment to their effective and efficient use. This is particularly important in managing positions since personnel costs are a large share of overall expenses. This lesson will focus on the required actions a manager must perform to establish a NAF position, including analyzing the job requirements, determining the cost of the position, and requesting approval to add the position to the Personnel Requirements Document (PRD).

At the end of this lesson, you will be able to:

- 1 Identify the manager's actions in establishing a NAF position.
- 2 Describe factors to consider in analyzing position requirements.
- 3 Explain the tools available to assist the manager in costing the position.
- 4 Describe the purpose of the Personnel Requirements Document (PRD).

5.2 Establishing NAF Position Requirements

Before any position can be filled, the position must be established by the activity manager and approved by the Director, Family and MWR. The Army regulation, AR 215-3, paragraph 2-5, outlines the following actions that must be completed prior to initiating action to fill a position:

1. Proper authorization is obtained on SF 52 for the CPAC NAF HRD to recruit or fill a position. The SF 52 must be retained in the recruiting or staffing case file, and a copy must be filed in the temporary folder in the employee's eOPF.
2. The position is described in writing and properly classified at the appropriate grade or pay band level.
3. Minimum qualification requirements will be established, in writing, in accordance with the provisions of AR 215-3 paragraph 2-2a. Such requirements will not be written to restrict competition to one individual or group of individuals.
4. An approved DA Form 5556 (Personnel Requirements Document) is required for all MWR positions that are or will become vacant (see AR 215-1). Verification of fund availability is required prior to submitting an action to fill a position.

These actions ensure that the position has been analyzed to identify job requirements and minimum qualifications for the position and that the position has been approved and funded.



Supervisor's Actions to Establish a NAF Position

While the servicing Civilian Personnel Advisory Center Nonappropriated Fund Human Resource Division (CPAC NAF HRD) has responsibility for ensuring that NAF personnel positions are properly assigned in the appropriate series and pay level, the supervisor has a significant role as well.

Generally, the supervisor's actions can be outlined in three steps:

1. Analyze the position requirements.
2. Cost the position.
3. Request approval to add the position to the Personnel Requirements Document (PRD).

5.3 Analyze the Position Requirements

Every Family and MWR Manager must hire and retain employees with the appropriate set of skills and competencies to operate the activity and perform the required tasks. To make this happen, the manager must first define the needs of the activity and the skills required to perform the tasks. Then the manager must determine the appropriate mix of regular full-time (RFT), regular part-time (RPT), and flexible (FLX) employees required to provide the service, meet customer demand, and maintain appropriate internal controls.

Determining the Skills Required to Perform the Tasks

The manager should define the activity's job positions in terms of:

- The type of work to be performed.
- The skills needed to perform the work.



The first-line supervisors should be called on to help the manager define the activity's staffing needs related to the specific tasks to be performed on the job.

Examples of requirements to consider include:

- Ability to communicate — both orally and in writing.
- Knowledge of management information systems or other technology.

- Levels of customer service.
- Certification or education mandates.
- Operation of a vehicle on the job.
- Travel on the job.
- Working conditions.
- Satisfactory completion of necessary background checks.
- Safety and security issues.

Family and MWR Managers may compare the skills they identified with ones listed on standard position descriptions that currently exist in Fully Automated System for Classification (FASCLASS) or at CPAC NAF HRD for similar positions. This can ensure that all necessary knowledge, skills, and abilities (KSA) and other factors have been identified. These documents also provide the manager with information on pay scales and pay ranges to use in costing the position later.



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I agree to adhere to the milSuite User Agreement and the below terms and conditions:
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Determining Workforce Mix

After the activity's job position needs are defined, the manager must determine the position category to meet the activity's needs best. This requirement is directly related to service delivery and hours of operation and may be influenced by regulatory guidance.

The category of each position is specified in AR 215-3. The category determines the minimum number of hours the employee works each week. Currently, the NAF personnel system specifies the following two job categories:

- Regular
- Flexible (FLX)

Regular

A regular employee serves in a continuing position on a scheduled basis. Regular employees are further categorized as Regular Full Time (RFT) or Regular Part-Time (RPT). The length of the workweek determines these categories. An RFT employee has a 40-hour workweek, and an RPT employee has a workweek of 20 to 39 hours. The minimum workweek for an RPT employee is 20 hours. A regular employee accrues leave and receives benefits.

Flexible (FLX)

An FLX employee serves in an indefinite position on an as-needed basis. There is no upper limit to the hours an FLX employee may work, but the FLX employee's hours are subject to overtime obligations and work scheduling requirements. Flexible employees are ineligible for all employee benefits.

Conditions to Apply — Managers must ensure that the workforce mix is correct. Ideally, this would be a solid core of full-time and part-time employees augmented by enough flexible employees to cover peak hours and provide regular employees relief. Depending on the program, the manager should consider regulatory guidance in formulating staffing alternatives (e.g., RFT, RPT, FLX, limited tenure, and/or contracting).

Other considerations include:

Program operational requirements

- Operating hours
- Peak customer periods; usage counts
- Set-up and break-down times
- Occupancy/attendance ratios
- Sales volume
- Available tools
- Split shifts and dual appointments

Anticipated changes

- Seasonal changes
- Possible population changes
- The characteristics of the activity's average customer demands

5.4 Cost the Position

After the manager has determined employee knowledge, skills, and abilities necessary to perform the work and the proper workforce mix, the next step is to cost the position. This step will inform the manager if the solution is affordable and within the budget goals of the activity. It will also help to validate and justify the position requirement. There are several tools to assist the manager in completing this step. They are:

- Completing the Labor Cost Worksheet (DA Form 5554).
- Costing the Weekly Labor Schedule (DA Form 5555).
- Calculating the monthly labor cost estimate.
- Comparing the monthly labor cost estimate to the Annual Operating Budget (AOB) for the month.

Complete the Labor Cost Worksheet

The Labor Cost Worksheet is a tool to assist in determining the cost for the position. It identifies salary costs and overhead costs associated with labor, plus benefits that are expenses to the Nonappropriated Fund Instrumentality (NAFI). Note that the Labor Cost Work Sheet must be completed for each position before the schedule can be costed.

Click on each numbered marker below for additional information.

ITEM	CATEGORY	WHS.	FLX HRS WHS. 0-100%	EMP. - SWIN's HRS/HLD.		EMP. - SWIN's HRS/HLD. 0-55%		EMP. - SWIN's HRS/HLD. 0-55%		TOTAL LASH COST
				EMP.	SWIN's HLD.	EMP.	SWIN's HLD.	EMP.	SWIN's HLD.	
POSITION: MANAGER	Reg Hours	100.00%	\$10.84					\$1.64	\$12.88	
GRADE/STEP: 1	Reg Duty	100.00%	\$11.92					\$2.27	\$14.19	
LEVEL: MGT.	Reg Duty	100.00%	\$11.92					\$2.34	\$15.27	
EMP.: CMT.1 BFT C0: 3	Overtime	150.00%	\$18.26					\$4.54	\$20.82	
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$13.55					\$3.80	\$17.35	
	Reg & OT	141.25%	\$17.49					\$4.90	\$22.38	
	Reg & OT	145.00%	\$17.49					\$5.00	\$22.50	
POSITION: MECHANIC	Reg Hours	100.00%	\$16.74							\$13.22
GRADE/STEP: 1	Reg Duty	100.00%	\$17.82							\$14.31
LEVEL: MGT.	Reg Duty	100.00%	\$17.82							\$14.54
EMP.: CMT.1 BFT C0: 2	Overtime	150.00%	\$26.11					\$7.71		\$19.82
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$21.43					\$3.09		\$16.57
	Reg & OT	141.25%	\$25.38					\$3.29		\$17.67
	Reg & OT	145.00%	\$25.38					\$3.40		\$17.81
POSITION: REC ASST	Reg Hours	100.00%	\$7.50					\$1.97	\$9.42	
GRADE/STEP: 1	Reg Duty	100.00%	\$7.50					\$2.17	\$9.67	
LEVEL: MGT.	Reg Duty	100.00%	\$7.50					\$7.11	\$10.36	
EMP.: CMT.1 BFT C0: 3	Overtime	150.00%	\$11.25					\$2.97		\$14.12
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$8.38					\$2.49		\$11.77
	Reg & OT	141.25%	\$10.43					\$2.69		\$12.52
	Reg & OT	145.00%	\$10.43					\$3.14		\$13.54
POSITION: REC ASST	Reg Hours	100.00%	\$8.97					\$1.77	\$9.49	
GRADE/STEP: 1	Reg Duty	100.00%	\$7.44					\$1.98	\$9.34	
LEVEL: MGT.	Reg Duty	100.00%	\$7.44					\$1.94	\$9.54	
EMP.: CMT.1 BFT C0: 3	Overtime	150.00%	\$11.25					\$2.65		\$13.03
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$9.38					\$2.21		\$10.64
	Reg & OT	141.25%	\$11.43					\$2.41		\$11.84
	Reg & OT	145.00%	\$11.43					\$2.72		\$14.34
POSITION: REC ASST	Reg Hours	100.00%	\$9.15							\$11.47
GRADE/STEP: 1	Reg Duty	100.00%	\$9.54							\$11.99
LEVEL: MGT.	Reg Duty	100.00%	\$9.54							\$12.73
EMP.: CMT.1 BFT C0: 3	Overtime	150.00%	\$12.73							\$20.50
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$9.44					\$2.11		\$11.45
	Reg & OT	141.25%	\$11.50					\$2.31		\$12.71
	Reg & OT	145.00%	\$11.50					\$2.62		\$14.35
POSITION: REC ASST	Reg Hours	100.00%	\$10.00							\$11.47
GRADE/STEP: 1	Reg Duty	100.00%	\$10.54							\$11.99
LEVEL: MGT.	Reg Duty	100.00%	\$10.54							\$12.73
EMP.: CMT.1 BFT C0: 3	Overtime	150.00%	\$14.04							
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$12.54					\$2.11		\$14.45
	Reg & OT	141.25%	\$14.60					\$2.31		\$15.85
	Reg & OT	145.00%	\$14.60					\$2.62		\$17.45
POSITION: REC ASST	Reg Hours	100.00%	\$10.00							\$11.47
GRADE/STEP: 1	Reg Duty	100.00%	\$10.54							\$11.99
LEVEL: MGT.	Reg Duty	100.00%	\$10.54							\$12.73
EMP.: CMT.1 BFT C0: 3	Overtime	150.00%	\$14.04							
NAME:	Sunday Free									
HOURLY PER WEEK: 40	Reg & OT	125.00%	\$12.54					\$2.11		\$14.45
	Reg & OT	141.25%	\$14.60					\$2.31		\$15.85
	Reg & OT	145.00%	\$14.60					\$2.62		\$17.45

DA FORM 5554-8, FEBRUARY 195

LABOR COST WORK / FOR USE OF THIS									
ITEM	CATEGORY	Base Rate \$		EMP. FLS 0.7005	EMP. - CIV. *0.7305	EMP. - SFT. *0.7555	EMP. - RAILS 0.7555	TOTAL LABOR COST	
		Hourly	Overtime						
POSITION: MANAGER									
GRADE/STEP:	Any Hours	100.00%	\$10.74					\$11.98	
LEVEL-NF:	Weight Duty	107.50%	\$11.55					\$12.77	
LEVEL-NF:	Weight Duty	110.00%	\$11.92					\$13.27	
EMP. - CIV. : NF CD: 4	Overtime	130.00%						\$14.54	
EMP. - CIV. : NF CD: 4	Sunday From	121.00%	\$13.55					\$13.80	
EMP. - CIV. : NF CD: 4	Sunday From	141.25%	\$15.85					\$16.20	
EMP. - CIV. : NF CD: 4	HD & OT	145.00%	\$17.69					\$17.90	
HOURS PER WEEK: 40								\$18.90	
								\$19.60	
POSITION: MECHANIC									
GRADE/STEP:	Any Hours	100.00%	\$10.74					\$11.22	
LEVEL-NF:	Weight Duty	107.50%	\$11.55					\$12.51	
LEVEL-NF:	Weight Duty	110.00%	\$11.92					\$13.54	
EMP. - CIV. : NF CD: 2	Overtime	130.00%						\$19.89	
EMP. - CIV. : NF CD: 2	Sunday From	121.00%	\$13.55					\$14.15	
EMP. - CIV. : NF CD: 2	Sunday From	141.25%	\$15.85					\$16.20	
EMP. - CIV. : NF CD: 2	HD & OT	145.00%	\$17.69					\$17.91	
HOURS PER WEEK: 40								\$17.91	
								\$17.91	
POSITION: REC AIDE									
GRADE/STEP:	Any Hours	100.00%	\$7.30					\$9.47	
LEVEL-NF:	Weight Duty	107.50%	\$7.45					\$9.52	
LEVEL-NF:	Weight Duty	110.00%	\$7.55					\$9.58	
EMP. - CIV. : NF CD: 3	Overtime	130.00%						\$9.87	
EMP. - CIV. : NF CD: 3	Sunday From	121.00%	\$8.28					\$11.77	
EMP. - CIV. : NF CD: 3	Sunday From	141.25%	\$10.59					\$15.18	
EMP. - CIV. : NF CD: 3	HD & OT	145.00%	\$12.36					\$15.18	
HOURS PER WEEK:									
POSITION: REC AIDE									
GRADE/STEP:	Any Hours	100.00%	\$6.92					\$8.49	
LEVEL-NF:	Weight Duty	107.50%	\$7.44					\$9.34	
LEVEL-NF:	Weight Duty	110.00%	\$7.54					\$9.44	
EMP. - CIV. : NF CD: 3	Overtime	130.00%						\$9.65	
EMP. - CIV. : NF CD: 3	Sunday From	121.00%	\$8.45					\$10.94	
EMP. - CIV. : NF CD: 3	Sunday From	141.25%	\$11.16					\$14.01	
EMP. - CIV. : NF CD: 3	HD & OT	145.00%	\$11.42					\$14.01	
HOURS PER WEEK:									
POSITION: REC AIDE									
GRADE/STEP:	Any Hours	100.00%	\$5.15					\$5.67	
LEVEL-NF:	Weight Duty	107.50%	\$5.24					\$5.79	
LEVEL-NF:	Weight Duty	110.00%	\$5.37					\$6.73	
EMP. - CIV. : NF CD: 3	Overtime	130.00%						\$8.50	
EMP. - CIV. : NF CD: 3	Sunday From	121.00%	\$6.44					\$7.58	
EMP. - CIV. : NF CD: 3	Sunday From	141.25%	\$8.23					\$9.58	
EMP. - CIV. : NF CD: 3	HD & OT	145.00%	\$9.50					\$9.58	
HOURS PER WEEK:									
POSITION: REC AIDE									
GRADE/STEP:	Any Hours	100.00%	\$7.50					\$8.20	
LEVEL-NF:	Weight Duty	107.50%	\$7.64					\$8.34	
LEVEL-NF:	Weight Duty	110.00%	\$7.74					\$8.44	
EMP. - CIV. : NF CD: 3	Overtime	130.00%						\$9.65	
EMP. - CIV. : NF CD: 3	Sunday From	121.00%	\$8.38					\$13.03	
EMP. - CIV. : NF CD: 3	Sunday From	141.25%	\$10.38					\$16.86	
EMP. - CIV. : NF CD: 3	HD & OT	145.00%	\$11.16					\$16.86	
HOURS PER WEEK:									

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Item

- Position Name (Manager)
- Grade, step, and level (NF-03)
- Position category (RFT)
- The code indicating the RAILS percentage to be used to calculate the cost of R-Retirement, A-Annual (leave), I-Insurance (health), L-Life (insurance), and S-Sick (leave) (CD:4)
- Name of the employee when the position is filled
- Hours worked per week (40).

Category

- The categories of pay available to the employee for the hours worked in a position.
 - The percentages used to calculate the hourly amount paid for each category.

The sample worksheet shows that the manager of the Equipment Rental Center can work one of two shifts: regular hours or night duty. Regular hours are paid at 100% of the employee's base rate, and night-duty hours are paid at 110% of the base rate. The mechanic on the sample worksheet, who is listed as a crafts and trades employee, can work regular hours paid at 100% of the base rate or one of two night shifts (second and third) paid at 107.50% or 110% of the base rate.

LABOR COST WORK SHEET FOR USE OF THIS FORM, SEE AR 215-1, THE PREDOMINANT LEVELS: MFT-1, MFT-2, MFT-3, MFT-4							
ITEM	CATEGORY	1. ANNUAL					
		Base Rate \$	EMP. REG. HRS.	EMP. OVERTIME HRS.	EMP. NIGHT DUTY HRS.	EMP. SUNDAY FEE HRS.	EMP. HOLIDAY FEE HRS.
POSITION: MANAGER	Any Hours / Night Duty	100.00%	\$10.84				
GRADE/STEP:	Night Duty	107.50%	\$11.55				
LEVEL: MFT-3		115.00%	\$11.92				
EMP.: CMT-1 MFT CSD: 4	Overtime	130.00%					
NAME:	Sunday Premium	121.00%	\$13.15				
HOURS PER WEEK: 40	Double Premium	141.25%	\$15.19				
	HD & OT	145.00%	\$17.69				
			\$17.72				
POSITION: MECHANIC	Any Hours / Night Duty	100.00%	\$10.84				
GRADE/STEP:	Night Duty	107.50%	\$11.55				
LEVEL: MFT-1 MFT CSD: 1		115.00%	\$11.92				
EMP.: CMT-1 MFT CSD: 2	Overtime	130.00%					
NAME:	Sunday Premium	121.00%	\$13.15				
HOURS PER WEEK: 40	Double Premium	141.25%	\$15.19				
	HD & OT	145.00%	\$17.69				
			\$17.72				
POSITION: REC ASST	Any Hours / Night Duty	100.00%	\$7.30				
GRADE/STEP:	Night Duty	107.50%	\$7.95				
LEVEL: MFT-1		115.00%	\$8.25				
EMP.: CMT-1 MFT CSD: 3	Overtime	130.00%					
NAME:	Sunday Premium	121.00%	\$8.38				
HOURS PER WEEK: 40	Double Premium	141.25%	\$10.59				
	HD & OT	145.00%	\$12.36				
			\$12.37				
POSITION: REC ASST	Any Hours / Night Duty	100.00%	\$6.92				
GRADE/STEP:	Night Duty	107.50%	\$7.44				
LEVEL: MFT-1		115.00%	\$7.64				
EMP.: CMT-1 MFT CSD: 3	Overtime	130.00%					
NAME:	Sunday Premium	121.00%	\$7.38				
HOURS PER WEEK: 40	Double Premium	141.25%	\$9.45				
	HD & OT	145.00%	\$11.16				
			\$11.17				
POSITION:	Any Hours / Night Duty	100.00%	\$5.15				
GRADE/STEP:	Night Duty	107.50%	\$5.64				
LEVEL: MFT-1		115.00%	\$5.87				
EMP.: CMT-1	Overtime	130.00%					
NAME:	Sunday Premium	121.00%	\$5.44				
HOURS PER WEEK: 40	Double Premium	141.25%	\$6.13				
	HD & OT	145.00%	\$6.50				
			\$6.51				
POSITION:	Any Hours / Night Duty	100.00%	\$10.84				
GRADE/STEP:	Night Duty	107.50%	\$11.55				
LEVEL: MFT-1		115.00%	\$11.92				
EMP.: CMT-1	Overtime	130.00%					
NAME:	Sunday Premium	121.00%	\$13.15				
HOURS PER WEEK: 40	Double Premium	141.25%	\$15.19				
	HD & OT	145.00%	\$17.69				
			\$17.72				

DR FORM 5554-6, FEBRUARY 1977

Base Rate \$

The Base Rate \$ column displays the dollar amounts paid per hour for each category of work. In the sample worksheet, the manager's base rate is \$10.84 per hour. The base rate is calculated by dividing the annual salary by 2,087 (the number of hours in a work year).

$\$22,631 \div 2,087 = \10.84 for every regular hour worked.

The hourly rate for regular hours is then multiplied by each of the category percentages to determine the amount of hourly pay for each category.

For example:

$$\$10.84 \times 1.10 \text{ (night duty)} = \$11.924$$

Round to the second decimal place for \$11.92.

4

ITEM	CATEGORY	Rate \$	RAILS 0.2805	EMP. - CIVL *			EMP. - MIL *			TOTAL LABOR COST
				EMP. - CIVL *	EMP. - MIL *	EMP. - RAIL *	EMP. - MIL *	EMP. - RAIL *	EMP. - MIL *	
POSITION: MANAGER	Any Hours / Night Duty	100.00%	\$10.92				\$2.40	\$2.77	\$14.92	
GRADE/STEP:	Night Duty	107.50%	\$11.55				\$2.46	\$2.84	\$15.27	
LEVEL: RAIL	Overottime	110.00%	\$11.92				\$2.71	\$3.08	\$15.27	
EMP. - CIVL : RPT CIV: 4										
EMP. - MIL : RPT MIL: 4										
NAME: _____	Sunday From RD & OT	121.00%	\$13.45				\$2.40	\$2.75	\$13.35	
HOURS PER WEEK: 40	Monday From RD & OT	141.25%	\$17.88				\$2.40	\$2.75	\$22.20	
	Tuesday From RD & OT	143.00%	\$17.99				\$2.40	\$2.75	\$22.90	
	Wednesday From RD & OT	143.00%	\$17.99				\$2.40	\$2.75	\$22.90	
	Thursday From RD & OT	143.00%	\$17.99				\$2.40	\$2.75	\$22.90	
	Friday From RD & OT	143.00%	\$17.99				\$2.40	\$2.75	\$22.90	
	Saturday From RD & OT	143.00%	\$17.99				\$2.40	\$2.75	\$22.90	
	Sunday From RD & OT	143.00%	\$17.99				\$2.40	\$2.75	\$22.90	
POSITION: MECHANIC	Any Hours / Night Duty	100.00%	\$10.74				\$2.40	\$2.77	\$14.91	
GRADE/STEP:	Night Duty	107.50%	\$11.55				\$2.46	\$2.84	\$15.14	
LEVEL: RAIL	Overottime	110.00%	\$11.91				\$2.71	\$3.08	\$15.14	
EMP. - CIVL : RPT CIV: 2										
EMP. - MIL : RPT MIL: 2										
NAME: _____	Sunday From RD & OT	121.00%	\$13.11				\$2.71	\$3.08	\$15.09	
HOURS PER WEEK: 40	Monday From RD & OT	141.25%	\$17.37				\$2.71	\$3.08	\$21.31	
	Tuesday From RD & OT	143.00%	\$17.72				\$2.71	\$3.08	\$21.73	
	Wednesday From RD & OT	143.00%	\$17.72				\$2.71	\$3.08	\$21.73	
	Thursday From RD & OT	143.00%	\$17.72				\$2.71	\$3.08	\$21.73	
	Friday From RD & OT	143.00%	\$17.72				\$2.71	\$3.08	\$21.73	
	Saturday From RD & OT	143.00%	\$17.72				\$2.71	\$3.08	\$21.73	
POSITION: REC ADME	Any Hours / Night Duty	100.00%	\$7.30				\$1.92	\$2.47	\$9.47	
GRADE/STEP:	Night Duty	107.50%	\$7.44				\$2.09	\$2.62	\$9.50	
LEVEL: RAIL	Overottime	110.00%	\$7.55				\$2.18	\$2.73	\$9.53	
EMP. - CIVL : RPT CIV: 3										
EMP. - MIL : RPT MIL: 3										
NAME: _____	Sunday From RD & OT	121.00%	\$11.25				\$2.07	\$2.62	\$14.12	
HOURS PER WEEK: 40	Monday From RD & OT	141.25%	\$21.28				\$2.40	\$2.75	\$11.77	
	Tuesday From RD & OT	143.00%	\$21.29				\$2.40	\$2.75	\$11.78	
	Wednesday From RD & OT	143.00%	\$21.29				\$2.40	\$2.75	\$11.78	
	Thursday From RD & OT	143.00%	\$21.29				\$2.40	\$2.75	\$11.78	
	Friday From RD & OT	143.00%	\$21.29				\$2.40	\$2.75	\$11.78	
	Saturday From RD & OT	143.00%	\$21.29				\$2.40	\$2.75	\$11.78	
POSITION: REC ADME	Any Hours / Night Duty	100.00%	\$6.92				\$1.77	\$2.49	\$8.49	
GRADE/STEP:	Night Duty	107.50%	\$7.44				\$2.09	\$2.62	\$9.34	
LEVEL: RAIL	Overottime	110.00%	\$7.55				\$2.18	\$2.73	\$9.45	
EMP. - CIVL : RPT CIV: 3										
EMP. - MIL : RPT MIL: 3										
NAME: _____	Sunday From RD & OT	121.00%	\$10.38				\$2.65	\$3.03	\$13.03	
HOURS PER WEEK: 40	Monday From RD & OT	141.25%	\$21.05				\$2.71	\$3.08	\$10.86	
	Tuesday From RD & OT	143.00%	\$21.05				\$2.71	\$3.08	\$11.01	
	Wednesday From RD & OT	143.00%	\$21.05				\$2.71	\$3.08	\$11.01	
	Thursday From RD & OT	143.00%	\$21.05				\$2.71	\$3.08	\$11.01	
	Friday From RD & OT	143.00%	\$21.05				\$2.71	\$3.08	\$11.01	
	Saturday From RD & OT	143.00%	\$21.05				\$2.71	\$3.08	\$11.01	
POSITION: REC ADME	Any Hours / Night Duty	100.00%	\$5.15				\$1.52	\$2.19	\$7.50	
GRADE/STEP:	Night Duty	107.50%	\$5.67				\$1.94	\$2.62	\$9.23	
LEVEL: RAIL	Overottime	110.00%	\$5.77				\$2.03	\$2.73	\$9.23	
EMP. - CIVL : RPT CIV: 3										
EMP. - MIL : RPT MIL: 3										
NAME: _____	Sunday From RD & OT	121.00%	\$7.73				\$2.71	\$3.08	\$11.58	
HOURS PER WEEK: 40	Monday From RD & OT	141.25%	\$20.85				\$2.71	\$3.08	\$20.85	
	Tuesday From RD & OT	143.00%	\$20.85				\$2.71	\$3.08	\$20.85	
	Wednesday From RD & OT	143.00%	\$20.85				\$2.71	\$3.08	\$20.85	
	Thursday From RD & OT	143.00%	\$20.85				\$2.71	\$3.08	\$20.85	
	Friday From RD & OT	143.00%	\$20.85				\$2.71	\$3.08	\$20.85	
	Saturday From RD & OT	143.00%	\$20.85				\$2.71	\$3.08	\$20.85	

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RAILS%

The fourth through seventh columns indicate the RAILS percentages used to calculate the cost of employee benefits for a particular position. The activity manager uses the RAILS percentage that corresponds to the code number shown in the Item column. Each code indicates the following:

- Code 1 indicates an FLX employee.
- Code 2 indicates an employee with less than three years of service.
- Code 3 indicates an employee with three to 15 years of service.
- Code 4 indicates an employee with more than 15 years of service.

Because the manager in the example worksheet is Code 4 (more than 15 years of service), the benefits for each pay category of this position are calculated using the 0.2805 RAILS percentage. For example:

- $\$10.84 \times 0.2805 = \3.04 (cost per regular hour for this employee's benefits)
- $\$11.92 \times 0.2805 = \3.34 (cost per night-duty hour for this employee's benefits)

The example worksheet shows the mechanic as a Code 2 employee (less than three years of service). The benefits for each pay category of this position are calculated using the 0.2305 RAILS percentage.

LABOR COST WORK SHEET FOR USE OF THIS FORM, SEE AR 215-1, THE PROFESSIONAL AGENCY IN ACTION							
ITEM	CATEGORY	Rate \$	EMP. REG. \$ 0.105	EMP. OVERTIME \$ 0.205	EMP. NIGHT \$ 0.255	EMP. DOUBLE TIME \$ 0.555	TOTAL COST
POSITION: MANAGER GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-4 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.92 \$11.92 \$16.26 \$13.55				\$11.92 \$14.27 \$14.27 \$20.82 \$17.35
POSITION: MECHANIC GRADE/STEP: MAMW/1 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-2 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.55 \$11.55 \$16.11 \$13.55				\$12.22 \$14.91 \$14.91 \$19.89
POSITION: REC AIDE GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-3 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.25 \$11.25 \$16.11 \$13.55				\$9.47 \$10.32 \$10.32 \$19.00
POSITION: REC AIDE GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-3 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.25 \$11.25 \$16.11 \$13.55				\$14.12 \$11.77 \$11.77 \$15.18 \$13.55
POSITION: REC AIDE GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-3 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.25 \$11.25 \$16.11 \$13.55				\$11.77 \$12.94 \$12.94 \$16.03 \$13.55
POSITION: REC AIDE GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-3 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.25 \$11.25 \$16.11 \$13.55				\$8.49 \$9.34 \$9.34 \$10.86 \$9.23
POSITION: REC AIDE GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-3 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.25 \$11.25 \$16.11 \$13.55				\$9.50
POSITION: REC AIDE GRADE/STEP: 3 LEVEL: MFT-1 EMP. CEN-1 RPT CEN-3 NAME: HOURS PER WEEK: 40	Any Hours Night Duty Night Duty Overtime Sunday From RD & OT	100.00% 100.00% 100.00% 100.00% 100.00%	\$10.40 \$11.25 \$11.25 \$16.11 \$13.55				

DR FORM 5554-2, FEBRUARY 1957

Total Labor Cost

The amounts shown in the Total Labor Cost column for each position are calculated by adding the hourly rate and the cost for benefits per hour for each work category.

Examples of the calculation are:

- \$10.84 + \$3.04 = \$13.88 (total labor cost for each regular hour worked by the manager)
- \$11.92 + \$3.34 = \$15.26 (total labor cost for each night-duty hour worked by the manager)

Cost the Weekly Labor Schedule

When we show up to the present moment with all of our senses, we invite the world to fill us with joy. The pains of the past are behind us. The future has yet to unfold. But the now is full of beauty simply waiting for our attention.

Let's use the following situation to demonstrate the use of the Weekly Labor Schedule tool.

Situation: You are the new manager of the Outdoor Recreation Equipment Rental Center. The hours of operation are:

- Monday and Saturday: 1030 to 1930
- Tuesday through Friday: 0930 to 1930
- Sunday: 1200 to 1730

You have determined that your activity needs the positions listed in the table to operate the Equipment Rental Center efficiently.

Position	Grade/Step	Wage/Salary	Category	Years of Service
Manager	NF - 03	\$22,631/year	RFT **	> 15 years
Mechanic	NA - 08/1	*	RFT **	< 3 years
Rec. Aide	NF - 01	\$7.50/hour	RPT **	> 3 years
Rec. Aide	NF - 01	\$6.92/hour	RPT **	> 3 years
Rec. Aide	NF - 01	\$5.15/hour	FLX **	< 3 years

To continue the example, the sample Weekly Labor Schedule shows the manager working eight regular hours at the rate of \$13.88 per hour for a total labor cost of \$111.04 on Thursday, Friday, Tuesday, and Wednesday.

$$8 \times \$13.88 = \$111.04 \text{ (daily total labor cost)}$$

On Saturday, the manager will work seven hours at the regular rate (\$92.16) and one hour at the night-duty rate (\$15.27), for a daily labor cost of \$112.43.

Position	Grade/Step	Wage/Salary	Category	Years of Service
Manager	NF - 03	\$22,631/year	RFT **	> 15 years
Mechanic	NA - 08/1	*	RFT **	< 3 years
Rec. Aide	NF - 01	\$7.50/hour	RPT **	> 3 years
Rec. Aide	NF - 01	\$6.92/hour	RPT **	> 3 years
Rec. Aide	NF - 01	\$5.15/hour	FLX **	< 3 years

The addition of the daily hours and labor costs for the manager results in the total weekly hours of 40 and the projected labor cost of \$556.59, as shown in the Total column of the sample Weekly Labor Schedule.

Next, the activity's total weekly hours and labor costs are calculated for the rest of the staff. After calculating daily hours and labor costs for each staff member, the sample Weekly Labor Schedule for the Equipment Rental Center would show the total hours worked for this week as 161 and the total weekly labor costs as \$1,716.80.

Calculate the Monthly Labor Cost

The third action to cost the schedule requires the manager to calculate the monthly labor costs. The formula for calculating the monthly labor cost is:

Weekly Labor Cost x 4.3 = Average Monthly Labor Cost

The 4.3 figure is used to estimate the monthly labor because there are usually more than four weeks in a month (four full weeks and a few days). 12 months x 4.3 = 51.6 weeks, a figure closely equates to the 52 weeks in a full year.

The monthly labor cost for the Equipment Rental Center would be:

$$\$1,716.80 \times 4.3 = \$7,382.24$$



Compare Average Monthly Labor Cost to Annual Operating Budget (AOB)

The last action to cost the schedule is to compare the calculated monthly labor costs with the average monthly labor costs in the AOB to determine if the position is affordable.

If the projected monthly labor costs are over and above the labor costs budgeted for that month, the manager must reevaluate the number and type of the activity's job positions and/or revisit the schedule to bring the costs within the budgeted labor costs' variance for that month.

If the projected labor costs are within the budgeted labor costs' variance for that month, the schedule is authenticated. The manager can now prepare the activity's PRD for approval.

5.5 Request Approval to Add a Position

Requirements for nonappropriated positions

An approved DA Form 5556 (Personnel Requirements Document) is required for all MWR positions that are or will become vacant (see AR 215–1). Verification of fund availability is required prior to the fill action. The PRD, functionally similar to the TDA, which documents APF personnel requirements, is used by management to control authorization levels and budgeting, developing 5-year plans, and pricing strategies.

A sample of a completed DA Form 5556 and instructions for using the form are on the MWR website, www.armymwr.org, in the policy documents under Human Resources.

Each NAFI/entity employing NAF personnel will maintain a PRD. Upon annual approval, the Director, FMWR, will ensure that the MWR 5-year plan includes sufficient NAF resources and budgets to meet projected NAF personnel expenses.

The PRD is based on validated positions. Additional considerations included in the preparation of the PRD include:

Excess flexible personnel requirements are included in the PRD because flexible employees only require the obligation of funds for hours actually worked. Excess regular requirements, however, are not included since they require the obligation of funds, regardless of hours worked.

Each program manager submits the completed PRD to the servicing financial management office, which will review the submission for accuracy and compare estimated costs with budget guidance. Upon completing the review, the PRD will be forwarded to the Director, FMWR, for coordination and final action by the fund manager/entity administrator.

Personnel Requirements Document (PRD)

Each activity on an installation where NAF personnel are employed will develop and maintain a NAF PRD similar to the Tables of Distribution and Allowances (TDA) used within the APF system. Since Family and MWR activities use a mix of APF and NAF employees, some positions on the EMD may also be on the TDA as a requirement.

For example, an APF position may be listed as required on the TDA but is being filled with a NAF employee through UFUM for Family and MWR; that is, the NAF position's cost is paid for with appropriated funds.

The PRD lists the types and numbers of job positions needed to staff an activity. A sample PRD for the Equipment Rental Center is shown in the graphic.

Note that the second RPT Recreation Aid position on the example PRD is indicated with only an "02" in the position number column of its designated row. This is a common practice on a PRD. When a position listed on a PRD duplicates the one before it, the second position can be identified by an increase in position number from the last one of its kind listed on the form.

Steps in Gaining Approval to Establish a Position on the EPRD (General procedures; local policy may vary)

Once the PRD has been completed, it is sent to the Financial Management Division (FMD). The FMD verifies that sufficient funds are available for the positions listed and that the number of positions and amount to be expended is in line with Installation Morale, Welfare, and Recreation Fund (IMWRF) goals.

The FMD signs the PRD and sends it to the Director, Family and MWR.

When the PRD is returned to the activity, the manager records the names of incumbents next to the appropriate positions and begins the hiring process to fill the vacant positions.

Annually, the PRD will be forwarded for approval by the Regional Fund Manager, who will ensure and certify that sufficient NAF dollars are available in the budget process to meet the obligation of payroll.

Lesson 5 Knowledge Check

Question

01/06

Which of the following is not an action the manager takes in establishing a NAF position?

- Analyzing the type of work and the skills needed to perform the work
- Determining the appropriate mix of RFT/RPT/FLX employees
- Determining if the position is affordable and within the budget goals of the activity
- Approving the Personnel Requirements Document (PRD)

Question

02/06

Match each of the following actions that a Family and MWR Manager may use to cost a position with its purpose.

≡ Complete Labor Cost Worksheet (DA Form 5554)

Identifies the projected cost of each position including salary and benefits

≡ Compare the monthly labor cost estimate to the AOB

Identifies the total labor costs for a week

≡ Calculate the monthly labor cost estimate

Identifies the total labor costs for a month

≡ Complete Weekly Labor Schedule (DA Form 5555)

Identifies if the position is in line with labor costs budgeted in the AOB and affordable

Question

03/06

The purpose of the PRD is only to provide a list of regular full-time, regular part time, and flexible NAF staff working in Family and MWR.

True

False

Question

04/06

Which of the following are requirements to consider in formulating the proper workforce mix?

- Operating hours; usage counts
- Anticipated seasonal or population changes
- Occupancy/attendance ratios
- All of the above

Question

05/06

There are two job categories of NAF employees: Regular and Flexible.

True

False

Question

06/06

In analyzing position requirements, the manager must determine the appropriate mix of regular full-time, regular part-time, and flexible employees.

True

False

6.1 Overview

Family and MWR Managers must understand the processes used to fill nonappropriated fund (NAF) vacancies to recruit and retain high-quality employees. The manager should have a working knowledge of hiring fundamentals, including options to fill and steps required in the process using either local recruitment or the USA Staffing System. This lesson addresses each of these vital features of NAF personnel hiring. It focuses on options or methods to fill a vacant NAF position and major actions involved in the fill processes.

At the end of this lesson, you will be able to:

1

Explain the options for filling a vacant NAF position.

2

List the order of selection priority that must be accorded to fully qualified applicants.

6.2 Methods of Filling a Position

When a new position is created or when an existing position becomes vacant, an activity manager generally has several options to fill it. Among the options are recruiting candidates both inside and outside the installation, reassigning an employee who is already at the same grade to the job, or promoting an employee from a lower-graded position into the job. However, there are times when the manager's options may be limited, as in the case of mandatory placement.

Mandatory Placement

Under certain conditions, there may be a former employee who must be afforded mandatory placement. These conditions are:

- (1) Reemployment from the installation Reemployment Priority List (RPL).
- (2) Reemployment of a former employee having statutory reemployment rights following military service.
- (3) Appointment of the incumbent of a position or function transferred from APF, contract operation, or a private association, to NAF. (IMCOM Nonappropriated Fund (NAF) Transfer Assistance Program (INAFTAP)), Child and Youth Services (CYS) Employee Assignment Tool (CEAT)

Reemployment Priority List

Each installation that has separated RFT or RPT employees by BBA will retain such employees' names on an RPL until reemployed but not longer than 1 year from the date of separation.

When the NAFI is filling a vacancy by other than detail or position change, an employee on the RPL will be offered a position when a vacancy occurs in the NAF activity from which the individual was separated if the position is:

1. In the same or lower employment category as the position from which separated
2. In the same or lower grade or pay level as the position from which separated

3. In a position that has substantially the same duties as the position from which separated. (In areas outside the continental U.S., the requirement to offer reemployment does not apply to an employee who is precluded from future employment under U.S. programs by host nation laws or treaties.) If more than one person is eligible, the one with the earliest date of separation will be offered the position. If the separation dates are the same, the employee with the higher performance rating will be offered the position. Reinstatement under this paragraph is not subject to competitive procedures. If the separation and performance rating dates are the same, the criteria used to determine the BBA should be applied.

An employee separated from an RFT position will be deleted from the RPL when they accept or decline an RFT position with a pay rate the same or higher than that of the position separated. Under similar criteria, an RPT employee will be removed from the list when they accept or decline an RFT or RPT position with a pay rate at the same or higher level.

A person on the list will also be offered priority consideration for positions at other NAFI (other than the NAFI from which separated to include NAFIs in a different DOD component) within the commuting area if the vacancy is being filled on a competitive basis. Information on employees to be separated will be shared with other NAFIs and DOD activities in the commuting area.

Statutory Rights Following Active Military Duty

Regular employees restored to NAFI positions through exercising statutory rights following active military duty are entitled to the retention priorities specified below (see AR 215-3 para 5-39).

Employees who are entitled to be retained for 1 year after exercising their reemployment rights under USERRA, 38 USC Chapter 43, will be given priority in retention over other employees until the expiration of the 1 year period. This protects employees whose period of uniformed service was more than 180 days.

Employees who are entitled to be retained for 6 months after exercising their reemployment rights under USERRA, as amended, will be given retention priority over other employees until the expiration of the 6-month period. This protects employees whose period of uniformed service was more than 30 days but less than 181 days.

If BBA abolished the employee's position during their furlough, the NAFI must place the employee in another position of like status and pay. An employee on furlough will not be demoted or separated except for cause in accordance with 5 CFR 353.209.

IMCOM Nonappropriated Fund (NAF) Transfer Assistance Program (INAFTAP)

The INAFTAP provides permanent placement opportunities for employees affected by the transition and reshaping of IMCOM OCONUS garrisons. It is a tool for minimizing the impact of reorganization on OCONUS NAF employees.

INAFTAP requires managers to consider displaced OCONUS NAF employees for CONUS NAF vacancies (at the same or lower grade or pay band level) before competitive recruitment. OCONUS NAF employee participation in the INAFTAP is voluntary. This memorandum provides IMCOM commanders, leaders, managers, supervisors, and selecting officials with guidance for implementing the INAFTAP.

Please see the full Memorandum from Oct 2018 below.



[IMWR-NH_Policy Memo_215-1-3 INAFTAP_20181113.pdf](#)

468.8 KB



Child and Youth Services (CYS) Employee Assignment Tool (CEAT)

CYS directly impacts Soldier and Civilian readiness. In support of these critical services, the Office of the Deputy Chief of Staff, G1 (AG1) Nonappropriated Fund (NAF) Personnel Policy and Programs Division developed the Army NAF CEAT(1 August 2018). CEAT enables current NAF employees in Child and Youth Program Assistant (CYPA) positions to voluntarily request a non-competitive transfer to another Army installation at the same grade/pay level and appointment category (part-time, full-time, flex). This policy provides guidance for installation CYS managers to consider transfer eligible CEAT applicants.

Please see the full Memorandum from Oct 2018 below.



[IMWR-NPH_Policy_Memo_215-3-1_IMP_NAF_CEAT_20181004.pdf](#)

322.5 KB



19 June 2019 CEAT expanded to included Lead Child and Youth Program Assistants 1 May 2020 CEAT expanded to cover any CY, FWS, and NF-01-03 positions.

You can download the Expanded Transfer Guide CEAT below.

PDF

[expansion_army_NAF CYS_employee_assignment_tool.pdf](#)

205.3 KB



Filling Options

In filling a vacant position, the manager must consider several factors, such as is the nature of the work, if it is permanent or temporary, and are qualifications of staff currently on board. Some methods require a competitive process, while other methods are executed on a non-competitive basis. In a competitive process, candidates compete against other candidates based on qualifications. Fair and equitable methods must evaluate the qualifications of all.

Non Competitive

Noncompetitive procedures may be used to change a flexible employee to RPT or RFT or to change an RPT employee to RFT. Such a change can only be made when the employee remains in the same position with no change in duties and at the same grade, pay band level, and rate of pay.

Every 90 days, the CPAC NAF HRD will identify actual hours worked for employees using the quarterly review of hours worked report furnished by NFS.

Flexible employees who consistently work in excess of 19 hours a week for 90 days may be placed noncompetitively into an RPT or RFT appointment category, as appropriate.

RPT or flexible employees who consistently work 40 hours a week for 90 days may be placed noncompetitively into an RFT appointment category.

CPAC NAF HRD must advise the management of employees working outside their tour of duty. If an employee's appointment category is changed, the CPAC NAF HRD will give management and the employee a 2-week notice of the pending appointment category change.

The effective date of a noncompetitive placement action from flexible to RPT or RFT or RPT to RFT will be the first day of the pay period following management submission of an SF 52 to change the employee's appointment category.

AR 215-3, paragraph 2-3, outlines the methods for filling a vacant NAF position, including appointment, promotion, re-promotion, transfer, reassignment, reemployment, and detail.



[AR215_3_2019.pdf](#)

1.4 MB



Appointment

Appointment from among applicants for a position in response to vacancy announcements — In this case, the manager opts for a competitive process considering candidates who are not already in the NAF system. Positions with high turnover rates may be filled through continuous posting of vacancy announcements. The notice of vacancy should specify no closing date. The appointment may be permanent or regular.

Appointment of a flexible employee in emergencies where delay in filling a position would cause serious disruption to the activity's operations — In this case, action may be taken to fill a flexible position non-competitively for a period not longer than 30 days. Such an emergency hire flexible position must be fully justified and have the appropriate approval. By the end of the 30-day period, the appointment must be terminated and cannot be converted to a regular appointment.

In unusual circumstances, the installation commander may approve an extension not to exceed 30 additional days. Employees appointed on an emergency basis may not be noncompetitively converted to another position. Separation action is system-generated 14 days before the not to exceed date.

In emergencies where delay in filling a position would cause serious disruption to operations, action may be taken to fill a position non-competitively for a period no longer than 30 days. Such an emergency hire flexible position must be fully justified and have the garrison commander's approval or equivalent. By the end of the 30-day period, the appointment must be terminated. The garrison commander or equivalent may approve an extension not to exceed 30 additional days in unusual circumstances. Employees appointed on an emergency basis may not be noncompetitively converted, reemployed, or reinstated.

A temporary appointment does not exceed one year, and the termination date is specified in advance by the notation, "not to exceed [date]," on the DA Form 3434, affecting the appointment. If a temporary part-time or full-time position needs to continue for more than one year, it will be established as a regular position.

An employee who has served for one year in a temporary position may not be reappointed to the same temporary position until 30 days after completing the initial one-year period. Change from a temporary appointment to a regular appointment is subject to competitive appointment procedures, including the required publicity. This is the case unless the announcement from which the temporary appointment was made specified that the position could be changed from temporary to a regular appointment.

AR 215-3, paragraphs 2-30 and 2-31, contain the policies and procedures for filling competitive and noncompetitive temporary promotions.

Promotion

Promotion among Army NAF employees is generally competitive. However, promotions may be non-competitive depending on the employee's present position and promotion type. The promotion may be permanent or temporary.

An employee may be promoted to the highest grade or pay band level previously held provided it was held for at least 12 consecutive months on a permanent basis with an Army NAF or DOD APF if the position converted over to NAF, and provided the employee was not demoted or separated from that position because of deficiencies in performance or "for cause" reasons. Action may be taken on a non-competitive basis.

Repromotion

Re-promoting can occur when an employee was reduced in grade or pay band level through no fault of his or her own.

Temporary Promotion

An employee is temporarily promoted within the same NAFI. To be used for non-competitive and competitive temporary promotions. A noncompetitive temporary promotion may not exceed 180 days. (See paras 2-25 and 2-26.) Temporary promotion expires on the not to exceed date. The employee is returned to the previous position at the appropriate rate of pay.

Competitive temporary promotions may not be extended beyond an additional 180 days.

Transfer

A commander may noncompetitively direct the movement of an employee from a position under his or her direction or chain of command to a comparable position in another NAFI that is also under his or her direction or chain of command, provided the employee meets the qualification requirements of the position and is provided a 14-day advance notice.

When the movement is to a position in another geographic area, the employee must be under a mobility agreement. If not, the employee must consent to the move and be provided a minimum of 30 calendar days to report to the new duty location from the PCS orders' receipt date.

A reduction in pay rate for a payband employee would entail a BBA (see AR 215-3 para 10-3).

Transfer of functions requires that RFT and RPT employees identified with the function being transferred be transferred with their function if the alternative is separation or demotion (see AR 215-3 para 10-5).



Reassignment

Reassignment of an employee can occur within a NAFI to another comparable position in grade or pay band level. Employees may be reassigned noncompetitively at their request or as part of an approved career management program, a planned developmental progression of the occupied position, to effect organizational realignments in personnel for purposes of maintaining operations, training, or effective management.

Employees' serving a probationary period, as a minimum, must have a satisfactory 90-day interim rating before a noncompetitive move. Noncompetitive, management directed reassignments must be to positions within the same command, no less than the same rate of pay, and within the same grade or pay band level. The employee must be provided 14-day advance notice of the reassignment and advised that the administrative grievance procedures do not apply (see AR 215-3 para 8-2s). A reduction in pay rate for a pay band employee would entail a BBA (see AR 215-3 para 10-3).

Reinstatement

Reinstatement of a former DOD NAF employee whose separation was not for cause provided the employee is reinstated to the same or equivalent position, or a position with a lower rate of pay, within a 3-year period from the date of separation. This action may be taken noncompetitively, except that if the position is at a higher grade or pay band level, the action will be competitive.

For recurring positions, such as summer hires, after initial competitive placement, an individual may be reinstated/reemployed non-competitively in subsequent years.



Detail

Another filling option is a Detail (no change in pay or employment category) to accommodate a temporary need.

Details include:

- Details to higher grade or pay band level positions or to a set of duties will not exceed a combined total of 120 days in a 12-month period without competition. A set of duties must be assigned a title, series, and grade or pay band level within the 120-day period. These positions must be filled through competitive announcements within the 120-day period. Employees retained in a detail at a higher grade or pay band level in excess of 120 days will be paid retroactively at the grade level of the position to which detailed effective the 121st day of the detail.

- Upon discovering an improper detail, the employee must be returned to the position occupied immediately before the detail, unless the employee was selected for the higher grade or pay band level position under competitive procedures.
- NAF employees may not be detailed to positions or to perform duties where the use of NAF funding is not authorized, as determined by DoDI 1015.15.
- Details to positions at the same or lower grade or pay band level will not exceed 1 year.
- Details in excess of 30 days, regardless of grade or pay band level, must be documented on SF 52 together with a set of duties or a job description or position guide. The SF 52 and attachments are filed in the permanent folder in the employee's eOPF.

Recruitment authority

Garrison commanders may delegate direct recruitment authority to any level of management deemed appropriate. This authority applies to positions at NF levels 1 to 3, CY levels 1 and 2, and all FWS positions.

Managers and supervisors who have been authorized direct recruitment authority must publicize vacancy announcements using USAJobs and post on their bulletin boards or installation media. Prior to finalizing selections, managers coordinating with the servicing CPAC NAF HRD will determine the availability and preferences of qualified SEP or involuntarily separated military for the vacant position. Upon compliance with all preference requirements, the manager will submit a referral/certificate to the CPAC NAF HRD, who will notify the selected candidate and perform necessary in-processing prior to reporting for duty.

Regardless of the level to which recruitment authority has been delegated, all of EEO's requirements will be met.

6.3 Steps in the Process to Fill a Vacant Position

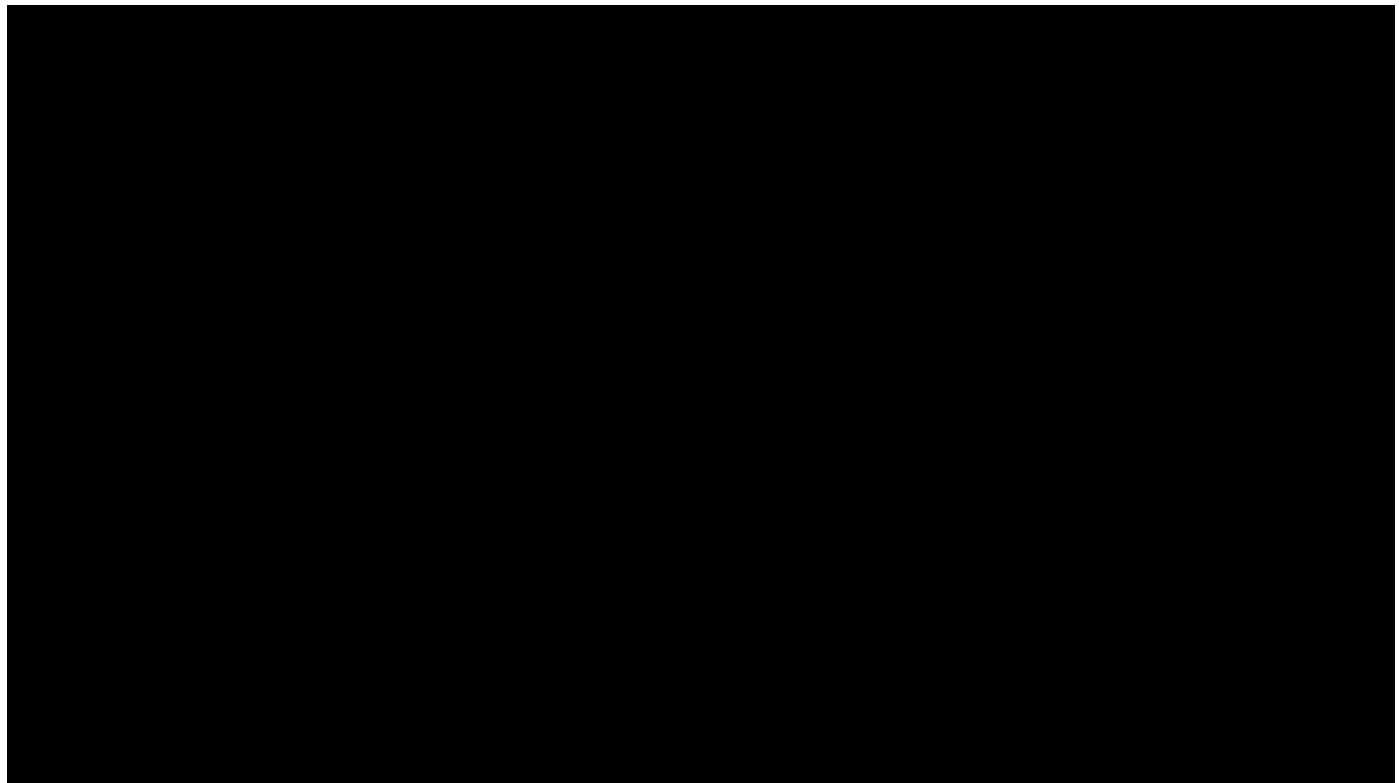


Steps in the Process to Fill a Vacant Position

There are two processes used to fill vacant NAF positions. The first process is to utilize the local NAF HRD to announce position vacancies via USAJobs or local recruitment fairs, depending on the pay level of the position being recruited. Filling regular NAF positions for managerial position vacancies in pay level NF-5 through NF-6 is accomplished through the Talent Management Program.

There are seven steps in the local hiring process:

The administrative paperwork for Steps 1-3 is typically done at the same time.



- 1 Step 1: Initiate request for personnel action
- 2 Step 2: Obtain approval to fill/verify funds are available
- 3 Step 3: Recruit and publicize the vacancy
- 4 Step 4: Referral
- 5 Step 5: Review applications and make a selection
- 6 Step 6: Finalize the selection
- 7 Step 7: In-process the employee

6.4 Step 1: Initiate Request for Personnel Action

Step 1: Initiate request for personnel action

The manager submits a request for personnel action to the Civilian Personnel Advisory Center Nonappropriated Fund Human Resource Division (CPAC NAF HRD) on a Request for Personnel Action, SF 52, via AutoNOA. The Request for Personnel Action, SF 52, is used by the manager for a variety of purposes — to hire, fire, promote, and initiate a change for BBA purposes. A Position Description is submitted along with the Request for Personnel Action, SF 52, to CPAC NAF HRD.

There is a Standard Position Description (PD) for every major Family and MWR NAF job position. The manager should always use an available PD when one directly matches or closely approximates the position being established.



When a Standard Position Description (PD) is identified as closely matching an existing position, the supervisor/manager may modify the Major Duty Description or Qualification Requirements sections if additional duties:

- Require 50% or more of the time.
- Are a significant staffing factor.
- Must be identified to comply with a collective bargaining agreement.
- Require specific qualifications.

When customizing a PD, the Qualification Requirements may not be lowered or deleted. However, specific position-unique qualification requirements may be added as appropriate. If there are any questions about customizing a PD, the manager should call the CPAC NAF HRD for advice or assistance.

6.5 Step 2: Obtain Approval to Fill

Step 2: Obtain approval to fill/verify funds are available

The NAFI activity must be able to cover the payroll for their NAF employees; therefore, a manager cannot fill a vacant position until it is verified that funds are available. For that reason, the Request for Personnel Action is routed to CPAC NAF HRD through the appropriate chain of command for approval to fill and verification that funds are available, generally by the NAF Financial Management Officer.

6.6 Step 3: Recruit and Publicize the Vacancy

Step 3: Recruit and publicize the vacancy

The CPAC NAF HRD verifies the position description and classification for NA (Worker), NL (Leader), NS (Supervisor), and CY levels 1 and 2, and recruitment begins.

Garrison commanders may delegate direct recruitment authority to any level of management deemed appropriate. This authority applies to positions at NF levels 1 to 3, CY levels 1 and 2, and all FWS positions.

Managers and supervisors who have been authorized direct recruitment authority must publicize vacancy announcements using USAJobs and post on their bulletin boards or installation media.

Regardless of the level to which recruitment authority has been delegated, all of EEO's requirements will be met.

Publicizing the Vacancy

Vacancies will be open for a minimum of 3 workdays and to a minimum area of consideration Garrison-wide. The area of consideration may be expanded when the announcement fails to produce sufficient eligible candidates. Paid advertising in newspapers, professional journals, and other forms of communication such as radio, television, or the World Wide Web may be used when authorized in advance, in writing, by the NAFI manager with the vacancy. Advertising fees are borne by the NAFI requesting to expand the advertising sources.

All vacancy announcements will be posted on USAJobs and will contain the following:

1. Title, series, grade or pay band level, and salary.
2. Area of consideration (for all NF-3 and below positions, and all FWS and child and youth (CY) positions must include spouse employment preference (SEP) and Involuntarily Separated Military Preference (ISMP), and foreign areas also must include Family members for all positions except NF-6). Within this guidance, the NAF HRD determines the area of consideration.
3. Location of position.
4. Work schedule, appointment category, and eligibility for benefits, and differential information, if applicable.
5. Brief statement of duties (not the job description or position guide).

6. Brief statement of required qualifications, including length, type, and level of experience.
7. Closing date and/or no closing date.
8. Where to apply.
9. How to apply, including a statement as to whether an applicant may apply using a resume and/or DA Form 3433 (Application for Nonappropriated Fund Employment), as applicable.
10. Statement indicating the promotion potential and (insert) target grade or payband level, if applicable.
11. Statement that PCS costs will or will not be paid and specifically identify authorized expenses for regular positions NF-3 and above (not to exceed the allowance in the JTR).
12. Statement that allowances, differentials, or incentives will or will not be paid and specifically identify authorized expenses, if applicable.
13. Type of required background investigation or security clearance.
14. Conditions of employment such as medical examination, licenses, drug testing, travel, mobility, annual financial disclosures, shift availability, working conditions, or background investigation/clearances, as applicable.
15. Statement that a successful background investigation submission to OPM is a condition of employment that must be met no later than 30 calendar days after entry on duty or placement in the position for internal candidates.
16. SEP statement, if applicable: "Refusal of a military spouse to participate in established recruitment procedures for an RFT or RPT position (for example, interview, and so forth) is considered a declination of employment and is a basis for termination of SEP entitlement for the current PCS of the sponsor."
17. Statement: "Department of the Army Nonappropriated Fund Instrumentalities are Equal Employment Opportunity Employers."
18. Statement: "Department of the Army provides reasonable accommodation to applicants with disabilities. If you need a reasonable accommodation for any part of the application or hiring process, notify the servicing CPAC NAF HRD. Requests for reasonable accommodation are made on a case-by-case basis."
19. Statement that an appointment is subject to the completion of a favorable suitability determination.
20. An individual who was required to register with Selective Service and who has not registered or knowingly and willfully did not register before the requirement terminated or became inapplicable to the individual will not be appointed.

When filling positions through a local job fair, the CPAC NAF HRD must announce the positions on USAJobs.

Positions with high turnover rates or that are hard to fill may be filled through open continuous announcements.

CPAC NAF HRD and activities will publicize a copy of all vacancy announcements to be viewed by employees.

6.7 Step 4: Referral

Referral

All applicants meeting minimum qualification requirements will be referred. Qualified applicants will be referred by selection preference order. When the number of qualified applicants is too large candidates may be referred, either by chronological order of application receipt date or by rating based on evaluation of directly related job requirements, notwithstanding the order of selection preference and priority consideration.

For all positions, a rating process may be used to determine candidates that are best qualified. When used, only those candidates meeting the highly qualifying criteria will be referred (see para 2-8c). The DA Form 4985 (NAF Referral and Selection List (Nonappropriated Fund Employment)) or USA Staffing certificate will be issued to the selecting official.

Qualification requirements will be directly related to the duties to be performed, will not unduly limit competition and will not be designed so that advantage is given to a particular individual.

Referral lists will identify applicant's preference or priority consideration eligibility. Applicants' documentation related to their eligibility for hiring preference or priority consideration will be retained along with application documents.



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44.4 KB



6.8 Step 5: Review Applications

Step 5: Review applications

The manager, or another selecting official, prepares for making a selection by reviewing the applications/resumes. First, the selecting official must determine if there are eligible Spouse Employee Preference (SEP), Involuntary Separated Military Preference (ISMP), or Family Member Preference (FMP) in Foreign Areas; these preference candidates must be considered and selected for the position. The selecting official must be aware that in competitive recruitment actions for NF-3 and below, Federal Wage System (FWS) and CY positions, employment preferences as required by law and DOD policy, must be accorded to fully qualified applications in the following order of selection priority:

1. SEP eligible (see AR 215-3 para 2-10).
2. ISMP eligible (see AR 215-3 para 2-11).
3. Family member preference eligible, foreign areas only (see AR 215-3 para 2-12).



Spouse Employee Preference (SEP)

Spouse Employee Preference refers to employment preference provided to spouses of active-duty military members of the U.S. Armed Forces who are relocating because of a permanent change of station of the military sponsor.

These spouses receive employment preference for nonappropriated fund positions (NF-3 and below, FWS, and CY).

A military spouse is defined in DODI 1400.25, Volume 315 as the wife or husband of an active duty member of the U.S. Armed Forces, including the U.S. Coast Guard and the full-time Army National Guard or Reserves. For purposes of this preference, the marriage must have occurred prior to the Servicemembers' relocation via a PCS move to the military sponsor's new permanent duty station. The preference applies to jobs within the commuting area defined as the military sponsor's duty station and the surrounding localities where people reasonably can be expected to travel daily to and from work. The preference does not apply to a PCS move that is in conjunction with the retirement or separation of a military member, except when that retirement or separation is based upon 100 percent disability or the death of the Service member killed while on active duty.

An eligible spouse (as verified by the sponsor's PCS orders) must request consideration at the time of application. Preference applies to all payband positions NF-3 and below, and all FWS and CY positions for which the SEP eligible applies and is qualified. Generally, the eligibility time period begins 30 days before the military sponsor's reporting date at the new duty location, if accompanied, and continues during the entire tour unless terminated sooner.

Spouses who do not initially relocate with their sponsors are not eligible for preference until they are actually residing in the commuting area of the new duty station. In foreign areas, spouses do not receive preference until arrival at the overseas location.



Involuntary Separated Military Preference (ISMP)

Certain members of the Armed Services who were involuntarily separated from active duty with an honorable or general under honorable conditions discharge are entitled to preference in hiring for a period of 1 year after separation. ISMP also applies to certain voluntarily separated members of the Armed Forces. This preference also applies to their Family members.

Preference applies to all payband positions NF-3 and below, and all FWS and CY positions for which the ISMP eligible applies and is qualified. The preference must be claimed at the time of application. ISMP does not apply to non-competitive placement actions.

An individual is entitled to this preference in hiring only one time. The preference is terminated upon placement in, or declination of, a NAF position for which application was made.

Eligibility for preference will be verified by the applicable military and civilian identification cards bearing the over stamp transition assistance. Since the circumstances under which a military member or Family member may attain eligibility are quite broad, the CPAC NAF HRD should refer questions to the appropriate military personnel authority.



Family Members in Foreign Areas

In the absence of SEP or ISMP eligible as defined in AR 215-3 paragraphs 2-10, and 2-11, Family members of military and civilian personnel stationed in foreign areas must be given employment preference for competitive job vacancies.

Family member preference in foreign areas is for competitive job vacancies in accordance with DODI 1400.25, Volume 1232 for all NAF positions with the exception of NF-6 (Senior Executive) positions, unless prevented by treaties or other country-to-country agreements that give preference to locally hired non-U.S. citizens or restrict employment of certain individuals.

Family members may apply for employment with overseas CPAC NAF HRD 30 days before their anticipated arrival within the command. However, Family members may not receive preference until arrival at the foreign location. Family members who have less than 6 months remaining in an area are not entitled to Family member preference when a position is filled without time limitation.

A Family member must physically reside with his or her sponsor to receive Family member preference. This preference does not apply to the family members of locally hired federal civilian employees nor to family members of foreign nationals.

Unmarried dependent children who meet the definition of Family member may continue to be eligible for Family member preference until their sponsor departs the foreign duty station or the commuting area or completes the current period of service requirement, whichever occurs first.

Family member employment preference shall be terminated when a Family member receives an appointment without time limitation or a time-limited appointment expected to last more than 1 year at his or her sponsor's assigned duty station.

Acceptance of a temporary appointment of 1 year or less does not terminate Family member preference. If a Family member employed at an overseas location is removed from employment through no fault of his or her own (for example, reduction in force), the entitlement to Family member employment preference at that location is reinstated.

This category does not apply to family members of contractors. The preference applies when the Family Member (FM) arrives in the overseas area for vacant positions in the commuting areas of the sponsor's duty station. It also applies when an active duty member of a dual military couple exits the service overseas and applies for civilian employment as a family member.

After application of selection preferences in competitive recruitment actions for NF-3 and below, FWS, and Child and Youth positions, candidates for covered positions must be accorded priority consideration in the following order:

1. DOD NAF employees separated by business-based actions (BBAs)
2. Current and former NAF employees

3. Outside applicant veteran (OAV)
4. Outside applicant non-veteran (OANV)

Click on each tab below for more information.

DOD NAF Employees Separated by Business- Based Actions (BBAs)

DOD NAF employees separated by BBA will be afforded priority consideration for Army NAFI positions in the same commuting area if:

- The NAFI is filling the vacancy by other than detail or position change.
- The vacancy is at the same or lower grade or payband level as the position from which separated.
- The vacancy has substantially the same duties as the position from which separated.

Separated employees can remain on the RPL until reemployed, but no longer than 1 year from the date of their separation or until hired from the RPL or upon declination of an official offer of employment under priority consideration, whichever occurs first.

Current or former NAF employees.

This does not include current or former employees with only emergency hire flexible service. This does include those having other service with a DOD NAFI.

Current DOD APF employees are deemed to have current NAF employee status for purposes of this order of consideration if, at the time of application, they are serving in a position without time limits and have served continuously for at least 1 year in a DOD APF position.

Outside Applicant Veteran (OAV)

“Veteran” must be defined the same as the term “preference eligible” in 5 USC 2108(3) and (4); however, this is not a mandatory selection preference and would apply only to outside applicants applying for positions announced competitively for all grade level jobs.

Veterans must submit a copy of their DD Form 214 (Certificate of Release or Discharge from Active Duty (member 4 or service 2 copy)) at the time of application in order to receive outside applicant veteran consideration.

This consideration will also apply to spouses, widow/widowers of veterans who were disabled or killed in action.

Outside Applicant Non-Veteran (OANV)

Garrison commander or equivalent approval is required where the selecting official wishes to select an outside applicant non-veteran over an outside applicant veteran.

The selecting official must furnish the commander a written justification through the CPAC NAF HRD.

The non-veteran may not be selected until the commander or designee has reviewed this justification and written approval has been furnished to the servicing CPAC NAF HRD.

During the application review, the selecting official should:

- Compare the applicant's work experiences (both paid and volunteer) with the position qualifications.
- Review the supplemental statements that indicate the applicant's knowledge, skills, and abilities (KSAs), if required.
- Review prior performance appraisals, if available.
- Note the training/education/certification the applicant has completed.
- Consider scheduling interviews with the applicants who meet the job-related qualifications. Interviews, however, are optional.

Finally, the selecting official selects the candidate most qualified for the job based on fair and equitable criteria, and in accordance with selecting preference/priority consideration and EEO policies.

6.9 Step 6: Finalize the Selection

Step 6: Finalize the Selection

In the final selection process, the selecting official must conduct reference checks on the selected individual(s) IAW AR 215-3, Chapter 2-16e.

A brief explanation by the selecting official as to why the particular candidate was selected will be annotated on the DA Form 4985-R or USA Staffing certificate and made a part of the electronic staffing case file.

A brief explanation by the selecting official will be included in the staffing case file when a candidate eligible for an employment preference or priority consideration is not selected.

Garrison commander or equivalent approval is required prior to an offer of employment being made, as required under AR 215-3 paragraphs 2-9d or 2-14b. Written approval will be maintained in the recruiting or staffing case file.

The staffing case file will be maintained in the USA Staffing automated tool or hard copy case file and contains all documents pertaining to the vacancy announcement and selection of a position.

Once the CPAC NAF HRD has received a copy of DA Form 4985-R or the referral certificate from the selecting official, the CPAC NAF HRD will ensure that proper procedures for selection and consideration preferences have been followed and all requirements of the position have been met. All employment offers (tentative and firm) will be made by the CPAC NAF HRD, in writing or telephonically to the candidate, with the same specifics as identified on the vacancy announcement. A firm employment offer may only be made after completion of pre-employment requirements except as provided for in AR 215-3 paragraph 2-16j.

CPAC NAF HRD then coordinates entrance on duty (EOD) date and in-processing procedures with the selectee and gaining organization.

6.10 Step 7: In-Process the Employee



Step 7: In-Process the Employee

The prospective employee must be in-processed by the CPAC NAF HRD prior to reporting for duty. This may include a medical exam as well as an overview of NAF employee benefit programs. The number and depth of other verification checks will depend on the level and responsibilities of the position. Statutory and regulatory requirements, such as State Criminal History Background Checks for new child and youth staff, must be conducted.

When the new employee reports to the activity, one of the manager's first tasks is to conduct an employee orientation. While employee orientations are locally established, all Army Family and MWR activities need to have an orientation program to promote the new employee's understanding of the organization and job responsibilities. An employee handbook is especially effective because a new employee is often overwhelmed with too much information at first. The handbook can be a handy reference when a question arises later. An orientation might include the following:

- General information about the mission and goals of the activity Introduction to other staff
- Tour of the facility Information on work assignments, work schedule, pay periods, and time cards
- Policies on such practices as smoking, parking, meals, breaks, call-in procedures, and leave
- Issue of badges and keys
- Information on hazardous materials, emergency evacuation routes, and disaster plans

The IMCOM Policy Memorandum 5-2, IMCOM Service Culture Encl. 3 provides additional guidance on Onboarding. Which you can download below or find on the IMCOM SharePoint

https://army.deps.mil/army/cmds/imcom_HQ/SCI/SitePages/IMCOM%20Service%20Culture%20Campaign.aspx



IMCOM Policy Memo 5-2 - Service Culture Campaign 22 OCT 18.pdf
7.4 MB



Lesson 6 Knowledge Check

Question

01/06

The selecting official selects the candidate most qualified for the job based on fair and equitable criteria and makes the official job offer.

True

False

Question

02/06

Which of the following is the authorization document for filling vacant NAF positions?

- Request for Personnel Action (SF 52)
- Standard Position Description (PD)
- Personnel Requirements Document (PRD)
- NAF Referral and Selection List (DA Form 4985-R)

Question

03/06

A detail is a temporary means to fill a vacant position by temporarily assigning an employee to a different position or set of duties.

True

False

Question

04/06

Match each method of filling a vacant position with its description.

☰ Promotion

The act of designating someone for a position.

☰ Appointment

A movement from one pay level to a higher pay level.

☰ Transfer

Movement of a person from one position to another.

☰ Repromotion

Promotion of a person to a previously held grade or level.

Question

05/06

At a minimum, a vacancy should be publicized for three weeks at the installation.

True

False

Question

06/06

Which of the following steps are the Family and MWR Managers, as the selecting official, primarily responsible for? (Select all that apply.)

- Initiating the request for personnel action, SF 52
- Recruiting and publicizing the vacancy
- Qualifying and rating applicants
- Reviewing applications and making final selection

7.1 Overview

One of the decisions a manager must make is setting an employee's base rate of pay, which is the rate of pay assigned to a position before any deductions and exclusive of additional pay of any kind. It is important to know that different policies exist within Family and MWR for setting the base rate of pay, depending on the pay system: Federal Wage System (FWS), NF Pay Plan, or CY Pay Plan. It is also important for a manager to know the circumstances that entitle employees to premium pay. Employees must be fairly compensated for work performed, but management must be aware that premium pay, such as overtime, increases labor costs and impacts the budget.

At the end of this lesson, you will be able to:

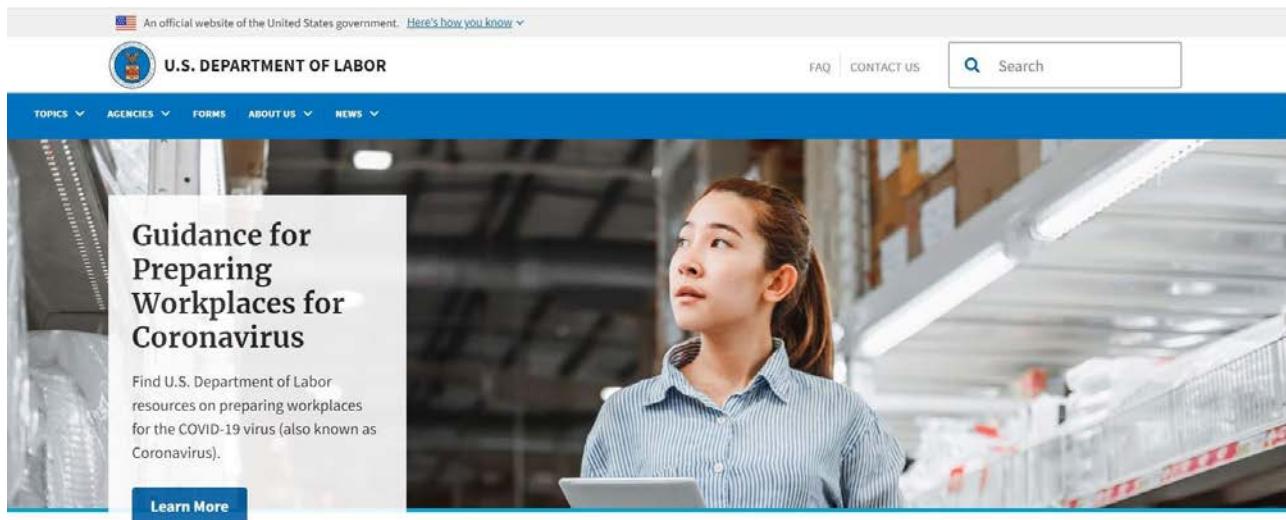
1

Describe the factors that determine an employee's base rate of pay in the three Nonappropriated fund (NAF) Pay Systems.

7.2 Federal Wage System (FWS)

Federal Wage System (FWS)

The FWS pay system includes all craft, trade, and labor positions that are paid on a locality-rate basis. The pay of these positions is fixed and adjusted from time to time in line with the rates paid by private employers to full-time employees in wholesale, retail, services, and recreational establishments in the locality of employment. Family and MWR Managers must follow accepted practices for setting pay for new appointments, reemployments, and reinstatements, promotions, or changes to lower grade, as well as for work covered by premium pay.



<https://www.dol.gov/>

FWS New Appointment

New appointments are made at the minimum rate for the appropriate grade, except as follows:

- Garrison commanders or equivalent are authorized to make appointments at the second step rate of the appropriate grade in recognition of special qualifications, skills, and experience of an exceptional or highly specialized nature. When such appointments are made, block 25 of DA Form 3434 will contain a reference to this paragraph.
- Authority to appoint above the first step for a hard to fill position may only be granted by DOD. Requests for appointments above minimum rates will be forwarded through command channels to the DCS, G-1 (DAPE-CPZ-NF). The request will contain sufficient detailed recruitment information on specific grades and occupations to support a finding that installations and activities in the wage area cannot recruit qualified employees at the minimum rate. Coordination with other military Services and exchanges on the same wage schedule must be accomplished prior to forwarding the request.

FWS Reemployment and Reinstatement

Upon reemployment and reinstatement, the entrance salary may be fixed at any rate for the appropriate grade that does not exceed the rate paid during the previous employment. However, if the highest previous rate falls between two rates of the grade, the employee may be paid at the higher rate.

FWS Promotion

An employee is entitled to be paid at the lowest scheduled rate of the grade which exceeds the existing rate of pay by no less than the difference between the 4th and 5th step rate of the grade from which promoted. If there is no rate in the higher grade which meets the requirement of paragraph 3-8c(1), the employee will receive the greater of the maximum scheduled rate of the higher grade or the existing or retained rate of pay.

FWS Change to a Lower Position

Upon change to a position with a lower representative rate that has been effected through no fault of the employee, nor at the employee's request, the rate of pay will be fixed at the highest rate of the new grade which does not exceed the highest previous rate.

However, if the highest previous rate falls between two rates of the grade, the rate of pay will be fixed at the higher rate.

FWS PREMIUM PAY

OVERTIME

SUNDAY PAY

NIGHT SHIFT DIFFERENTIAL

There are four types of premium pay that an employee may earn: overtime, Sunday, night shift differential, and/or holiday.

Click on each tab to learn more about FWS Premium Pay.

FWS PREMIUM PAY

OVERTIME

SUNDAY PAY

NIGHT SHIFT DIFFERENTIAL

All FWS employees are entitled to overtime for work in excess of 8 hours in a day or in excess of 40 hours in the administrative workweek, whichever provides the greater benefit to the employee. Paid leave is counted as hours worked. Employees may request compensatory time off in lieu of overtime pay on an hour for hour basis. When compensatory time off is not used within 26 pay periods, the employee will be paid for the hours worked at the overtime rate in effect at the time the work was performed. When employees separate or transfer from the NAFI any balance of compensatory time will be paid at the overtime rate in effect at the time the work was performed. FWS employees are eligible to accrue compensatory time off for travel that is not otherwise compensable under the same procedures provided for payband employees (see para 3-13a(3)). Compensatory time off for travel will not convert to overtime pay and will not be paid out as a lump-sum payment. Overtime premium is 50%, that means, to compute overtime, multiply the basic rate of pay by 1.5.

FWS PREMIUM PAY	OVERTIME	SUNDAY PAY	NIGHT SHIFT DIFFERENTIAL
Sunday premium pay is 25 percent of basic pay. Regular, including those in a limited tenure appointment category, and regularly scheduled flexible employees are entitled to Sunday premium pay.			

An employee is entitled to the basic rate of pay plus Sunday premium pay for all hours of a regularly scheduled non-overtime tour of duty when any part of the scheduled tour is performed on Sunday. When there are two such tours on the same Sunday, the entitlement is to Sunday premium pay for all non-overtime hours of work on each tour, not to exceed 8 hours per tour for a maximum of 16 hours.

These entitlements are extended to all flexible employees whether or not guaranteed hours are identified on the DA Form 3434.

FWS PREMIUM PAY	OVERTIME	SUNDAY PAY	NIGHT SHIFT DIFFERENTIAL
Night shift differential will be paid for all regularly scheduled (including regularly scheduled flexible employees) work.			

Night shift differential will be paid for all regularly scheduled (including regularly scheduled flexible employees) work.

When a majority of an employee's work hours are between 1500-0800, an FWS employee is paid, in addition to the base rate of pay, a night shift differential. The employee will be paid the following:

- 7.5% for the entire shift when a majority of the employee's regularly scheduled non-overtime hours of work fall between the hours of 1500 and 2400
- 10% of the scheduled rate if the majority of non-overtime hours of work occur between 2300 and 0800.

Tour of Duty	Pay Differential	Hourly Rate
Normal Duty 0700-1700	Base Rate(locality)	\$8.00
Second Shift 1500-2400	Base Rate+7.5% of Base Rate: \$8.00+ (\$8.00x .075)	\$8.60
Third Shift 2300-0800	Base Rate+10% of Base Rate: \$8.00+ (\$8.00x .10)	\$8.80

For purposes of determining entitlement to night shift differential, work that is scheduled at least a week in advance is entitled to night shift differential regardless of the amount of prior notice given to an employee. Night shift differentials are included in the rates of base pay used to compute overtime pay, Sunday pay, retirement and group life insurance, and severance pay.

These entitlements are extended to all flexible employees whether or not guaranteed hours are identified on the DA Form 3434.

Determining Majority Hours Example

Let's work through an example that will demonstrate how to:

- Calculate the majority hours of a scheduled tour of duty.
- Determine the shift that contains the majority hours worked in order to establish hourly pay.

Situation:

A bartender at an NCO club is scheduled for the 1745 to 0215 tour of duty with a half hour for the evening meal.

Determining Majority Hours Example

Let's work through an example that will demonstrate how to:

- Calculate the majority hours of a scheduled tour of duty.
- Determine the shift that contains the majority hours worked in order to establish hourly pay.

Situation: A bartender at an NCO club is scheduled for the 1745 to 0215 tour of duty with a half hour for the evening meal.

Step 1

Step 1. Calculate the regularly scheduled hours

1745 to 0215 = 8.5 hours

8.5 - .5 (meal time) = 8 hours

Step 2

Step 2. Calculate the regularly scheduled hours

Divide the total regularly scheduled hours by 2.

$$8 \div 2 = 4$$

If the result is a fraction, round up or drop the fraction and add an hour. If the result is a whole number, add an hour.

Since the result of halving the regularly scheduled hours for the bartender is 4, a whole number, add an hour to it.

$$4 + 1 = 5$$

Majority hours for bartender = 5

Step 3

Step 3. Calculate the hours worked in each shift

Figure the number of hours worked in each shift. In this example, one hour of the bartender's duty overlaps the second and third shift. When an overlap occurs, always credit the overlapping time to the shift with the highest differential.

In this case, the tour of duty for the bartender began on the second shift and the number of hours worked in that shift is: 1745 to 2300 = 5.25

The number of hours the bartender worked in the third shift is: 2300 to 0215 = 3.25

Step 4

Step 4. Compare each shift's hours to the majority hours

Majority hours = 5

Second shift hours = 5.25

Third shift hours = 3.25

The bartender's majority hours for this particular tour of duty are five. The majority hours were exceeded in the second shift where 5.25 hours were worked; hence all eight regularly scheduled hours are recorded and paid at the second shift differential of 7.5%. If the bartender had any overtime hours during this tour of duty, the overtime hours would be paid at the second shift rate also.

Summary

An employee who is regularly paid night shift differential will continue to receive such differential during a period of leave, when excused from night work on a holiday, and when in an official travel status during the hours of the regular shift. When employees who are assigned to a night shift are temporarily assigned to the day shift or a night shift with a lower differential, they are entitled to continue to receive the current night shift differential.

Holiday Pay

All regularly scheduled employees, and regularly scheduled flexible employees whose 3434 annotate guaranteed hours, are entitled to holiday pay when working on legal holidays under the following conditions:

- An employee eligible for holiday pay, which is precluded from working due to a holiday observance, is entitled to the basic rate of pay for scheduled non-overtime hours.
- An eligible employee who is required to work on a holiday that falls within their regular schedule will be paid the base pay rate, plus premium pay at a rate equal to their base pay rate.
- Premium pay for holiday work is in addition to overtime pay, night shift differential, or premium pay for Sunday work and is not included in the rate of pay used to compute overtime pay, night shift differential, or Sunday premium pay.
- To be eligible for holiday pay, an employee must be in a pay status immediately before or immediately after the holiday. Flexible (FLX) as needed employees have no entitlement to holiday pay.

7.3 NF Pay System

The NF Pay System covers all clerical, administrative and professional white-collar positions worldwide except:

- Local national positions in foreign areas.
- Child and Youth positions included in the Child and Youth Personnel Pay Program (CYPPP).

While pay in the NF Pay System may be adjusted within the pay band level to achieve comparability when there is a significant variance from private sector wages in the locality for the particular occupation, the following rules apply in determining rates of pay:

- Pay may be fixed at any amount within the applicable pay level upon appointment, reemployment, reinstatement, and transfer.
- Pay may be fixed at any amount within the applicable pay level upon reassignment, which is defined as movement between positions in the same pay level. When the reassignment is noncompetitive, an employee serving a probationary period must have received, as a minimum, a 90-day satisfactory interim rating to be eligible for a pay increase.
- Upon promotion, which is defined as movement from one pay level to a higher pay level, the employee must receive a minimum 5 percent increase. If the lowest amount of the new pay level is higher than the 5 percent increase, the pay must be set at least at the minimum for the new pay level
- Pay may be adjusted within the payband to achieve comparability when there is a variance from private or public-sector wages in that locality for the particular occupation.
- Upon change to a lower level, which is movement to a position in a lower pay level, pay may be adjusted to any amount within the lower level. For a noncompetitive change to a lower pay level, the move must be at the employee's request and management must obtain a signed statement from the employee showing such a request.
- Upon involuntary movement of an APF employee to a NAF position without a break in service of more than 3 calendar days, under the DOD Employee Benefit Portability Program, pay must be set within the payband for the pay level to which assigned at a rate that is no less than market supplement, before the move. If this amount exceeds the maximum rate of the payband level to which moved, pay retention is required in accordance with DODI 1400.25, Volume 1405. An employee's pay may be reduced by BBA, a change in duty station to an area with a lower locality rate of pay, performance-based action, disciplinary action, classification error, or an employee job reassignment request. When due to a classification error, pay may be reduced within 60 calendar days of the reclassification. Compliance with all procedures and notice periods associated with these actions is required.

Payband Pay Schedules

Minimum or maximum for pay levels NF-1 and NF-2 and minimum for pay level NF-3 in nonforeign areas. The prevailing rates are determined by the DOD Wage and Salary Division (WSD) and surveys of wages paid to employees in a representative number of retail, wholesale, service and recreation, finance, and insurance establishments in the immediate locality who are engaged in activities similar to those in the NAFI. The WSD issues separate pay schedules for each geographical area surveyed. The effective dates of schedules vary depending on the survey dates. To aid pay-setting decisions, a pay report is attached to each schedule. It contains the average hourly rate of pay, the range of pay from high to low for certain surveyed jobs, and the amount of change from the previous schedule.

Minimum or maximum for pay levels NF-1 and NF-2 and minimum for pay level NF-3 in foreign areas. These are fixed by the WSD starting at the federal minimum for pay level NF-3 in foreign areas. These are fixed by the WSD starting at the federal minimum wage and through the beginning of NF level 3. Since locality data is not available in foreign areas, a pay report is not developed for this schedule.

Maximum for pay level NF-3 and minimum or maximum for pay levels NF-4 through NF-6. The minimum rates for NF-4 through NF-6 will be adjusted by a percentage equal to any "national" employment cost index percentage increase for general schedule employees, rounded down to the nearest \$500. The maximum rate for NF-6 will be adjusted to equate to the rate for level III of the executive schedule, in accordance with 5 USC 5373, except that in no case may an NF-6 employee receive a rate greater than the maximum schedule rate authorized by APF Senior Executive Service (SES) employees in the same locality. The maximum rates for NF-3 and NF-4 will be adjusted to equate to 40 and 63 percent, respectively, of the NF-5 maximum rate, rounded up to the nearest \$500.

Pay Ranges can be found at <https://www.dcpas.osd.mil/bwn/nafwageschedules>

NF Pay System Premium Pay

Family and MWR Managers must also be aware that employees covered by the NF Pay System may also be entitled to premium pay. Types of premium pay include overtime, Sunday, holiday, and/or night differential.

Overtime

In geographic areas covered by the Fair Labor Standards Act (FLSA), position guides containing executive, administrative, and professional duties are annotated as "Exempt." Those positions that do not meet the test for exemption are annotated

"Nonexempt" on the position guide. Employees in geographic areas covered by the FLSA are paid in accordance with the following rules: Nonexempt employees — Employees identified as nonexempt are compensated for all hours of

work in excess of 40 hours per week. Only actual hours of work are counted toward the 40 hours in a workweek. Periods of paid leave or holiday leave are not included. If overtime work is either "suffered and permitted" or authorized in advance, compensation at 1½ times the employee's regular hourly rate of pay must be paid for the overtime hours. According to regulation, compensatory time off is not authorized except as it may be applied to those on flexible work schedules.

"Exempt" employees — No employee identified as "exempt" may be paid overtime or given compensatory time off unless the overtime pay or compensatory time off is specifically authorized in advance by the employee's supervisor. The doctrine of compensation for hours "suffered and permitted" to be worked does not apply to exempt employees. If local command policy authorizes overtime pay for exempt white collar employees, it will be paid at 1 ½ times the base pay rate for hours that exceed 40 in a duty status in a workweek, provided the employee's base rate does not exceed the locality rate for GS-10, step 1. When it exceeds this locality rate, the overtime rate will be 1½ times the base rate for GS-10, step 1.

Sunday Pay

Sunday pay may be authorized by the garrison commander or equivalent when it is determined that such pay is necessary for recruitment and retention purposes. When authorized, Sunday premium pay will be paid at the rate of 25 percent of basic rate for all hours of nonovertime, when any part of the scheduled tour of duty is performed on Sunday.

The maximum number of hours for which Sunday pay may be authorized is 8 hours per Sunday. Only regular (full-time, part-time, limited tenure, and seasonal) employees may be paid Sunday premium pay. When Sunday pay is authorized by the garrison commander or equivalent, the DA Form 3434 must be annotated with the following remark "Sunday pay is authorized in accordance with Garrison Commander Pay SOP".

Night Differential

Night differential may be authorized by the garrison commander or equivalent when it is determined that such pay is necessary for recruitment and retention purposes. When authorized, night differential will be paid at the rate of 10 percent of basic rate for hours of nonovertime work performed between 1800 and 0600 hours. Payment of night differential continues during periods of paid leave and official travel. Night differential may be authorized for all categories of employees.

When night differential is authorized by the garrison commander or equivalent, the DA Form 3434 must be annotated with the following remark "Night Differential is authorized in accordance with Garrison Commander Pay Standard Operating Procedure".

Holiday Pay

Holiday pay may be paid only to regular (full-time, part-time, limited tenure, and seasonal) employees under the following conditions:

- An employee eligible for holiday pay who is precluded from working due to observance of a holiday is entitled to the basic rate of pay for regularly scheduled nonovertime hours as if they had worked.
- An eligible employee who is required to perform work on a holiday that falls within their regular schedule will be paid the basic rate plus premium pay at a rate equal to the basic rate of pay for scheduled nonovertime hours.
- Premium pay for holiday work is in addition to overtime pay, night differential, or premium pay for Sunday work and is not included in the rate of pay used to compute overtime pay, night differential, or Sunday premium pay.
- To be eligible for holiday pay, an employee must be in pay status immediately before or immediately after the holiday.
- See chapter 4 for instructions on determining holidays.
- In the event that the occurrence of a holiday precludes a scheduled flexible employee from working and the guaranteed hours cannot be met, administrative leave will be authorized for the hours scheduled on the holiday.

If compensatory time is authorized and earned, it will be entered on the time and attendance report; if not used within 26 pay periods the employee will be paid for the hours worked at the overtime rate in effect at the time the work was performed. When the employee is separated or transferred any balances of compensatory time will be paid at the overtime rate in effect when the work was performed.

7.4 Child and Youth Personnel Pay Program (CYPPP)

Determining Rates of Child and Youth Pay

The CY payband system is composed of two pay levels or bands. Payband level I has a minimum rate that is equal to the rate of GS-02, step 1, and a maximum rate equal to GS-03, step 10. Payband II has a minimum rate equal to GS-04, step 1, and a maximum rate equal to GS-05, step 10 (all rates include applicable locality pay).

Pay will be determined in accordance with DODI 1400.25, Volume 1405, Enclosure 3 (Appendix 3).

The rate of pay at the entry level (CY-01) will be set at a rate within payband level I competitive with other local wages that will provide qualified candidates. Factors, such as difficulty in filling positions and retention problems, must be considered in establishing pay rates.

Upon movement from an entry level position to a skill level position or, from a skill level position to a target level position, pay is increased by a minimum of 6 percent; however, management may provide an increase greater than 6 percent within the payband.

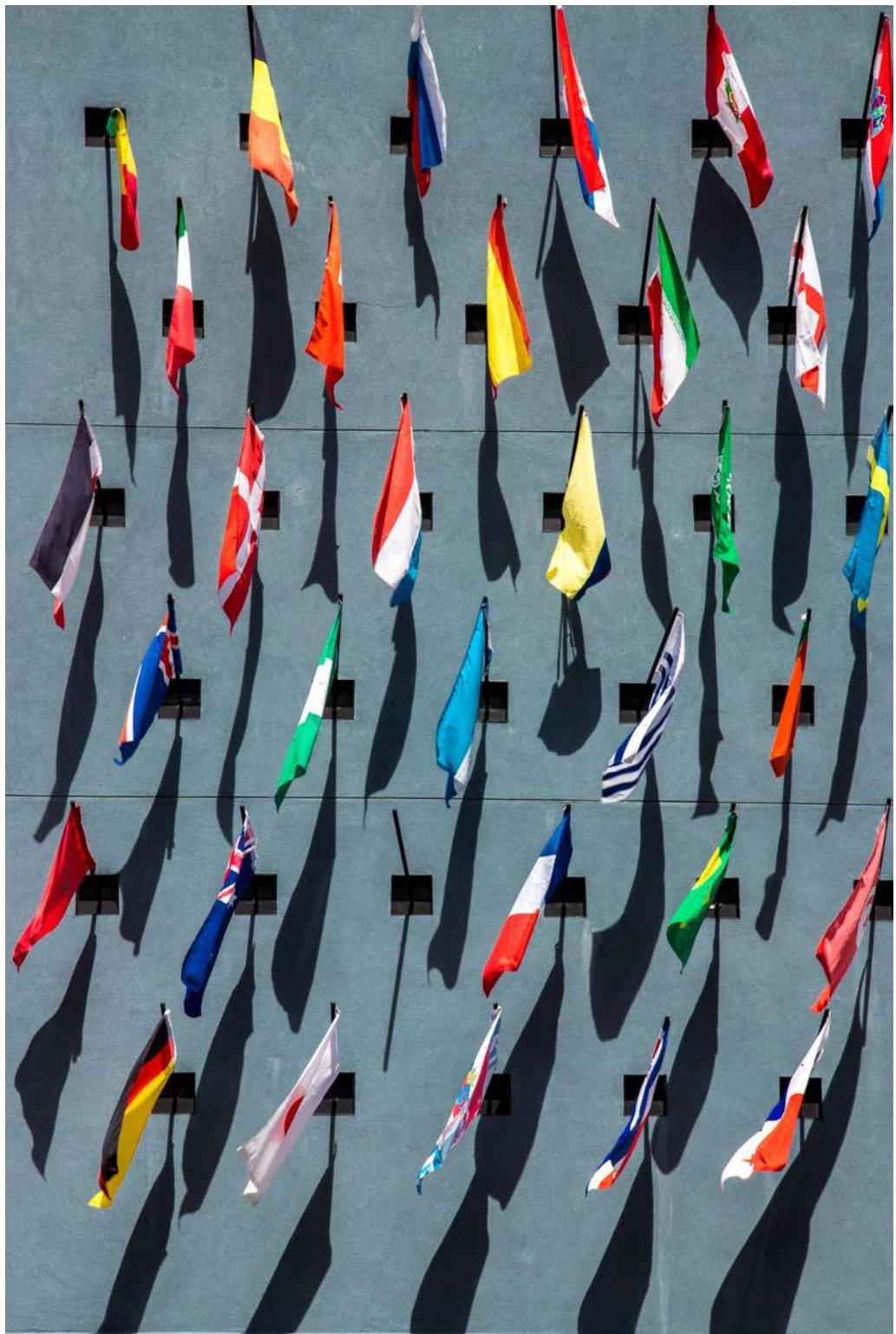
Upon reemployment, reinstatement, or transfer from one installation to another the rate of pay will be set at a rate no lower than the last rate held as a CY employee with no change to the CY level. When the CY employee's last rate held exceeds the maximum CY payband, the employee's basic rate of pay will be set to equal the appropriate CY payband's maximum.

- When a CY employee leaves a nonforeign area (Alaska, Guam, Hawaii, or Puerto Rico) and is subsequently employed in an area where a nonforeign area cost of living allowance (COLA) is not authorized, garrison commanders or equivalent, at their discretion, may uniformly set the CY employee's pay which reduces the dollar amount of the NAF locality supplement. The NAF locality supplement is the rate of pay used to offset the reduction of nonforeign area COLA in areas authorized to receive the entitlement.
- The salary rate decision must be provided to the individual upon offer of employment, reinstatement, or transfer.
- The reduction will not affect the dollar amount of any previous or subsequent pay increase a CY employee may have received or will receive in the future.
- If the salary of the CY employee moving from the nonforeign area is competitive with CY employees with similar experience, training, and tenure in the new area, the rate of pay should not be reduced.

Caregivers must complete training requirements in accordance with the CYPBP. Management will notify the servicing CPAC NAF HRD (SF 52) when training and experience requirements have been met, and performance is judged to be at least satisfactory. The employee will be advanced to the next level noncompetitively.

A position change from the target level to the next level of responsibility (program leader or technician) requires a minimum of 6 percent hourly rate increase.

7.5 Other Pay Provisions and Restrictions



Allowances and Differentials in Foreign Areas

U.S. citizen NAF employees may be authorized foreign area allowances and differentials as provided by the DSSR and authorized in DODI 1400.25, Volume 1405. These allowances and differentials are payable to NAF employees in accordance with the policy of the ACOM commander.

All eligible RFT employees who are U.S. citizens will be paid post allowance.

Allowances and Differentials in Non-Foreign Areas

In non-foreign areas, pay band employees in pay levels NF-3 and above, including off duty military members in those pay levels, and all CY employees are entitled to receive non-foreign area allowances and differentials in the same amounts and under the same eligibility criteria prescribed for APF employees in the same locality. A non-foreign area allowance or differential is not granted to employees in band NF-1 or NF-2 since their rates already are based on the prevailing rate.

Dual Pay Restriction

Section 5533 of Title 5, USC precludes pay from more than one position for more than an aggregate of 40 hours of work in a calendar week. This prohibition is applicable to employees in either APF or NAF positions or a combination thereof, including FLX appointments.

Garrison commanders or equivalent may approve exceptions to this requirement in special circumstances when personnel services otherwise cannot be readily obtained.

Exceptions must meet the following requirements:

- The position to be filled has been vacant for some time, and continuous recruiting efforts have failed to produce qualified candidates for employment.
- All logical recruiting sources have been tapped, and the position has been publicized through all appropriate media, including paid advertising, when appropriate.
- Qualified candidates other than federal employees have not been located. Records of exceptions must be retained and be available for audit for a 2-year period. A copy of the exception will be provided to the Headquarters, Department of the Army (HQDA) DCS, G-1 (DAPE-CPN) within 30 days of approval.
- In accordance with 5 USC 5534, a member of the uniformed Service who is on terminal leave pending separation or release from active duty under honorable conditions may accept and hold any NAF position as a civilian in compliance with the provisions of this regulation.
- No employee may serve concurrently in more than one Army NAF RPT position. This prohibition does not preclude the use of multiple appointments (for example, one RPT and one or more flexible appointments provided the total number of hours worked each week does not exceed 40).

Tips

In Clubs and other service activities, employees may receive tips. The words "tip" and "gratuity" are synonymous and are defined as the amount of money that a patron voluntarily gives to an employee. This money may be in the form of cash or may be added to a credit card or other charge in favor of the employee. A cash or charge tip must be disbursed to the employee/employees concerned and may not be retained by management.

Under Internal Revenue Service (IRS) regulations, any individual who receives more than \$20 per month in tips must report the amount of such tips to his employer, since these tips are subject to payment of Federal income tax and the employee share of Federal Insurance Contributions Act (FICA) tax. The IRS requires that the employee report tips received on at least a monthly basis, but more frequently if management desires, in order to coincide with a pay period.

Management will complete a tip report for all reported tips, identified per employee, and include this report in their Daily Activity Report (DAR) to provide to their local NAF Financial Management Branch.

Service Charge

On some occasions, such as a catered event, the customer may pay a service charge which is defined as a mandatory charge added to the patron's bill. The service charge is not a tip and is considered to be income to the NAFI. Service charges added to patrons' bills may be disbursed to employees; however, the disposition of this money is a management prerogative, subject, of course, to local labor management agreements. Any portion of the service charge that is disbursed to the employee constitutes wages and is subject to both employee and employer FICA taxes as well as Federal/State income tax withholding. Service charges paid to employees are not to be included in the report of tips since they are deemed to constitute wages.

Lesson 7 Knowledge Check

Question

01/06

Which of the following is not an accurate statement in regard to the Child and Youth Personnel Pay Program (CYPPP)?

- For CY-05 (Program leader or Technician), pay may be fixed at any rate within Pay Level II.
- Upon movement from CY02 (Entry) to CY-03 (Intermediate) and from CY03 to CY-04 (Full performance), pay is increased by a minimum of 6%.
- There are four pay levels or bands in the CY pay-band system.
- When changes are made to the General Schedule, all CY employees have their rates of pay adjusted in the same amount as specified for the particular change in that geographic area.

Question

02/06

Which of the following are examples of premium pay? (Select all that apply.)

Night differential

Holiday

Sunday

Overtime

Question

03/06

When an employee covered by the NF Pay System is promoted from one pay level to a higher pay level, which of the following is the minimum pay increase due?

10%

7%

5%

3%

Question

04/06

Which of the following is the correct premium pay for an employee who earns night differential and works the majority of hours in the third shift?

7.5% of base pay

10% of base pay

1.5 % of base pay

25% of base pay

Question

05/06

Match each circumstance to the appropriate FWS pay setting action.

☰ Change to lower grade

The lowest scheduled rate of the grade which exceeds the existing rate of pay

☰ Promotion

Set at the minimum rate for the appropriate grade

☰ New Appointment

Rate for the appropriate grade that does not exceed the rate paid previously.

☰ Reappointment and Reinstatement

Fixed at the highest rate of the new grade which does not exceed the highest previous rate

Question

06/06

A regular full time APF employee working 40 hours a week may work another 20 hours per week as a NAF FLX.

True

False

8.1 Overview

One of your major responsibilities as a Family and MWR Manager is to schedule work to meet the mission of the activity. Along with scheduling work, you are also required to manage attendance by approving or disapproving leave. These tasks require you to balance the need to accomplish the work of the organization and stay within budget while accommodating employees who want or need to be absent from work. This lesson focuses on issues of scheduling and managing work and explores the basic rules governing leave and attendance for nonappropriated fund (NAF) employees.

At the end of this lesson, you will be able to:

- 1 Differentiate between the types of work schedules.
- 2 Compare and contrast the features of annual and sick leave.
- 3 Identify types of authorized leave other than annual and sick leave.
- 4 Explain EPAY System

8.2 Establishment of Work Schedules



Establishment of Work Schedules

Garrison commanders establish the administrative workweek of seven consecutive calendar days. All employees paid through the NAF centralized pay system; the administrative workweek is from 0001 Thursday through 2400 Wednesday. The workweek consists of 40 hours for full-time employees. The workweek for part-time employees consists of 20 to 39 hours.

Tour of Duty

Managers of activities employing NAF personnel are authorized to establish and change the tours of duty of NAF employees in accordance with AR 215-3, and union labor-management negotiated agreements. A tour of duty refers to the hours of a day and the days of the workweek that are scheduled in advance and during which an employee is required to perform work on a regular, recurring basis.

Workdays will normally be limited to 8 hours and should never exceed 10 hours except for unusual circumstances beyond the control of management.

Minimum tour of duty. No employee will be scheduled for, or called to, duty for a period of less than 2 hours.

It is managers' responsibility to take into consideration the mix of NAF employee appointment categories (regular full-time [RFT], regular part-time [RPT], flexible [FLX]) and develop work schedules that give the greatest flexibility to:

- Perform the mission efficiently.
- Respond to new tasks and workload surges.
- Adjust to changing resource constraints.

Generally, a new employee is informed of his/her work schedule during in-processing in the activity.

Tours of Duty for RFT and RPT

Employees are scheduled and posted two weeks in advance and cover a period of at least one administrative workweek. There are exceptions to this requirement when unusual circumstances make advance scheduling impossible. Please check with local negotiated labor agreements for stipulations.

If a regular tour of duty would seriously handicap the performance of a function or result in substantially increased costs, rotating or irregular tours may be established. When a rotating or irregular tour of duty is established, employees must be given equitable treatment in regard to assignments involving Saturday, Sunday, and night duty.

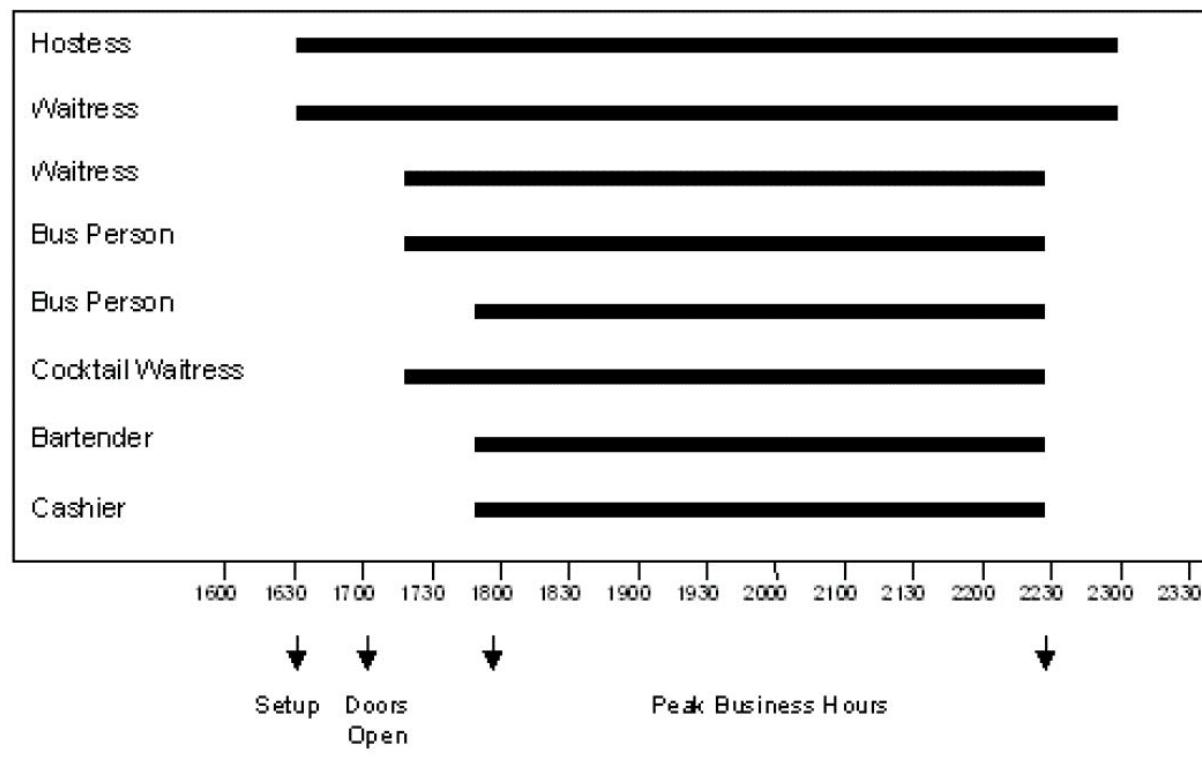
The necessity for rotating or irregular tours of duty should be explained to incumbents of, and to applicants for, positions involving such tours. Check your negotiated labor-management agreements for local policies concerning NAF employees.

Here is an example of a Daily Work Schedule.

DAILY WORK SCHEDULE

Work Location: Dining Room

Day of Week: Friday
Hours: 1600–2200



Regular Full-Time (RFT) — A basic workweek or full-time work schedule for full-time employees is normally 40 hours of scheduled work extending over no more than six or seven consecutive days. There are variations to the 40-hour workweek for employees whose tours cannot be regularly scheduled or involve standby time. Some organizations provide their employees with alternate work schedule options:

- Flexible work schedules
- Compressed work schedules

Flexible Work Schedules

Are those that designate core hours when an employee must be present for work. They also include designated hours during which an employee may elect to work in order to complete the basic work requirement of eighty (80) hours per pay period. For example, if the core hours of the organization are from 0900 to 1500, the employee may request the option to come to work at 0700 and work until 1530 with a half hour for lunch.

Compressed Work Schedules

Management may authorize an employee to work on a compressed work schedule in accordance with command SOP (see para 4-2). All NAF employees are eligible to participate in approved compressed work schedule programs without incurring an overtime entitlement until 80 hours are reached in a biweekly pay period (see AR 215-3 paras 3-9a, 3-13a, and 3-19).

Telecommute

Management may authorize an employee to telecommute when no additional costs would be incurred, and it is in the best interest of the activity. Requirements for telecommuting are as follows:

- (1) The telecommuting worksite is typically the employee's home or a telecenter.
- (2) Telecommuting will not adversely affect the performance of the employee or others in the work group.
- (3) Time and attendance records must be properly certified by the supervisor.
- (4) A safe and adequate telecommuting worksite is required. The employee must be free from interruptions, and the necessary level of security and protection must be provided for Government property. The employee must allow management to inspect the alternative workplace during normal working hours to ensure proper maintenance of Government-owned property and conformance with safety standards.
- (5) Duty time for telecommuting employees will be used to perform official duties only.
- (6) The supervisor may cancel the arrangement and instruct the employee to resume or begin working at the activity's office or site at any time.

Regular Part-Time (RPT)

A part-time work schedule is not more than 39 hours or less than 20 hours per week, exclusive of meal times, of regularly scheduled work.

Flexible (FLX) — A flexible (FLX) employee serves in a continuing position on a scheduled or an as needed basis. For example, for work that is sporadic or unpredictable, a FLX schedule would be best. There is no upper limit to the number of hours a flexible employee may work (subject to overtime obligations and work scheduling requirements.) Even though FLX employees can be guaranteed a specific number of hours each week, they are not considered Regular Employees (RFT, RPT) and do not have the same benefits.

Seasonal — A seasonal work schedule is used when an employee works on an annually recurring basis for less than 12 months each year. Seasonal employees are placed in a non-duty, non-pay status during the periods when their services are not needed. An example is an employee at an activity that shuts down during cold winter months. If the position will not last at least 6 months, a seasonal work schedule may not be used.

8.3 Annual Leave



Earning annual leave is an important benefit associated with each regular employee's job. Therefore, managers at all levels must continually review NAF leave policies and develop necessary procedures that enhance the efficient

and effective use of leave. They should pay particular attention to planning and scheduling the use of accrued leave throughout the year. Employees and supervisors should attempt to reschedule the leave at another mutually agreeable time. Accrued leave is the amount of leave earned but not used during the current leave year. The employee should not be required to work during any period for which leave is charged.

Rates of Accrual

Annual leave accrues for all hours in a pay status up to a maximum of 40 hours per week at the following rates:

- Employees with less than three years of creditable service accrue annual leave at a rate of 5% of paid hours. This equates to one hour for every 20 hours worked.
- Employees with three years but less than 15 years of creditable service accrue annual leave at a rate of 7.5% of paid hours. This equates to one and one-half hours for every 20 hours worked with the exception of the final biweekly period of the leave year, when it accrues at the rate of 12.5% of the total non-overtime hours.
- Employees with more than 15 years of creditable service accrue annual leave at a rate of 10% of paid hours. This equates to two hours for every 20 hours worked.

Below is a chart on Annual Leave Rate of Accrual.

Years of service	Rate of accrual
<3	5%
3-15	7.5%
>15	10%

Annual Leave Accumulation

The annual leave accruing to an employee's credit that is not used during the leave year may be accumulated from year to year up to specific maximum amounts. An employee must use or forfeit any accrued leave in excess of the maximum allowable accumulation if not used within the leave year. For that reason, employees should have the opportunity to use leave throughout the year so that it is not necessary to forfeit leave at the end of the leave year.

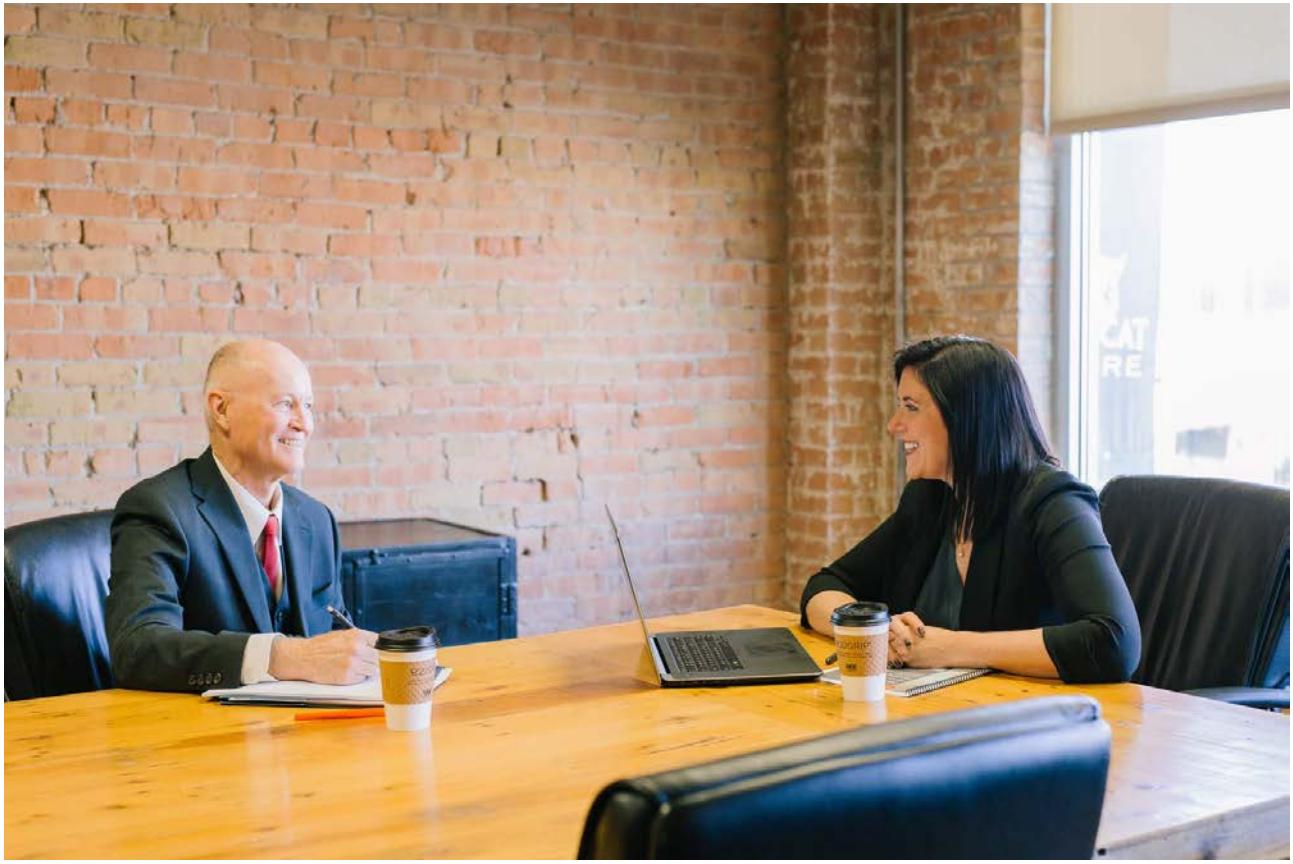
Maximum accumulation as stated in AR 215-3, paragraph 5-9, is as follows:

1. A maximum accumulation of 30 days (6 weeks/240 hours) is prescribed for all employees except as indicated in (2) below.
2. A maximum accumulation of 45 days (9 weeks/360 hours) is prescribed for employees serving in *foreign* areas under the same conditions prescribed for Title 5 employees.



The decision as to when and to what extent annual leave may be granted rests with the activity head or designated representative. Denial of the use of annual leave must be based upon factors which are reasonable, equitable, and which do not discriminate against any employee or group of employees. Employees have the responsibility for cooperating with management in the use of annual leave when their services can best be spared. The minimum amount of annual leave that can be used is a quarter of an hour.

The use of annual leave is subject to the prior approval of the appropriate supervisor. An employee requests approval for leave using a Paid Time Off request (PTO) in the EPAY system. Failure to secure proper approval may result in the period being charged to absence without pay (AWOP), however retroactive approval may be given if the supervisor determines it appropriate to do so. When circumstances beyond the employee's control preclude prior approval of an absence to be charged to annual leave, the employee should notify the appropriate supervisor as soon as possible or within any reasonable time fixed by local policy.



Use of Annual Leave

Under certain conditions, it is possible to donate annual leave under the Voluntary Leave Transfer Program. Army NAF regular employees may donate annual leave to other Army NAF regular employees for documented medical emergency situations or family emergency, or other hardship situations in this program.

Advancing Annual Leave

Regular employees may request and charge annual leave in advance only to the extent that it is earned in that year. For example, at the beginning of the year, an employee may ask for the full amount of annual leave that he or she will earn that year. Approval is at the discretion of the supervisor.

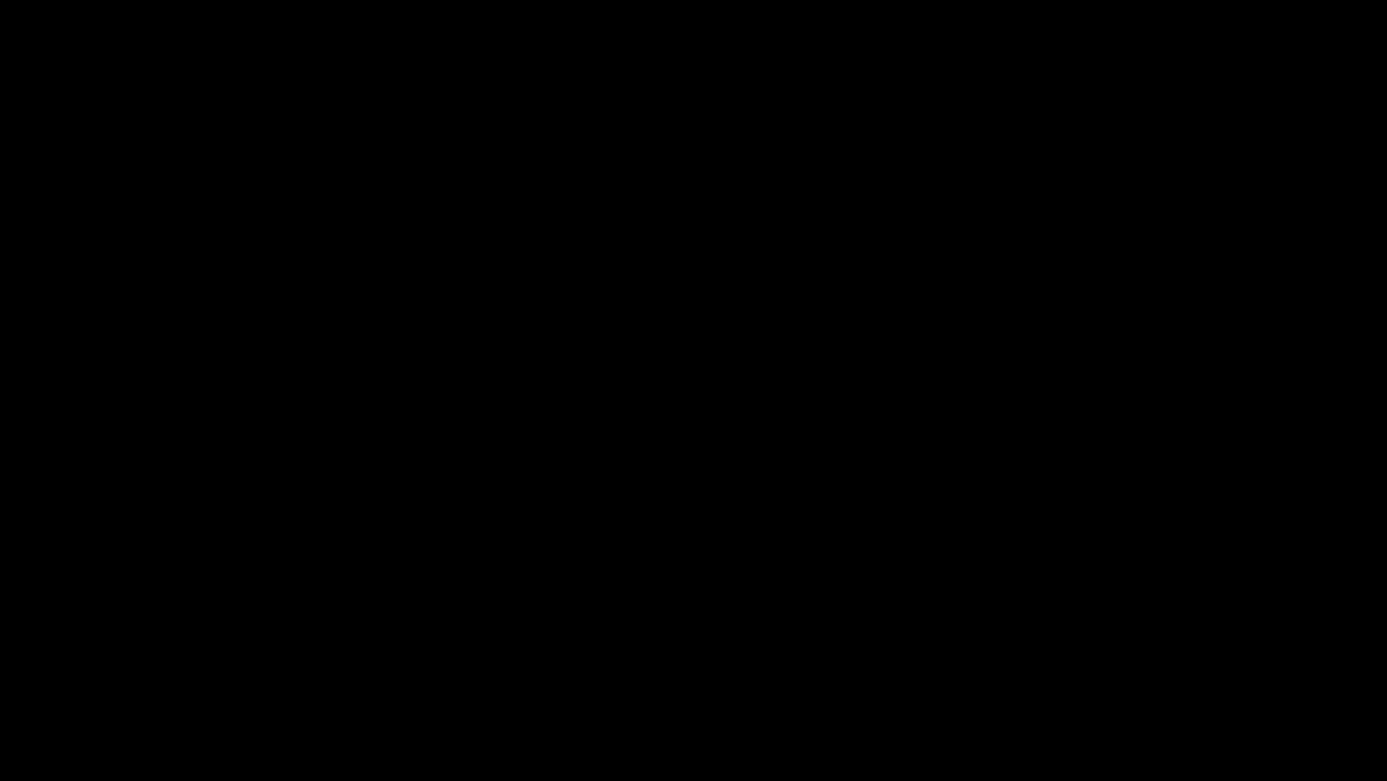
8.4 Sick Leave



In addition to annual leave, regular employees also earn sick leave. FLX employees have no entitlement to either sick leave or annual leave.

Sick leave is earned from the first pay period of employment and may be used when earned. There is no maximum time limit on the accumulation of sick leave.

Sick leave is credited to an employee's account at the beginning of each pay period at the rate of 5% of the total hours in a pay status up to a maximum of 40 hours per week. This amounts to one hour for every 20 hours worked.



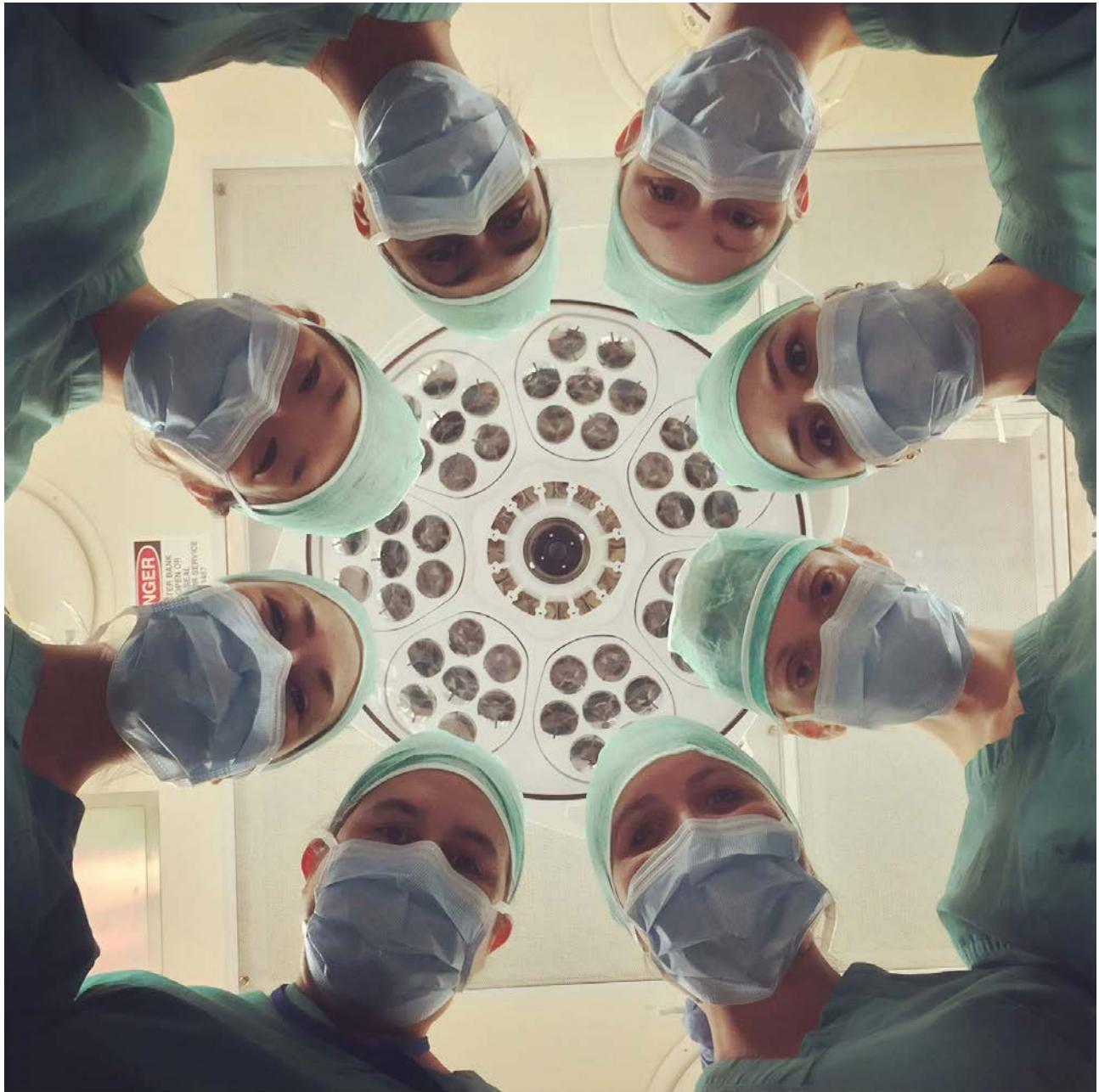
Additional Uses of Sick Leave

Employees may use sick leave to care for a family member who receives medical, dental or optical examination or treatment, or is incapacitated as a result of physical or mental illness, injury, pregnancy, or childbirth.

Sick leave is also authorized to make arrangements necessitated by the death of a family member or to attend the funeral of a family member.

Sick leave used for these purposes cannot exceed a total of 40 hours per year for full-time employees. Part time employees may use up to the average number of hours in their weekly scheduled tour of duty.

The minimum charge for sick leave is a quarter of an hour.



Advancing Sick Leave

Subject to local negotiated labor agreements, managers may prescribe the conditions under which sick leave can be advanced to employees under their jurisdiction. The following provisions generally apply:

- All of the accumulated sick and annual leave to the employee's credit must be exhausted before sick leave is advanced.

- Employees in their probationary period should not be advanced sick leave exceeding the amount that is reasonably expected they will earn prior to the termination of the probationary period.
- The amount of sick leave advanced to an employee's account may not exceed 240 hours (6 weeks/30 days) at any time.
- There must be a reasonable assurance that the employee will return to duty.
- Application for advanced sick leave must be accompanied by a medical certificate signed by a licensed physician.
- When an employee who is indebted to advance Sick Leave is separated, the employee will be required to refund the amount paid for the period of covering the advance leave or have the amount deducted from any pay due.

8.5 Other Types of Leave



In addition to annual leave and sick leave, there are several other types of leave associated with each regular employee's job. Therefore, managers at all levels must continually review NAF leave policies and develop necessary procedures that effectively plan for other absences from work.

Family Leave

The Family and Medical Leave Act (FMLA) of 1993, Public Law 103-3, is intended to allow employees to balance work and family life by allowing up to 12 weeks of unpaid leave during any 12 month period of time for:

1. Birth of a child and the care of that child (parental leave)(within 12 months of the birth).

2. Placement of a child with the employee for adoption or foster care (parental leave)(within 12 months of the placement).
3. Care of a spouse, child, or parent, if such spouse, child, or parent has a serious health condition (as defined by 5 CFR 630.1202).
4. A serious health condition (as defined by 5 CFR 630.1202) that makes the employee unable to perform the essential functions of the position.
5. Any qualifying exigency (emergency) arising out of the fact that the spouse or a son, daughter, or parent of the employee is on covered active duty (or has been notified on an impending call or order to covered active duty) in the Armed Forces in support of a contingency operation. Covered active duty means the duty of a member of a Regular Component of the Armed Forces during deployment to a foreign country. Duty of a member of a Reserve Component of the Armed Forces to a foreign country under a call or order to active duty under a provision of law referred to in 10 USC 101(a)(13)(B). A qualifying exigency (emergency) leave may be for any of the following reasons:
 - Short-notice deployment.
 - Military events and related activities.
 - Childcare and school activities.
 - Financial and legal arrangements.
 - Counseling.
 - Rest and recuperation.
 - Post-deployment activities.
 - Additional activities to address other events that arise out of the military member's covered active duty or call to covered active duty status provided the employer and employee agree that such leave must qualify as an exigency and agree to both the timing and duration of such leave.

To be eligible for FMLA, an employee must have completed at least 12-months of NAF or civilian service as defined in DODI 1400.25, Volume 1406, and must provide sufficient medical certification. The servicing CPAC NAF HRD can answer any questions an employee may have regarding rights under the FMLA.

Home Leave

Home leave is leave earned by regular employees performing service abroad for personal use in the United States, in the Commonwealth of Puerto Rico, or in one of the U.S. territories or possessions. The basic requirement for home leave is completion of a continuous 24-month period of service abroad in any regular NAF position in a foreign area that meets the requirements for the granting of home leave. Travel at Government expense is authorized only if home leave is taken in conjunction with renewal agreement travel to and from the employee's actual place of residence as specified in the transportation agreement.

Military Leave

An employee who is serving in a regular position is entitled to time off at full pay for certain types of active or inactive duty in the National Guard, or as a Reservist of the Armed Forces, without adverse effect on performance rating or loss of pay. This leave is called "military leave."

Types of military duty not covered — Military service listed below is not covered by military leave. Absence of regular employees for any of these reasons will be charged to annual leave (AL) or Leave Without Pay (LWOP):

- Summer training as members of Reserve Officers Training Corps (ROTC).
- Temporary Coast Guard Reserve duty.
- Participation in parades by members of the State National Guard, except DC National Guard (who are entitled to military leave for this purpose).
- Training with a State Guard or other State military organization.
- Civil Air Patrol duty.

Court Leave

Regular employees are authorized court leave or absence without charge to annual leave for jury duty, or to appear in court in an unofficial capacity as a witness, when the United States, the District of Columbia, or a state or local government is a party to the proceedings.

This policy does not apply to a judicial proceeding which involves only private parties or employees called as court witnesses in an official capacity. When attending court in an official capacity, the employee remains on duty so no leave is required.

Care for a Family Member with a Serious Health Condition

The use of SL under AR 215-3 paragraph 5-3 may be extended to a total of up to 12 weeks of SL each year to care for a Family member with a serious health condition. "Serious health condition" has the same meaning as found in OPM's regulations at 5 CFR 630.1202 for administering the FMLA.

Under these expanded rules, during any 12-month period a full-time regular employee may use up to a total of 480 hours of SL each year to care for a Family member with a serious health condition.

A part-time employee may use up to 12 times the average number of hours in his or her weekly scheduled tour of duty.

If an employee previously used any portion of the SL for general family care or bereavement purposes under paragraph 5-3, that amount must be subtracted from the 12-week entitlement (or proportional entitlement for part-time employees) to SL available under this paragraph.

Organ Donor Leave

An RFT employee may, in any calendar year, use:

Up to 56 hours of paid administrative leave under this section to serve as a bone-marrow donor; and (2) Up to 240 hours of paid administrative leave to serve as an organ donor.

An RPT or regularly scheduled flexible employee may use a prorated amount of administrative leave for these purposes, directly proportional to the number of hours in their administrative workweek.

A request for leave due to organ donation or bone-marrow donation must be supported by certification issued by the health care provider of the employee.

Disabled Veteran Leave

All regular employees hired on or after 4 April 2018, who are veterans with a service-connected disability rated at 30 percent or more is entitled to a one-time benefit only up to 104 hours to use during a continuous 12-month period beginning on the first day of employment for the purpose of undergoing medical treatment for such disability. Eligibility.

- Upon initial appointment to an eligible position.
- Reinstated with a 90-day break in service.
- Upon conversion from a flexible appointment to a regular appointment.
- Return to duty in an eligible NAF position following a period of military service (during which the individual was in a continuous civilian leave status).

There are two additional types of leave:

- Leave Without Pay
- Administrative

Leave Without Pay

Leave without pay (LWOP) is a temporary non-pay status and absence from duty granted at the employee's request. Periods of LWOP of less than five workdays need no documentation other than the appropriate entry on time and attendance records. Periods of leave in excess of five work days are to be documented on DA Form 4017, Request for Personnel Action, Nonappropriated Fund Instrumentality, and submitted to the CPAC.

Duration of LWOP — The maximum period of LWOP is one year. An employee who fails to return to duty within seven calendar days of the expiration of the particular approved period of LWOP may be separated for the abandonment of position.

Granting LWOP — Leave without pay may be granted for a number of reasons but must be granted as a right in the following cases:

- For disabled veterans needing medical care
- For Reservists and National Guard personnel who are required to perform authorized military training duties not covered by military leave
- For employees injured in the performance of their duties
- Employees who are spouses of active duty military members or civilians seeking employment at a new location due to the transfer of a spouse will be placed on LWOP not to exceed 1 year.
- Upon request of an employee under the coverage of FMLA.
- For military furlough.
- Regular employees may use up to 24 hours of LWOP in a leave year to meet the needs of an employee's children for school and early childhood educational activities, routine family purposes, and elderly health and care needs.
- For employees who volunteer for APF positions in deployed locations may remain on the rolls not to exceed 1 year.

Absence Without Leave — A regular employee's absence from duty that was not authorized or approved is charged as Absence Without Leave (AWOL). Pay is withheld for the entire period of such absence.

- Periods of Absence Without Leave (AWOL) are charged in multiples of 15 minutes.
- Only absences during the regular employee's scheduled tour of duty may be considered AWOL.
- When a regular employee's request for leave, either with or without pay, is approved, he or she has the right to return to his or her position at the expiration of the approved period of absence. This does not preclude normal BBA.

Administrative Leave

Employees, either at work or scheduled to be present at work, may be excused without charge to leave or loss of pay under certain circumstances. For example, employees may be granted administrative leave if operations are uncontrollably curtailed or shutdown. Such excused absences will be administered on an impartial basis and will be uniformly applicable to all employees.

Uncontrollable shutdowns — When conditions warrant, commanders or their designated representatives have the authority to shut down all or part of a NAFI. The shutdown may be due to military necessity, weather conditions, acts of God, or other events beyond the control of management.

Shutdowns or curtailment of work for managerial reasons — When all appointment categories of employees are prevented from working for managerial reasons (such as early closure because of no patrons, training holidays, construction, refurbishing, fumigation, etc.), every effort will be made to reassign affected employees to other duties or reschedule the work hours within the same pay period. If this is not possible, employees may be excused without charge to leave or loss of basic pay for their scheduled hours for that day.

Foreign holidays — When all or part of a NAFI in a foreign country is closed in observance of a local holiday that prevents regular U.S. citizen employees from performing their regular duties, every effort should be made to assign them to other work. If reassignment is not possible, they may be excused without charge to leave or loss of pay.

8.6 Using EPAY

EPAY System is a commercial-off-the-shelf cloud-based time and attendance tracking system that collects time and attendance data either from a data collection terminal or from employee work schedules stored in the system.

EPAY is designed to provide total automation of time and attendance related functions for NAF employees. It provides the ability to manage employees for greater productivity and profit by providing a more cost effective method of gathering, analyzing, and reporting this data.

- Special Features of EPAY include:
- Integration to the payroll system.
- Automated Time and Attendance Card.
- Advanced scheduling. Easy user interface.
- Flexible data entry options.
- Paperless environment.



Bene ts of EPAY

EPAY provides immediate access to valuable information about the NAF labor force. It provides managers with accurate data on labor costs and information on sta. work related matters at each location in real-time. This

information assists managers in analyzing business processes, preparing or revising budgets, and recommending changes to programs.

EPAY allows managers to monitor:

- Overtime hours.
- Premium and shift differential hours.
- Employee schedules compared to actual hours worked.
- Who is late or absent.
- Who has taken exception hours such as sick time, family leave, holidays, etc.
- How many hours have been worked in a certain time period by department or employee.

EPAY Reports

Some of the most commonly used reports are:

- Labor cost report — Provides a department-by-department breakdown of employee's hours worked and pay earned for hours worked.
- Approaching overtime report — Provides the number of regular and overtime hours employees have worked during the selected week or pay period.
- Daily labor cost report — Shows a day-to-day breakdown of employee hours (including overtime), and the cost centers in which the hours were worked.
- Early/late report — Lists employees who clocked in earlier or later than their scheduled work times.
- Scheduled vs. worked report — Allows a comparison of the hour's employees are scheduled to work to the hours they actually worked.
- Overtime report — Shows the number of overtime and holiday hours employees have worked.
- Schedule cost report — Summarizes the estimated daily cost of employee schedules by department, employee, date, hours and cost.

For additional training on EPAY go to the School for Family and MWR website.

http://www.imcomacademy.com/ima/?page_id=10611

You can find EPAY resources at

https://army.deps.mil/army/cmds/imcom_G9/G9/Divisions/ePay_Public/Forms/AllItems.aspx

Lesson 8 Knowledge Check

Question

01/06

Match each work schedule with its description.

≡ Seasonal

Is normally 40 hours of scheduled.

≡ Regular part time

Regularly scheduled work from 20 to 39 hours per week.

≡ Flex

Work schedule used when the work is sporadic or unpredictable.

≡ Regular full time

Works on an annually recurring basis for less than 12 months each year.

Question

02/06

The maximum accumulation of both annual and sick leave is 240 hours.

True

False

Question

03/06

Flexible work schedules and compressed work schedules are classified as Regular Full-Time (RFT) schedules.

True

False

Question

04/06

Managers have the authority to advance sick leave under certain conditions.

True

False

Question

05/06

Which of the following statements is not true regarding EPAY System?

- There are over predefined reports in EPAY that managers can use for decision-making, scheduling, and financial analysis.
- EPAY is designed to provide total automation of time and attendance related functions for NAF employees.
- EPAY provides managers with accurate data on labor costs, and information on staff work related matters at each location.
- EPAY provides ability to manage employees for greater productivity and profit by providing a more cost-effective method of gathering, analyzing and reporting this data.

Question

06/06

Match each type of leave with its description.

≡ LWOP

To balance work and family life by allowing up to 12 weeks of unpaid leave in 12 months.

≡ Family Medical Leave Act

When operations are uncontrollably curtailed or shutdown or foreign holidays.

≡ Court leave

Earned by regular employees performing service abroad for personal use in the U.S.

≡ Home leave

For certain types of active or inactive duty in the National Guard, or as a Reservist.

≡ Military leave

Temporary nonpay status and absence from duty granted at the employee's request.

≡ Administrative leave

For jury duty, or to appear in court in an unofficial capacity as a witness.

9.1 Overview

A manager can use legitimate authority to issue formal policies prohibiting or requiring specific acts, types of behavior, and compliance. Few managers can use authority to mandate positive attitudes, creativity, or respect, nor can they inspire employees to reach their full potential at work without creating a work environment that supports open communication and personal development for all staff. Effective Family and MWR leaders manage staff performance by assigning work to realistic standards, evaluating the quality of employee performance on a continuing basis against those standards, recognizing and rewarding exceptional performance, taking action to improve performance, and/or administering unsatisfactory performance procedures. They also help employees increase productivity and innovation through skills such as leading, coaching, and mentoring.

At the end of this lesson, you will be able to:

- 1 Relate the fundamentals of performance management including the reasons for managing performance, the steps in the process, and the roles and responsibilities involved.
- 2 Explain three criteria for performance standards.
- 3 Differentiate between the developmental responsibilities of mentoring, coaching, and training.
- 4 Relate the steps in the performance rating process.
- 5 Describe the supervisor's actions to address unsatisfactory performance.
- 6 Identify methods to recognize and reward high performers.

9.2 Fundamentals of NAF Performance Management

All supervisors must understand and apply the basic fundamentals of nonappropriated fund (NAF) performance management. First, supervisors should be aware of the reasons for managing performance. They should follow the steps in the process, and they should understand their role and responsibilities.



Reasons for Managing Performance

There are several important reasons to manage employee performance. The primary reason is to ensure that work is accomplished as required to meet the mission.

Another purpose is to obtain information for personnel system planning and controls. Performance evaluation is used as a basis for making decisions on training, retention, promotion, reassignment, removal, and other personnel actions.

The process of performance management also serves as an employee motivational tool. It promotes communication between manager and employee, thereby reducing misunderstandings about performance and work expectations.

Click each tab below to learn more.

ACCOMPLISH THE WORK

MAKE DECISIONS AND PLAN

MOTIVATE EMPLOYEES

To accomplish the work of an activity and meet the Family and MWR mission, employees must become efficient and effective on the job. Effectiveness is the degree to which an activity achieves its goals and objectives. Efficiency can be viewed as maximizing output while minimizing input. These two factors must work together in fine balance.

The process of managing performance supports this goal by:

- Keeping employees continuously aware of the performance required.
- Giving employees a reasonable opportunity to achieve their best performance. Providing constructive help in correcting weak points in the performance.
- Advising employees on whether they meet, fail to meet, or exceed the standards for satisfactory performance.

ACCOMPLISH THE WORK

MAKE DECISIONS AND PLAN

MOTIVATE EMPLOYEES

Another reason is to provide the basis for decisions about individual employees — training, retention, reassignment, removal, and other personnel actions. For example, who should receive salary increases or bonuses? Certainly, an assessment of employee performance should enter into these decisions. Long-term planning may also occur in connection with performance management. In addition to short-term goals for the next appraisal period, the manager and employee may discuss plans for a 3 to 5 year period. This discussion addresses basic questions that most employees have asked themselves at one time or another, such as:

- "What kind of work can I do best?"
- "What kind of work do I prefer doing?"
- "Where am I heading in this organization?"
- "What do I want to be doing in 5 years?"

- "What must I do to get there?"

In this way, performance management helps employees plan for the future to develop in their work lives and reach their potential as working people.

ACCOMPLISH THE WORK	MAKE DECISIONS AND PLAN	MOTIVATE EMPLOYEES
An employee's motivation to perform has long been one of management's most difficult and important duties. Highly motivated employees are crucial to Family and MWR programs because only satisfied and motivated staff can deliver the top-notch customer service our Soldiers and their families deserve. While many factors motivate employees, good communication, and a fair reward and recognition system are extremely important. In regard to enhancing employee motivation, effective performance management:		

- Promotes employee motivation by providing a process that builds constructive relationships between supervisors and employees.
- Helps resolve misunderstandings by promoting good communication, including setting goals and regular feedback about performance.
- It offers a total recognition and reward system that is fair and tied to performance.

Steps in Managing Performance

Performance management is an ongoing process that requires a Family and MWR Manager to demonstrate both administrative and interpersonal skills and abilities.

There are five general steps in managing employee performance.

1. Assign work to a reasonable standard
2. Monitor and develop employee performance
3. Rate performance
4. Administer unsatisfactory performance actions
5. Reward top performers

Click on each tab to learn more about the five general steps.

Assign Work to a Reasonable Standard

It is the manager's responsibility to:

- Assign tasks to each employee.
- Design measures of performance that are realistic.
- Together with the employee, set goals or standards for each critical major duty that is essential to successful performance.

Monitor and Develop Employee Performance

The manager develops performance by:

- Observing the employee on the job.
- Observing the results of the work.
- Establishing a training plan for each employee based on the skills required.
- Providing coaching, mentoring, and counseling when necessary to enhance performance.

Rate Performance

The manager evaluates employees on the basis of:

- Their application of knowledge and skills pertinent to their positions.
- The quality and quantity of their work.
- The work relationships and personal traits that contribute to their value and efficiency as employees.

Administer Unsatisfactory Performance Actions

When an employee is determined to be failing to meet established levels of performance after having sufficient notice and opportunity to improve, the manager must initiate and administer a performance-based action that may include

any of the following actions:

- Reduction in pay rate (for NF employees only)
- Lower-grade or pay band level
- Separation
- Reassignment

Reward Top Performers

Employees who exceed performance objectives/responsibilities should be rewarded either formally, informally, or both.

Roles and Responsibilities for Managing Performance

As the first-line supervisor, you, the manager, have the primary role in managing employee performance. Your major duties include:

- Developing performance standards for each position supervised and for continuously evaluating the employee's performance.
- Acquainting each employee supervised with the performance rating system and the performance standards pertinent to the employee's position.
- Informally discussing with the employee from time to time the degree to which the employee meets, fails to meet, or exceeds the standards, and counseling the employee on how to become more efficient.
- Rating the performance of each employee annually and providing the employee with a copy of the approved performance rating DA Form 3612.
- Evaluating each employee serving a probationary period and recommending retention or removal.
- Preparing justifications to support outstanding and unsatisfactory ratings and for initiating letters of warning.
- Initiating proposals for awards or performance-based actions.

Know you are not alone. Others with important responsibilities include the second-line supervisor, the servicing Civilian Personnel Advisory Center Nonappropriated Fund Human Resource Division (CPAC NAF HRD), and the employee.

Second-line Supervisor

Major duties include reviewing ratings recommended by the first-line supervisors, including related justifications, letters, and notices. Serving as a final authority on performance evaluations.

Servicing CPAC NAF HRD

Major duties include:

- Administering the personnel performance evaluation program.
- Notifying supervisors when annual performance ratings and probationary ratings are due.
- Maintaining a record copy of each annual performance rating, with supporting documents, in the employee's eOPF.
- Advising and assisting supervisors in all issues on performance management.



Employee

The employee is responsible for:

- Cooperating with his/her supervisor in the development of performance standards.
- Striving to meet those standards.
- Requesting assistance from the supervisor when necessary.

9.3 Assign Work to a Reasonable Standard

It is the manager's responsibility to assign tasks to each employee, design measures of performance that are realistic, and, together with the employee, set goals for performance. Goal setting can occur in a discussion in which the manager and employee set out specific, shared goals to be addressed in the next appraisal period.

Remember, those performance standards are established for each critical major duty that is essential to successful performance. Performance standards should also be written using the SMART criteria, which provide the framework for developing effective results and expectations.

- Specific—Standards should be stated as simply, concisely, and explicitly as possible. They should be defined as specific behaviors, efficiencies, or results. The standard should be concrete, job-related, and stated in the active voice with one action verb.
- Measurable—Standards should be outcome-oriented, reflecting the most important aspects of performance. Supervisors should evaluate the standard objectively, and it should include the criteria for success or failure. Standards should provide a number or percentage that can be tracked.
- Achievable—Achievable standards can be accomplished with available resources. Standards should reflect realistic requirements and an appropriate amount of work or responsibility. They should be feasible according to the employee's competencies and the organization's resources.
- Relevant—Standards should be consistent with the employee's role in the workplace and aligned with the employee's skills, knowledge, and abilities. For a standard to be relevant, it should fit into the organization's goals and priorities. The organization's mission, function statement, and other strategic and project planning documents provide the basis and context for the work and its relationship to the greater DoD mission.
- Timely—If possible, standards should outline a specific time frame. For some physical conditions, this may be a number of months; for some operational standards, results can be tracked daily. Standards should not be written to reflect assignments that are longer than the performance appraisal cycle or for assignments for less than 90 days.

Once the performance goals are determined, they are documented on a written performance plan that specifies what needs to be done and the standard of performance required of a satisfactory employee. No specific form or format is prescribed for NAF employees. Managers may use forms that are locally generated or ones designed for appropriated fund employees.

Each employee must have a written performance plan established and approved within 30 calendar days of the start of the performance appraisal cycle, or an employee's assignment to a new position or a set of duties.



Aspects of Performance

Employees are evaluated based on their application of knowledge and skills pertinent to their positions, the quality and quantity of their work, and the work relationships and personal traits that contribute to their value and efficiency as employees.

Consider various aspects of a position to determine standards against which employees are evaluated. The list of aspects below is not all-inclusive, and some may merit greater weight than others for a particular position. They are also not mutually exclusive; e.g., the quantity of work cannot be completely separated from the ability to organize and schedule work.

Click on each tab below for more information.

Criteria That Offer Opportunities for Quantifying Performance

- Quality of finished work
- Quantity of work
- Timeliness
- Cost effectiveness or cost savings

Personal Traits/Characteristics That Are Critical to Succeeding in the Position

- Leadership and initiative
- Ability to use professional, technical, mechanical, clerical, or supervisory knowledge and skills pertinent to the position
- Adaptability to new assignments and to changes in instructions, work methods, work situations, organization, or staff
- Relationships with other employees
- Relationships with employees of other agencies and outside organizations

Other Aspects That May Be Relevant

- Courtesy to the public for jobs in which dealing with the public is important
- Effective stewardship for accountability for property for positions in which accountability for property is critical
- Internal control responsibilities tailored to their relative importance and other circumstances associated with each manager

Equal employment opportunity (EEO) for supervisors

For supervisors, furthering equal employment opportunity is an essential element of performance. Factors to be considered in performance evaluation regarding equal employment opportunity include:

- Personal participation in EEO program leadership and administration.
- Fairness in making selections.

- Encouragement and recognition of employee achievements.
- Treatment of minority group employees and women.
- Discipline — applies equal penalties for equal situations.

9.4 Monitoring and Developing Employee Performance

Once standards are determined and documented, the manager's role is to monitor and develop employee performance. This requires observation of the employee performing on the job as well as periodic monitoring of the results. The information gained by such monitoring helps the manager identify ways to develop an employee's performance through coaching, mentoring, and training.



Relationships

One of the most critical steps in establishing a positive relationship with a new employee is participating in the employee's development.

Based on your observations of the employee and input from the second-line supervisor, provide appropriate mentoring and coaching and steady constructive feedback to the employee on his or her job performance.

Having a mentor and/or coach can help the identification and growth of needed employee skills and experiences for the intermediate and long-range future to support Family and MWR business strategies. Many people confuse the two roles. The roles of mentor and coach differ in several ways.

The mentor acts as a counselor, providing advice on career paths, development opportunities, and an overview of what it takes to become a leader in the organization.

The coach is more of a tutor, observing the employee's work and actions, providing comments on execution, and teaching skills that may be lacking. Coaches can come from many sources. A coach can be a colleague, manager, or employee and doesn't have to come from the same function or division in which you work. It is critical in the coaching relationship for the coach to observe the employee's work.



A critical element in the mentoring relationship is mutual respect between employee and mentor. Both mentoring and coaching must be viewed as long-term relationships — a commitment of two years should be obtained before the relationship is established. Whether performed by one person or two, these two roles are an essential ingredient for career development. No matter how much education and training are received and no matter how excellent that instruction may be, incorporating new skills and knowledge into your work takes time, practice, and feedback. The mentor provides guidance and opportunities for practice. The coach observes and critiques the performance and provides the employee with an outside perspective on their skills.



Training

Training is a learning experience aimed primarily at employee knowledge and behavior to enhance the person's job skills to improve present job performance.

Training increases the quality of services, enhances employee performance, and increases the likelihood of mission success. The most common method of training for new employees is on-the-job training (OJT). OJT is normally accomplished by pairing a new employee with a senior employee (usually someone who previously worked in that position) who can instruct the new employee in the job's daily operations.

As an activity manager, it is your responsibility to identify training needs beyond OJT, schedule appropriate training, and monitor training and training results. The training plan is documented in an Individual Development Plan (IDP). Sources for training include the CPAC NAF HRD, CHRTAS, CHRA, the Family and MWR Academy, and local colleges and universities.

When managing performance, you will need to determine the best method in developing the employee. Here are three definitions to help you make those decisions.

- Training is a learning experience aimed primarily at employee knowledge and behavior to enhance the person's job skills to improve present job performance.
- Development is a process of enhancing an individual's present and future effectiveness.

- Education is learning that is targeted for future use.

9.5 Rating Performance

The performance of Nonappropriated Fund Instrumentality (NAFI) employees must be evaluated fairly and objectively on both a scheduled and continuous basis. The results of such evaluation are discussed individually with each employee. Employee performance can be evaluated only under reasonable standards that are in effect during the rating period, are known to the employee, and have had a fair opportunity to meet.

Steps in the Evaluation Process

- Evaluate performance.
- Rate the employee's performance on DA Form 3612, Nonappropriated Fund Instrumentality Employee Performance Rating.
- Obtain approving official's signature. Discuss the appraisal with the employee.
- Obtain the employee's signature on the form; provide a copy to the employee and submit the original to the servicing CPAC NAF HRD.
- Review and update the position description as necessary.
- Establish new performance standards and update the Individual Development Plan (IDP).

You can download a copy of the DA 3612 below.



DA3612.pdf
39.9 KB





Rating Period

Employees are given a performance rating annually. The ratings will be due on a specified date each year or the anniversary date of the employee's service computation date, as determined by the servicing CPAC NAF HRD. The determination will be applied to all NAFIs serviced. As determined jointly by the servicing CPAC NAF HRD and the commander or Director of Family, Morale, Welfare, and Recreation.

The ratings will ordinarily cover the most recent continuous 12-month period of employment (time served in a probationary period is included). Commanders may establish procedures and criteria for providing interim performance ratings. If established, interim appraisals will cover no less than a minimum period of 90 calendar days.

LEVELS OF PERFORMANCE	OUTSTANDING	EXCELLENT	SATISFACTORY	MINIMALLY SATISFACTORY	UNSATISFACTORY
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Any one of five ratings may be assigned to indicate the level of performance as follows:

1. Outstanding
2. Excellent
3. Satisfactory
4. Minimally satisfactory
5. Unsatisfactory

Click on each tab to learn more.

The image shows a collage of several performance appraisal forms. In the center, a large red watermark reads "Performance Rating". The forms include fields for Employee Name, ID, Grade, Ratee, Family, From, org/division/dept, position, time in present position, ref, length, and appraisal date. Some forms also mention "Employee Details" and "Job Performance".

LEVELS OF PERFORMANCE	OUTSTANDING	EXCELLENT	SATISFACTORY	SA
This rating is authorized when all aspects of performance have exceeded the standard for satisfactory performance for a 12-month period and are sufficiently outstanding to deserve special commendation and recognition. Each outstanding rating must be supported in writing by the rating official and approved by the supervisor at the next level up. The employee will be presented a Department of the Army (DA) commendation certificate. In addition, salary increases, monetary and/or time off awards may be considered.				

LEVELS OF PERFORMANCE	OUTSTANDING	EXCELLENT	SATISFACTORY	SA
This rating is authorized when the majority of performance standards are exceeded. Employee performance is of a quality clearly exceeding the standard for a satisfactory rating and merits consideration for a monetary award, time off award and/or salary increase.				

LEVELS OF PERFORMANCE	OUTSTANDING	EXCELLENT	SATISFACTORY	UNSATISFACTORY
				SA

A satisfactory rating is authorized when the employee's performance meets, but does not exceed, the standard to the degree required for a rating of excellent. This rating meets acceptable level of competence requirements.

LEVELS OF PERFORMANCE	OUTSTANDING	EXCELLENT	SATISFACTORY	MARGINAL
				SA

The employee meets established performance standards in a marginal manner and is often below the satisfactory level in one or more noncritical areas. The employee will be counseled on duty requirements and given an opportunity and training to improve performance.

LEVELS OF PERFORMANCE	OUTSTANDING	EXCELLENT	SATISFACTORY	MARGINAL
				SA

An unsatisfactory rating is authorized when an employee's performance fails to meet established requirements for satisfactory performance for one or more critical major duties, in spite of a written warning notice and reasonable effort by the supervisor to help the employee improve. Action will be immediately taken to reassign, demote, or separate the employee in accordance with AR 215-3. In this case, action to finalize the performance rating is held in abeyance until the employee has had an opportunity to reply to any proposed adverse action.

Probationary Period Evaluations

Supervisors need to observe employees closely during their probationary periods to evaluate their conduct, general traits, and performance. This allows the supervisor to assist new staff in adjusting to the job.

Upon determining that the employee should be retained, the supervisor will indicate on DA Form 3612, Nonappropriated Fund Instrumentality Employee Performance Rating. If retention is not recommended, separation will be accomplished in accordance with AR 215-3.

9.6 Administering Unsatisfactory Performance Actions

When a supervisor determines an employee is failing to meet established performance levels, the supervisor has an obligation to assist the employee in improving performance. If performance is still below satisfactory after a sufficient period to improve, the supervisor must take performance-based action.



Performance Improvement Plan

Counseling employees about specific performance deficiencies as soon as they arise and offering appropriate assistance can often prevent more serious performance problems.

An employee who has completed the probationary period may be rated unsatisfactory only after a prior written warning of the proposed unsatisfactory performance rating. The warning must give the employee not less than 30 days, during which he or she will be given a reasonable opportunity to demonstrate satisfactory performance.

A written performance improvement plan is a tool that can assist an employee in improving performance. Such a plan provides a structured means of identifying deficiencies and laying out a plan for improving the employee's performance. Supervisors should coordinate very closely with the servicing CPAC NAF HRD in issuing a performance improvement plan.

Performance-Based Action

When an employee fails to bring his/her performance to a satisfactory level after a fair and reasonable opportunity to improve, the supervisor should initiate a performance-based action. A performance-based action is a non-disciplinary, involuntary personnel action resulting from an employee's failure to meet established performance levels.

Performance-based actions include:

- Reduction in pay rate (NF employees only).
- Lower-grade or pay band level.
- Separation.
- Reassignment.

Steps in the Process

The procedures for administering a performance-based action include:

- The proposal.
- The decision.
- The notice of the decision.

Because of these actions' complexity and seriousness, both the first-line supervisor and the deciding official must coordinate very closely with the servicing CPAC NAF HRD and the servicing legal office during the entire process.

9.7 Rewarding Top Performers



Rewarding Top Performers

Employees who exceed performance objectives and responsibilities should be considered for recognition.

Recognition may be formal or informal. Informally recognizing employees' accomplishments, such as by a "pat on the back" or acknowledging accomplishments in front of an employee's peers, improves motivation and adds to a positive work environment. More formal forms of recognition include incentive awards and recommendations for promotion or participation in employee development programs. Formal recognition requires documentation following local policy.

Incentive Award Program Principles

Employees may be recognized individually or in groups for performance or suggestions following AR 215-3 paragraph 9-6. The incentive awards program will be administered as an integral part of the total NAF personnel administration program and coordinated to the fullest extent possible with the performance evaluation, training, promotion, cost reduction, safety, health, and management improvement programs of NAFIs. All operating budgets should include provisions for incentive awards. Although cash awards can and should be tied to activity profitability where appropriate, it is counterproductive to prohibit awards within a non-profitable activity since an active

incentive awards program is a proven productivity motivator. DA Form 5167, Incentive Award is required for any award authorized by AR 215-3 Chapter 9.

For NAF incentive awards, the following rules apply:

- One honorary award and one monetary award may be granted to an employee for the same special act or service, provided the criteria for each award are met.
- Only one Sustained Superior Performance (SSP) award based on assigned duties' performance may be granted to an employee for any 12-month period of service. This period of time may be reduced to 90 calendar days for commands that have established procedures and criteria for providing interim performance ratings according to AR 215-3 paragraph 6-7b. Payband employees, both NF and CY, may receive a cash award and a pay adjustment based on performance following AR 215-3 paragraph 9-3a. FWS employees may only receive a cash award and/or time-off award.
- When disciplinary actions are pending on employees for whom performance awards have been recommended, all action on the awards will be suspended pending a final determination on the disciplinary action.

You can download the DA 5167 below.



Types of Incentive Awards

A supervisor has several options for rewarding employees depending on the nature of the performance or special act. These options include Sustained Superior Performance (SSP), Special Acts or Services, On-the-spot, Length of Service, and Suggestion awards.

Sustained Superior Performance

For a Sustained Superior Performance award, the performance of the employee must have been at least satisfactory in every respect and must have clearly exceeded the standard for satisfactory performance on the majority of major duties that are critical to the total job during a 12-month period.

Pay band employees may be awarded a pay adjustment and/or a cash award. A cash award may be authorized for Federal Wage System (FWS) employees according to policy.

Special Acts or Services Award

This award is designed as recognition for making a significant contribution. For such awards, an employee receives a certificate of commendation describing the special act or service. Cash, time off, or merchandise awards may also be awarded. The amount of any cash award should depend on the significance of the contribution. For Sustained Superior Performance (SSP) awards Payband and CY employees may be awarded a pay adjustment, time-off award, and/or a cash award.

On-the-spot Cash Award

The On-the-spot award is designed for spontaneity and to reward employees for acts or services at a less significant level than that required for a special act of service monetary award. This award must be for actions clearly recognizable as beyond what should normally be expected of the employee. An On-the-spot cash award may not be authorized for the same accomplishments during the same period.

Length of Service Award

Length of service emblems (pins) and certificates are authorized in accordance with AR 672-20. All federal, military, and NAF service will be creditable as long as the employee has served 1 year as an Army civilian employee (APF/NAF).

Suggestion Award

Awards paid from NAF may be authorized for suggestions on the basis of estimated or actual savings resulting to NAFIs from the implementation of the suggestion. Awards may also be authorized for adopted suggestions that result in intangible benefits that cannot be estimated in terms of increased productivity or in actual cash savings. The amount of such awards will be based on the value of the suggestions and extent of their application. AR 215-3 Table 9-1 provides a guide for cash awards.

Other Incentives

According to AR 215-3, Commanders may establish other types of incentive awards. They are:

Revenue Sharing

Commanders may establish a revenue sharing program that includes all regular NAF employees in the activity.

Management Incentives

Commanders may establish management incentive plans for category "C" activity managers. Quantifiable financial goals, a specific period of time covered, and the monetary award for attainment of the goals must be established prior to implementation of the plan. This incentive program can be used only if the manager has both program responsibility and authority over personnel and budget execution.

Alternative Incentives

Commanders may authorize an alternative to the traditional cash award for special acts or services. Gift cards and merchandise such as television sets, video cassette recorders, jewelry, travel packages, and so forth, may be

substituted for the cash award.

Time-off Awards

Commanders may authorize a time-off with no charge to leave in lieu of the traditional cash award for a special act or service. Employees may receive more than one time-off award, but the award must be scheduled and used within one year of the approved date. The maximum for a single award is 40 hours; the maximum for a 12-month period is 80 hours.

Lesson 9 Knowledge Check

Question

01/12

Which of the following statements is not true regarding actions to address unsatisfactory performance?

- A written performance improvement plan provides a structured means of identifying the areas of deficiency and laying out a plan for improving the employee's performance.
- A performance-based action is a non-disciplinary, involuntary personnel action resulting from an employee's failure to meet established levels of performance.
- As soon as an employee's performance is determined to be unsatisfactory, the supervisor should initiate a performance-based action.
- The steps in the process include issuing a proposal, making the decision, and notifying the employee of the decision.

Question

02/12

The incentive awards program is an integral part of the total NAF personnel administration program.

True

False

Question

03/12

Which of the following is not a true statement regarding rating performance?

- Document performance ratings on DA Form 3612 Nonappropriated Fund Instrumentality Employee Performance Rating
- Discuss the rating with the employee before obtaining the signature of the approving official
- Review the position description during the rating process and update if necessary
- Rate employees at least annually

Question

04/12

Match each developmental activity with its description.

☰ Mentoring

Acts as a counselor, providing advice on career paths, development opportunities.

☰ Coaching

Observes employee's work and actions, provides comments on execution, and teaches skills.

☰ Training

Aimed at employee knowledge and behavior to enhance skills and performance.

Question

05/12

Both mentoring and coaching are essential ingredients in career development and are based on long-term relationships.

True

False

Question

06/12

Performance standards must meet which of the following criteria? (Select all that apply.)

- Indicate the quality of performance that is satisfactory for a specific position
- Be reasonable so that an employee meeting the minimum qualification standards for the position can be expected to perform satisfactorily within a reasonable time after assignment to the position
- Be at a level so that everyone can exceed the standard
- Be established for each critical major duty

Question

07/12

Match each responsible person with the role.

≡ Employee

Rating each employee annually and provide a copy of the approved rating.

≡ Servicing CPAC NAF HRD

Serving as final authority on performance evaluations

≡ Second-line Supervisor

Administering the personnel performance evaluation system

≡ First-line Supervisor

Cooperating with the supervisor in the development of performance standards

Question

08/12

Which of the following is not a reason to manage performance?

- To gain information for making decisions about training and other personnel actions
- To improve employee motivation through steady communication and feedback
- To issue a disciplinary action for insubordination
- To achieve effective and efficient work on the job

Question

09/12

Performance management provides information that can be used to make decisions about employee training.

True

False

Question

10/12

Match each performance rating to its number order, with 1 being the highest and 5 being the lowest.

≡ Satisfactory

2

≡ Outstanding

5

≡ Unsatisfactory

3

≡ Excellent

4

≡ Minimally Satisfactory

1

Question

11/12

Match each incentive with the appropriate use.

☰ Management Incentive

Commanders may authorize the sharing of revenue of a NAF activity.

☰ Alternative Incentive

This is a non-traditional incentive, such as travel packages or merchandise.

☰ Revenue Sharing

For category "C" activity managers.

☰ Time-off

Commanders may authorize a with no charge to leave.

Question

12/12

Match each Award with the appropriate use.

≡ Sustained Superior Performance

Exceeding the standard for satisfactory performance on the majority of major duties.

≡ Suggestion

To recognize a significant contribution, to include: a certificate, cash, or time off.

≡ On-the-Spot Cash

Designed for spontaneity and to reward employees for acts or services.

≡ Special Act or Service

To recognize years worked in Family and MWR, Federal and Military.

≡ Length of Service

Based on estimated or actual savings resulting to NAFIs from the implementation.

10.1 Overview

In an effective organization, managers/supervisors establish an orderly and constructive relationship with employees. Maintaining discipline is one aspect of this relationship. This is a daily responsibility — not merely the action taken when an employee deviates from acceptable forms of conduct. Maintaining discipline usually is not a problem within a work environment where reasonable rules and standards of conduct are clearly communicated and consistently and equitably enforced. There are situations of misconduct, however, where there is no alternative but to take corrective action. To achieve effective discipline, supervisors must understand the characteristics of discipline, the circumstances that permit legally imposing discipline, the procedures to follow, and the available disciplinary tools.

At the end of this lesson, you will be able to:

- 1 Relate the principles of effective discipline in the Nonappropriated Fund (NAF) Personnel System.
- 2 Identify types of disciplinary action and when to use them.
- 3 Explain the procedural requirements that must be met in taking disciplinary actions.

10.2 Principles of Effective Discipline

AR 215-3, Chapter 7, provides guidance on the maintenance of discipline within Nonappropriated Fund Instrumentalities (NAFIs) and furnishes information on procedural requirements for taking disciplinary actions in the NAF personnel system. This guidance begins by stating some basic principles that provide a broad overview of the reasons behind and the appropriate steps needed in the disciplinary process.

The first principle for disciplinary action states that discipline should be achieved through "cooperation, fairness, good supervisory practices, and adherence to reasonable standards of conduct." (AR 215-3, 7-3) This means that a supervisor should establish good groundwork before employing a specific disciplinary action, including prevention and unofficial reminders.

It is reasonable to assume that, if this principle is adhered to, the need for negative or punitive disciplinary action will be minimized. Sometimes, all an employee needs is to be unofficially told that a particular action or issue is inappropriate and what is appropriate.

In general, the principles of effective discipline address:

- Prevention.
- Counseling and admonishment.
- Penalty.
- Exclusions.
- Clarifications.



Prevention

Prevention is the first step in the discipline process. The supervisor's most effective means of preventing disciplinary problems is through the promotion of cooperation, sustained good working relationships, and the self-discipline and responsible performance expected of mature employees.

This requires continued and clear channels of communication. To be productive, employees need a thorough understanding of the job's conditions and requirements and the rights and responsibilities of both management and themselves. Supervisors can prevent many disciplinary issues by:

- Setting forth standards for conduct.
- Communicating standards to employees.
- Ensuring employees understand the standards.
- Applying standards consistently to all employees.

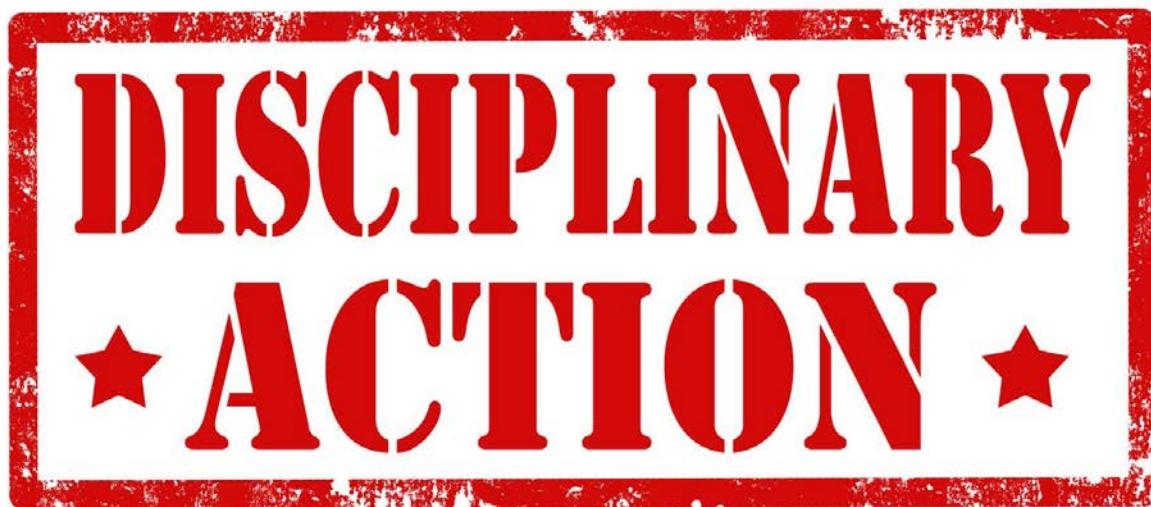
Supervisors have an opportunity to introduce these standards to new employees during their orientation. Expectations for conduct should also be explained in employee handbooks that are made available to all staff.

Counseling and Unofficial Reminders

The next step in constructive discipline involves unofficial reminders that may take the form of counseling. Used effectively, this step can prevent repeated breaches of regulations and standards of conduct.

If an employee deviates from the norm, and this deviation involves a minor violation, the supervisor should begin with a verbal consultation to determine why the rule was violated. Allow the employee to explain. If an explanation is provided, the supervisor should consider it with an open mind and discover the facts. The purpose of the discussion is to get the correct information. Do not assume that management is always right!

If misconduct has occurred, help the employee understand what was wrong. Decide what steps the employee needs to take to correct recurrences of the problem. Reach an understanding and make a note of the mutually stated goals.



Penalties

If prevention techniques, counseling, and reminders do not change an employee's conduct, or if there is a situation that requires further action, the supervisor needs to be guided by the principles that apply. A disciplinary action is a personnel action that affects a regular employee and stems directly from the actions of the affected employee. Reasonable and timely penalties should be imposed on employees whose conduct is detrimental to the efficiency of the service.

Remember that disciplinary actions do not include:

- Business-Based Actions.
- Actions related to the termination of a temporary promotion.
- Separation or change to lower pay or level when voluntarily initiated by the employee.
- Action is taken as a result of an employee abandoning their position.

Other procedures apply to these requirements.

Factors to Consider

Penalties involve a specific punitive action. When used, a penalty should be reasonable and timely, usually within ten calendar days of the incident or discovery of the incident.

A supervisor must use responsible judgment and consider a variety of factors when selecting appropriate penalties, such as:

- Seriousness of offense.
- Employee's past record.
- Contributing circumstances.
- Probable effectiveness of penalty. Reasonableness of penalty.
- Time elapsed since previous, like offense.
- Effect on morale.
- Effect on the efficiency of the program.

Table of Penalties for Delinquency or Misconduct

AR 215-3, Table 7-1 provides a table that supervisors may use in making their decisions on penalty selection. Because many factors must be considered in selecting a penalty, the table serves as an illustration or guide; it is not intended to be directive. The fact that an offense is not listed in this table does not mean that a penalty cannot be imposed if the offense is committed. If an offense is not listed, a reasonable penalty can be determined through comparison with those listed. More guidance can be found in the employee-management relations policy in DOD 1401.1-M, Chapter 5.

Using Table 7-1, Penalties for Delinquency or Misconduct, let's look at the guidance in Section 13 for one type of misconduct. You will see that the recommended disciplinary action becomes progressively more severe with repeat offenses for this type of misconduct. Note that it is also more severe where the safety of persons is endangered or funds or property are jeopardized.

Offense	First Offense	Second Offense	Third Offense
13. Failure to observe any written regulation or order prescribed by appropriate authority. a. Violation of administrative regulations where safety of persons is endangered, or funds or property is jeopardized.	1- to 5-day suspension or separation.	6- to 14-day suspension or separation.	Separation.
b. Violation of administrative regulations where safety of persons is not endangered or funds or property is not jeopardized.	Official written reprimand.	1- to 5-day suspension.	6- to 14-day suspension or separation.
c. Refusal to testify in a properly authorized inquiry or investigation conducted by representatives of DA except where such refusal is based upon the grounds of self-incrimination.	1- to 5-day suspension or separation.	6- to 14-day suspension or separation.	Separation.

Download Table 7-1 below.



Exclusions

Before employing any disciplinary action, a supervisor should consider several exclusions, another discipline principle. Two examples of such exclusions are:

- An employee cannot be disciplined based on facts known before hiring, but these facts can be used to show a pattern of behavior.
- There is no double jeopardy. If an employee has been disciplined for an offense, no further disciplinary action will be proposed against that employee for the same offense. An employee can be disciplined for similar offenses or a pattern of behavior. Also, prior disciplinary action can help determine the appropriate penalty for the current offense.



Clarification

Before implementing a formal disciplinary action, the supervisor should gather all available information and discuss the incident with the employee to fully clarify it. The supervisor will document the conversation for clarification.

By doing so, a supervisor can:

- Be sure all relevant facts are known to both parties.
- Allow the employee to explain.

If the supervisor determines that misconduct occurred, inform the employee that disciplinary action is being considered.

10.3 Types of Disciplinary Actions



Once it is determined that there is a need for disciplinary action, a supervisor has several options. These options fall into two broad categories: informal and formal.

Informal Discipline

Management may take action intended to make an employee conscious of inappropriate conduct and to ensure acceptable conduct in the future. These measures may be a prelude to taking more serious disciplinary action if the objectionable actions are repeated. Informal disciplinary actions include:

- Oral admonitions.
- Written reprimands.

Oral Admonitions

An oral admonishment is a verbal warning by a management official that a particular action or behavior must change. An oral admonition is an effective tool to bring a minor situation to an employee's attention so that it can be corrected. An admonition should be done by the supervisor using the following guidelines:

- Conduct promptly, privately, and informally
- Advise the employee of the specific infraction and exactly when it occurred
- Allow the employee to explain their conduct.
- Ensure the employee is aware of proper conduct

Supervisors should document the conversation for their records and future reference.



Written Reprimands

Written reprimands are the next higher level of disciplinary action. These are still informal but with the relevant information concerning the misconduct put into writing for temporary inclusion in the employee's Official

Personnel Folder (OPF). During that time, it may serve as a basis for justifying more severe disciplinary action should a further infraction of the same type occur.

INFORMAL - WRITTEN REPRIMANDS	PREPARATION	REMOVAL	REVIEW
A letter of reprimand may follow an oral admonishment or be issued instead of an oral admonishment due to the seriousness of the infractions. The guidance for written reprimands is in three parts:			

- Preparation
- Removal
- Review

INFORMAL - WRITTEN REPRIMANDS	PREPARATION	REMOVAL	REVIEW
When a determination is made that a written reprimand is necessary, the supervisor prepares a draft letter and submits it to the servicing Civilian Personnel Advisory Center NAF Human Resource Division for technical review and coordination with the servicing legal office. The servicing CPAC NAF HRD will ensure that the letter of reprimand is consistent with governing regulations and policy. The letter of reprimand is signed by the appropriate supervisor and delivered to the employee. The reprimand should include the following:			

- Description of offense, including time, place, events
- Former incidents if this is a follow-up
- If for prevention, a warning of potential disciplinary action if repeated
- Information for remedial assistance and any action required
- Employee's right to request a review within ten calendar days
- How long it will remain in the personnel file (up to two years)

INFORMAL - WRITTEN REPRIMANDS	PREPARATION	REMOVAL	REVIEW

Because a written letter of reprimand is not permanent, it must, at some time, be withdrawn from the OPF. Guidelines for removing a written reprimand from an employee's OPF file are as follows:

- At the end of the period specified in the letter, If the employee is separated
- If legal procedure determines the reprimand is unwarranted
- If management determines it appropriate
- If removed, the OPF files should have a complete review to ensure all references to the reprimand are removed

INFORMAL - WRITTEN REPRIMANDS	PREPARATION	REMOVAL	REVIEW
An employee may request a review of the written reprimand within ten days of receipt of the letter. The request, either orally or in writing, must be submitted to the next-level supervisor who is not part of the issue. The review decision must be issued promptly and in writing.			

Formal Disciplinary Actions

Formal disciplinary action may follow informal action, or it may be the initial action depending on the seriousness of the offense.

Formal disciplinary actions include:

- Suspensions from duty without pay (for a maximum of 14 calendar days except when a statute requires a greater penalty).
- Separation for a cause.

Suspensions

A suspension is a period during which an employee is placed in a temporary nonduty, non-pay status as a formal disciplinary measure. Ordinarily, it is the final step in the disciplinary process before the removal action. It is accompanied by a warning to the employee that a further violation of rules could result in removal. A suspension for more than 14 days is not authorized except for unauthorized use of an official vehicle.

Step 1

Step 1: Notice of Proposed Suspension

- Initiated by first-line supervisor (and reviewed by CCPAC NAF HRD and coordinated with legal)
- Issued as far in advance of the action as feasible – at least ten days
- States when and how long
- Includes specific and detailed reasons
- Informs employee that any reply the employee provides will be considered carefully before a further decision is made

Step 2

Step 2: Decision to Suspend an Employee

- Made by second-level supervisor (after review by CPAC NAF HRD and coordination with legal)
- Informs employee of reasons for suspension (these must have been included in the notice of proposed action)
- Informs the employee of the right to file a grievance

Formal Disciplinary Actions

Separation for Cause

The next and most severe level of disciplinary action is separation for cause. Separation for cause terminates the employee's status as a NAF employee. It may be imposed only for reasons that promote the efficiency of the service.

There are two basic steps in the separation for cause process:

- Step 1: Notice of Proposed Separation
- Step 2: Notice of Decision

STEP 1: NOTICE OF PROPOSED SE...	EXCEPTION TO 30-DAY ADVANCE W...	REQUIREMENTS FOR NOTICE OF PR...	STEP 2: NOTICE OF DECISION TO...	REQ...
<p>A notice of proposed separation for cause is initiated by the first-line supervisor, reviewed by CPAC NAF HRD, and coordinated with legal. An employee against whom a separation is proposed will be given at least a 30-day advance notice of the proposed action unless certain circumstances apply.</p>				

STEP 1: NOTICE OF PROPOSED SE...	EXCEPTION TO 30-DAY ADVANCE W...	REQUIREMENTS FOR NOTICE OF PR...	STEP 2: NOTICE OF DECISION TO...	REQU NC
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The full 30-day advance written notice is not required for a separation when the circumstances are such that retention of the employee in a duty status during the notice period may:

- Be injurious to the employee, to fellow workers, or the general public.
- Result in damage to property or loss of funds.
- Reflect unfavorably on the public perception of the Army due to the nature of the employee's offense.

Under these circumstances, the employee may be placed in a non-duty status with pay (within the employee's basic workweek). The advance notice of proposed separation will provide not less than five days for the employee to reply. Such time would be reasonable under the circumstances for the separation to be effective.

STEP 1: NOTICE OF PROPOSED SE...	EXCEPTION TO 30-DAY ADVANCE W...	REQUIREMENTS FOR NOTICE OF PR...	STEP 2: NOTICE OF DECISION TO...	REQU NC
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The notice of a proposed separation must:

- Specify the earliest date the proposed separation will begin.
- State all reasons supporting the proposed action specifically and in detail.
- Inform the employee of the right to review any material relied on as a basis for taking the action and where it can be reviewed.
- Advise the employee that he/she may make a reply within five calendar days of receipt of the notice, whether in person, in writing, or both.
- Inform the employee of the right to be accompanied by a representative when presenting an oral reply.
- Advise the employee that his/her reply will be considered in reaching a decision on the proposed action if filed within the five-day period following receipt of the notice.
- Identify the deciding official to whom any reply should be addressed (usually the second-level supervisor but never the same person who issued the proposal).

		REQUIREMENTS FOR	
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STEP 1: NOTICE OF PROPOSED SE...	EXCEPTION TO 30-DAY ADVANCE W...	REQUIREMENTS FOR NOTICE OF PR...	STEP 2: NOTICE OF DECISION TO...	REQU...
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The employee has a right to address the notice by replying to the deciding official named in the notice either orally or in writing. This opportunity is very important because of the severity of the disciplinary action. In all cases, the deciding official must give the reply careful, detailed, and objective consideration.

The deciding official may decide to:

- Withdraw the proposed action.
- Substitute a less severe action without the need for a new notice.
- Uphold the proposed decision to separate.

If a decision is made that the proposed action will not be affected, the employee is notified in writing. If the decision is to affect the proposed suspension, or a lesser disciplinary action, a notice of decision is delivered to the employee on or before the time any suspension becomes effective. DA Form 3434 may be used and enclosed with the notice decision.

STEP 1: NOTICE OF PROPOSED SE...	EXCEPTION TO 30-DAY ADVANCE W...	REQUIREMENTS FOR NOTICE OF PR...	STEP 2: NOTICE OF DECISION TO...	REQU...
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There are specific procedural and legal guidelines to follow in preparing a notice of decision so it is very important for the deciding official to work closely with CCPAC NAF HRD in every step of the process.

The notice of decision will:

- Include the date the notice of proposed action was issued.
- Identify each reason that was included in the notice of proposed separation and discuss those relied on to support the action and those reasons that were not sustained.
- State the decision.
Inform the employee of the right to grieve the action and that the grievance must be filed before the expiration of the 15-day period immediately following the effective date of the action.
- Furnish the exact name and address of the person or office to which the grievance should be addressed.
- Specify the date on which the action will be effective.

Alternative Discipline

Managers for Army NAFI programs are encouraged to test and use positive corrective alternatives. Alternative methods that use a less confrontational means of guiding or correcting an employee have been used successfully by companies in the private sector. Regional or installation commanders may choose to use an alternative discipline program. In fact, the NAF Personnel System Modernization encourages the use of alternative methods and procedures for disciplining an employee when the circumstances and employee record justify such action. In such cases, clear program guidelines must be established that conform to this chapter's notification requirements. Supervisors and employees must be made aware of the guidelines. A copy of any alternative discipline plan will be forwarded to DCS, G-1 (DAPE-CPN) before implementation.

Lesson 10 Knowledge Check

Question

01/07

Which of the following statements are true concerning separations? (Select all that apply.)

- Separations for cause are only taken for efficiency of the service.
- If any employee chooses to reply, they may be accompanied by a representative.
- If upon review, a less severe action is substituted, a new notice is not required.
- A decision to separate is prepared and signed by the same person who issued the proposal.

Question

02/07

Which of the following statements is not true regarding disciplinary actions?

- An employee can request a review within 10 days.
- The review decision can be issued either orally or in writing.
- Management can determine removal of a written reprimand from an employee's OPF file.
- Description of the offense should include time, place, and events.

Question

03/07

Both the notice of proposed suspension and the decision to suspend an employee are handled by the first-line supervisor.

True

False

Question

04/07

Match each principle of effective discipline area with its appropriate description.

☰ Exclusions

An employee cannot be disciplined based on facts known before hiring.

☰ Prevention

Used effectively, it can prevent initial and repeated breaches of regulations and standard

☰ Penalty Stage

It should be imposed reasonably and timely, within 10 calendar days of the incident.

☰ Clarification

Discipline through cooperation, fairness, and good supervisory practices.

☰ Counseling

Gather all available information and discuss the incident with the employee.

Question

05/07

Supervisors may only impose the penalty for misconduct found in Table 7-1, Penalties for Delinquency or Misconduct, in AR 215-3.

True

False

Question

06/07

Prevention is not a step in the discipline process.

True

False

Question

07/07

All disciplinary action is formal action.

True

False

11.1 Overview

The Army offers numerous programs to assist supervisors and their employees in maintaining their safety, health, and fitness. Other programs ensure that employee rights are protected. Because supervisors should also be concerned about their own welfare, they should be aware of these programs and other workplace rules. This lesson provides an overview of the key points for implementing the workplace rules concerning wellness in the workplace, employee assistance programs (EAP), violence in the workplace, Equal Employment Opportunity (EEO), labor-management relations, and grievance processes.

At the end of this lesson, you will be able to:

- 1 Relate the purpose of both wellness in the workplace and employee assistance programs (EAPs) and the supervisor's role in their execution.
- 2 Explain the four components of an effective strategy to reduce the threat of violence in the workplace or the negative impact of such incidents.
- 3 Define "discrimination" and recognize examples of discriminatory practice.
- 4 Recognize the rights of employee, union, and management with regard to labor management relations.
- 5 Identify the options available for filing grievances and explain the nonappropriated funds (NAF) grievance process.

11.2 Wellness in the Workplace

The Army supports the establishment of installation health promotion, disease prevention, and physical fitness activities because of their relationship to enhancing performance, minimizing absenteeism and other health-related problems, and strengthening the ability to recruit and retain qualified staff. The Army policy generally places responsibility on employees to use non-duty time, including lunch periods, when participating in these activities.

Key actions that supervisors can take to promote wellness in the workplace include:

- Publicizing physical fitness programs and available resources.
- Publicizing counseling programs that help troubled employees.
- Supporting local health education and prevention measures.
- Ensuring a smoke-free workplace and enforcing regulations.
- Arranging for the training in managing and reducing stress.
- Maintaining an effective safety program.
- Ensuring people use protective clothing and equipment.



Fitness-for-Duty Examinations

The Army may require an individual who occupies a position with medical standards or physical requirements to undergo a fitness-for-duty medical examination whenever there is a direct question about his/her continued

capacity to meet the position's physical or medical requirements.

If there is an employee with a medical condition that appears to impair his/her capabilities to safely and effectively complete work assignments, and a fitness-for-duty examination supports this conclusion, options may include:

- Placing the employee in another position that accommodates his/her medical condition/limitations.
- Accommodating the employee in his/her current position by temporarily or permanently modifying work assignments and/or work environment.

Supervisors must work closely with NAF Enterprise Management Employee Relations Group (EMERG) HR Specialist to resolve fitness-for-duty issues.

11.3 Employee Assistance Program

The scope of employee assistance programs (EAP) varies from installation to installation. Generally, the EAP uses various resource professionals who have expertise in problem areas to assist employees in resolving those problems. Problem areas include:

- Substance abuse.
- Emotional.
- Financial.
- Marital and family.
- Miscellaneous, such as stress, smoking, and office conflicts.

Supervisors are responsible for an employee's conduct and performance. If the supervisor notes a change in behavior or performance of the employee that may be indicative of one of these problems, the supervisor should encourage that employee to utilize the resources available through the EAP or other community resources.

The goal of the EAP is to assist supervisors in:

- Identifying employees with drug and alcohol abuse or other personal problems causing deficient work performance.
- Motivating employees to seek help.
- Providing short-term professional counseling.
- Providing support and guidance throughout the problem resolution period.



Finding a way

At most installations, a primary focus of the EAP is to assist employees who want help dealing with a substance abuse problem.

Family and MWR employees who suffer from drug and/or alcohol abuse are entitled to the same medical care and administrative consideration they would receive for any other illness. Sick leave or other appropriate leave should be granted for drug or alcohol-related medical examination and treatment.

More extensive guidance for supervisors can be found in OPM's Alcoholism in the Workplace, A Handbook for Supervisors. In no case should a supervisor attempt to diagnose or treat an apparent substance abuse problem.

11.4 Violence in the Workplace



It would be tragic if a violent situation arose in the workplace, and appropriate preparations were not made?

Recent history shows incidents are becoming more commonplace in today's working environment. When incidents of violence in the workplace are mentioned, they generally are related to non-Army organizations. Family and MWR activities, however, are not exempt from workplace violence. Supervisors play a key role in recognizing potentially violent situations and taking proactive measures to reduce such incidents' negative impact.

Violence in the workplace may be defined as:

"Assaults, other violent acts or threats which occur in or are related to the workplace and entail a substantial risk of physical or emotional harm to individuals, or damage to government resources or capabilities."

Several strategy components can be used to develop an effective workplace violence strategy. They include:

Prevention

One common thread exists in preventing workplace violence: good leadership. Good leadership creates a healthy, productive workplace and can prevent crises. Good leaders are careful to observe personnel practices, such as setting clear standards, noting employee problems promptly, performance counseling, and using discipline and other management tools conscientiously.

Intervention

Intervention is the action taken when behavioral indicators appear or inappropriate behavior occurs. First and foremost, deal with the situation. It is important for all parties involved to know someone in authority takes this matter seriously and will be acting accordingly.

This is not the time to make a final judgment about the threat's credibility or seriousness or to administer the final discipline. Rather, intervention diffuses the initial situation and allows an opportunity to review options for resolution more thoroughly. Your employee relations office at the Civilian Personnel Advisory Center Non-Appropriate Fund Human Resource Division (CPAC NAF HRD) should have information and training available on successful intervention or conflict resolution methods.

Response

Although much violence can be prevented, there is no way to guarantee a violent incident will not occur. For this reason, you need to be prepared to respond to the incident in such a way as to contain the harm, protect lives and property, prevent panic, and control the situation as rapidly as possible. The response may involve emergency services. Another important response may include notifying key personnel. Also, every activity should have a system that provides notification to all personnel of impending danger or incident.

Recovery

Recovery, concerning workplace violence, is an organization's ability to "bounce back" from a violent incident. This ability is directly related to the organization's health/morale before the incident, the diversity of the incident, the positions and identities of those involved, and its response. Remember that organizations, like people, need time to heal after a traumatic event.

11.5 Equal Employment Opportunity

All Federal employees and applicants for employment must be afforded equal opportunity in employment-related matters. Equal Employment Opportunity for women, minorities, and individuals with disabilities are implemented by affirmative employment programs designed to meet locally established goals and objectives. To fully understand these programs, supervisors should understand the terms "discrimination" and "reprisal":

Discrimination — Any act or failure to act, impermissibly based on whole or in part on a person's race, color, religion, sex, national origin, age, physical or mental handicap, and/or reprisal, that adversely affects privileges, benefits, working conditions, and results in disparate treatment or has a disparate impact on employees or applicants.

Reprisal — Action taken against an employee or job applicant for engaging in a protected civil rights activity. Let's say that an employee files an EEO complaint because he perceives he was discriminated against because of his religion. Regardless of the complaint's outcome, if the supervisor treats him differently, later on, the employee could file another complaint. In this example, the employee's position could be that he is being treated differently because he filed the first EEO complaint.



Discrimination

As far as the EEO is concerned, discrimination occurs in a couple of ways: your discriminatory decisions can result in disparate impact, or they can result in disparate treatment. Either is a basis for a finding of illegal discrimination.

Disparate impact

Typically, an institutional issue, disparate impact usually involves a claim that the application of a system (e.g., promotion, training, entrance examination) has a disproportionately adverse effect on a particular group. For example, members of a particular group may contend they consistently receive lower scores on a qualifying examination because of language or other cultural biases built into the test. If so, it could constitute disparate impact and prohibited discrimination.

Disparate treatment

Disparate treatment means that the employee was treated differently from others of a different race, color, sex, age, or who were not disabled. An example of this would be a situation in which an employee claims that he or she was disciplined more harshly for an offense than other employees of different sex, age group, or race.

SEXUAL HARASSMENT

DISCRIMINATORY PRACTICES

Sexual harassment is a form of sex discrimination involving unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Sexual harassment is against the law and policy. Training in the prevention of sexual harassment is an annual requirement. Supervisors should ensure their employees attend training and discuss with them Army policy prohibiting sexual harassment.

SEXUAL HARASSMENT

DISCRIMINATORY PRACTICES

Discriminatory practices include policies or practices that interfere with an individual's right to equal opportunity in employment-related issues. Examples include:

- Bias in management decisions.
- Presence of a hostile work environment (i.e., inappropriate language, jokes, sexual or other harassment).
- Negligent supervision.
- Failure to uphold merit principles.

Managerial Responsibilities to Avoid Discriminatory Practices

Examples of things supervisors can do to avoid discriminatory practices include:

- Understand EEO program goals and actively participate in accomplishing these goals.
- Neither discriminate against or give preference to someone because of race, color, religion, sex, national origin, age, disability, and/or reprisal.
- Act at once to correct discriminatory behavior or disparate treatment.
- Develop a positive, problem-solving approach to handle discrimination complaints.

11.6 Labor Management Relations

The statute governing Federal sector labor relations is 5 US Code Chapter 71. It applies to all Federal employees, excluding managers or supervisors and any member of the uniformed service. Note that, in this case, the definition of an employee includes civilian employees paid from nonappropriated fund instrumentalities (NAFIs). This definition also includes off-duty military personnel with respect to employment with a DOD NAFI, when such employment is civilian in nature and separate from any military assignment.

Labor-management relations programs relating to DA NAF employees are administered in accordance with DODI 1400.25-M, Chapter 700, Subchapter 711, and AR 215-3. This law provides for three sets of rights: employee, union, and management. It also establishes the Federal Labor Relations Authority (FLRA) to oversee their enforcement.

Employee Rights

Employees' rights are straightforward: each employee covered by this statute has the right to form, join, or assist a labor organization, or refrain from doing so. While unions are allowed to gain representation rights in an agency through the majority vote of employees, no employee can be required to become a member of the union, pay dues, or support the union. The right to refrain from supporting the union means that the employee does not have to become a union member and does not fear reprisal for exercising this right.

Even if a civilian employee does not like the union, they still have to abide by the majority's election, including the provisions of any labor agreement the union negotiates. Union representation and the labor agreement applies to everyone in the bargaining unit, whether they voted for the union or not. Bargaining unit means that segment of your organization that the union has been elected to represent.

UNION RIGHTS

THE RIGHT TO REPRESENT EMPLOY...

THE RIGHT TO BARGAIN

Until civilian employees exercise their basic rights to elect or reject a union as their exclusive representative, the union doesn't have much in the way of rights. If the union is elected as exclusive representative, it immediately gains some very substantial rights that impact the management of your civilian workforce. The basic union right is to be the exclusive representative of all bargaining unit employees — members and non-members alike.



UNION RIGHTS

THE RIGHT TO REPRESENT EMPLOY...

THE RIGHT TO BARGAIN

The union's right to represent employees includes representing the whole bargaining unit and the right to represent employees as individuals. Group representation includes meeting with managers to discuss matters affecting all employees, including labor-management committees, safety committees, and attendance at all-employee meetings. Individual representation includes the investigation and presentation of grievances and assisting the employee during investigative meetings that could lead to discipline.

UNION RIGHTS

THE RIGHT TO REPRESENT EMPLOY...

THE RIGHT TO BARGAIN

The union gets two kinds of bargaining rights. Once elected, it can negotiate a labor agreement. The parties must meet and negotiate on any personnel policy and practice that impacts conditions of employment for the bargaining unit. Most personnel management issues go on the table. Also, such working condition issues as heat, air conditioning, safety equipment, smoking rules, and parking arrangements are subject to bargaining. This happens about every three years.

The other kind of bargaining can come up when management makes a change to employment conditions. It has an obligation to notify the union in advance of the change and allow time for bargaining.

Management Rights

Management rights relate to mission/organizational rights, work assignment rights, and personnel management rights.

Mission/Organizational Rights

These rights grant management the unilateral right to determine the mission, organization, workforce, budget, and internal security processes. The union may demand bargaining on types, grades, and distribution of civilian employees throughout your organization.

Work Assignment Rights

This means it is your right as supervisor to determine what work will be accomplished, when and where it will be done, what duties will be assigned to particular positions or occupations, and the qualifications required to perform various duties or assignments. It is also your right to oversee the accomplishment of those duties, direct the employees you supervise in support of your mission, and evaluate how well they perform their jobs.

The Exercise of Management Rights

The law limits the exercise of management rights by granting the union the right to bargain over how the rights are carried out. This means that a manager's power to exercise a management right is modified by the union's right to bargain over the procedures and minimize the adverse impact on the civilian employees. This kind of bargaining is known as "impact and implementation," or I&I bargaining. Labor agreements are full of special negotiated procedures for the promotion process, disciplinary actions, and performance systems.

Personnel Management Rights

These are the rights to make personnel management decisions that affect your workers. These include creating a position and staffing it, promoting and rewarding employees, and taking disciplinary actions.

Between the union's right to negotiate over general conditions of employment and the right to negotiate the impact and implementation of "management rights" decisions, there's not much left that is subject to true unilateral actions by management. That's why management has to notify the union in advance of most kinds of changes, even minor ones. In most circumstances, an agency may not implement changes until bargaining is completed. For this reason, supervisors need to coordinate any planned management changes with the labor relations representative at CPAC NAF HRD as soon as the need arises.

11.7 NAF Employee Grievance Process

Department of the Army policy that all employees be treated fairly and equitably in all respects and that those who feel they have not been so treated have a right to present their grievances to appropriate management officials for prompt consideration.

A grievance is a request by an employee, you, or a group of employees for personal relief regarding working conditions or personnel actions under the control of your employing installation.

NAF grievances follow a process that includes these components:

- Employee rights
- Representation
- Official time and resources
- Discontinuance of consideration
- Three-stage grievance process



Employee Rights

All employees will be treated fairly and equitably in all respects. Those who feel they have not been so treated have a right to present their grievances to appropriate management officials for prompt consideration and decision. Grievances will be resolved or decided at the lowest practical organizational level and in the shortest time possible. Consideration of a grievance must be fair, thorough, and impartial. Employees must be free from restraint, coercion, discrimination, or reprisal.

Other employee rights about grievances include:

- Both the aggrieved and the designated representative may be present at any phase of the process and may review documentary evidence.
- Review of the documentary evidence or attendance at group meetings or interviews will not be permitted by any individual whose involvement is not required to resolve the case.
- A grievant may seek advice in resolving a grievance from an appropriate representative.
- The servicing EMERG HR Specialist will freely supply information on the grievance procedures, including information on the time limits.



Representation

Representation

A grievant may be accompanied, represented, and advised by a representative of choice. The following stipulations apply:

The representative's service must not result in a conflict or apparent conflict of interest or position, conflict with the service's priority needs, or cause an unreasonable cost to the NAFI.

- A representative of a labor organization may not represent supervisory personnel.
- Representatives must be designated in writing. The representative's name will be sent through the immediate supervisor to the servicing EMERG HR Specialist.
- The commander may disapprove of a choice of the representative of the grievant at any time. If that happens, the employee will be told, in writing, the specific reasons for the disapproval and how to obtain a review of such a decision.
- The representative must obey the same rules of conduct and procedures as the grievant.



Official Time and Resources

If otherwise in an active duty status, the aggrieved employee and designated representative may use reasonable amounts of official time, subject to supervisory approval.

The time allowed depends on the facts of the specific case. Official time may be used to:

- Get advice on rights and privileges from official sources (e.g., meet with a representative of the EMERG HR Specialist).
- Get information on or assistance with the grievance from official sources. (e.g., get copies of witnesses' statements).
- Present grievances.

Note that official time will not be granted to prepare a grievance, organize materials, write, or type it.

Discontinuance of Consideration

A grievant may request to cancel a grievance at any time. The request must be in writing and should state the reasons for the request briefly. When a grievant requests that a grievance be canceled, a subsequent grievance on the same matter may not be filed.

Grievances may also be discontinued for any unjustified delay or dilatory tactic on the part of the grievant. Specifically, failure without a reasonable basis to furnish requested information within specified time limits or any other unjustifiable delay in the case's processing will justify closing the case and rendering a decision based on the information available.

Unjustified delay on the part of management serves as the basis for the employee to request that the grievance move to the next higher level.

Grievance Process

The grievance process has both informal and formal procedures. The informal procedure must be completed before a grievance may progress to the formal grievance procedures except under the following conditions:

- When management officials and the employee agree that the informal procedure would serve no useful purpose, for example, the informal process may be waived if the employee and the supervisor have recently discussed the matters fully but failed to reach a resolution. Since this action fulfilled the requirements for the first stage of the grievance procedure, it is unnecessary to repeat it.
- When the grievance is on a disciplinary action to which the grievant has already replied.



Exclusions

Not every issue can be grieved. A complete list of the exclusions to the grievance process can be found in AR 215-3, Chapter 8 para 8-2.

Any issue previously decided in an earlier grievance brought by the employee is excluded from further grievance. If an employee attempts to grieve an issue that was decided in an earlier grievance by the same employee, the servicing EMERG HR Specialist will cite the previous grievance decision and reject the grievance.

Besides, grievances covered by a negotiated agreement are excluded from this process. The negotiated grievance procedure is the exclusive procedure available for resolving grievances that fall within the collective bargaining agreement's coverage.

Also excluded from this grievance process are allegations of discrimination based on race, age, color, religion, sex, disability, or national origin. These cases should be referred to the EEO Office.

Other exclusions to the grievance process include the following:

Policy and Management Decisions

- The content of published policy applicable to NAF employees
- Management decisions regarding budget, workload, organization, and mission that result in BBA
- Wage, salary rates, or schedules established by appropriate authority
- Matters accepted by the Inspector General or Auditor General for review

Personnel Actions

- Personnel actions voluntarily requested by the employee
- Letters of reprimand
- Granting or not granting an honorary or monetary award
- Reassignment to a position at the same rate of pay or grade/level and in the same appointment category
- Non-selection from a referral list of properly certified candidates

Performance Ratings

- Employee performance ratings other than unsatisfactory (see AR 215-3 Chapter 8)
- Warning of a proposed unsatisfactory performance rating
- Content of performance standards

Separation/Termination

- Separation during the probationary period provided all procedural requirements have been met
- Separation from a RFT or RPT limited tenure appointment

- Separation from a FLX appointment (unless the separation is for BBA and the employee has been on the rolls of the NAFI for three continuous years)
- Separation for abandonment of position
- Termination of a temporary promotion

Additional Exclusions

- Actions taken under the provisions of chapter 11, pertaining to the security program.
- A specific action required by an authority outside DA or any matter subject to final administrative review outside the HQDA.
- Wage or salary rates or schedules established by appropriate authority.
- Allegations of mismanagement when no form of personal relief to the employee is appropriate.
- The substance and content of an employee's performance elements, standards, or work objectives.
- Release of information and records from Army files.
- Separation of ODM employees upon withdrawal of their commanding officer's approval to work.
- Any matter that has its own review or appeal procedure stated as part of its regulatory provisions.
- Any issue previously decided in an earlier grievance brought by the employee.

11.8 Other Grievance Options

Two exclusions to the NAF grievance process may be resolved through other grievance procedures. These include grievances that fall within the collective bargaining agreement's coverage or involve allegations of discrimination based on race, age, color, religion, sex, disability, or national origin. These grievances are covered by the Federal Labor Standards Act (FLSA) and Equal Employment Opportunity (EEO) Program, respectively.

FLSA Complaint

The FLSA provides minimum standards for both wages and overtime entitlements and specifies administrative procedures for which covered work-time must be compensated. Allegations of violations of this act may be filed in four ways:

- Negotiated grievance procedure
- An agency's administrative process
- The U.S. Office of Personnel Management (OPM)
- An appropriate United States court

If you would like more information on the FLSA, go to the OPM Web site at <http://www.opm.gov/flsa>.

Negotiated Grievance Procedure

The Negotiated Grievance Procedure (NGP) is the exclusive procedure for resolving complaints that bargaining

unit employees raise on matters covered by the labor agreement. The NGP leads to binding arbitration. In binding arbitration, a party or representative presents a dispute to an impartial or neutral individual (the arbitrator) or panel (arbitration panel) for issuance of a binding (non-appealable) decision.

The NGP excludes grievances involving the following:

- Prohibited political activities
- Retirement, life insurance, or health insurance
- Suspensions or removals for reasons related to national security
- Any examination, certification, or appointment
- Position classification that doesn't result in a grade or pay reduction
- Any other matter excluded by mutual agreement of the parties

EEO Complaints

Individuals who believe that they have been subjected to discrimination in EEO matters may use the EEO complaint procedure as a matter of right. A complaint is generally filed through the Equal Employment Opportunity (EEO) Office. This office assists the commander in establishing and maintaining a working environment free from discrimination.

EEO Counselor's Role

Before an allegation can formally be made to an outside agency, the person making the complaint must contact an EEO counselor through the EEO Office. This requirement is designed to encourage an informal resolution within the shortest possible time with the goal being to reach a solution that is:

- Equitable to the complainant.
- Acceptable to you, the supervisor.
- Perceived by the workforce as a fair and proper outcome.



11.9 Supervisor's Actions



Supervisor's Actions

If you have been identified in a complaint as the management official responsible for the alleged discriminatory act, you are entitled to a personal representative at any stage of the process.

You may seek advice from the EMERG HR Specialist or legal specialists. You are also entitled to know — and should ask for — the following information:

- The basis of the allegation (e.g., sex or race)
- The specific action or decision that is alleged to be discriminatory

- Speci. c facts used to back up the allegation, including why the employee felt or thought it was discriminatory
- What specific remedial action(s) would satisfy the complainant and result in withdrawal of the allegation

As soon as you suspect that one of your decisions may be challenged, do the following before you talk about it with anyone:

- Review the decision you made and the actions leading up to it.
- Gather any documents related to the matter, including any notes or memorandums for the record (MFRs) you may have written.
- Make a list of people involved, their roles, and their knowledge of the action.
- Compose your thoughts on the challenged decision.
- Write down the facts behind the decision, including the rationale and what factors or persons influenced it.
- Address the facts. Prepare a series of statements in your own style that you normally use in written communications.

If you plan to settle the allegation informally, check with the EMERG HR Specialist, Legal Office, or designated installation representative. This is to make sure any action you propose as a settlement is legal and will not create future (precedent) problems for you or your organization.



Formal EEO Complaint

If counseling is not successful, an employee may file a formal EEO complaint. Formal cases often involve lengthy periods between investigations, hearings, and final disposition. Document any facts that will be important to recall at a later date; don't trust to memory. Be sure you have copies of all relevant documents as well as statements from involved individuals.

Lesson 11 Knowledge Check

Question

01/15

Which of the following statements are accurate concerning EEO complaints? (Select all that apply.)

- Before an allegation can formally be made to an outside agency, the person making the complaint must contact an EEO counselor through the EEO Office.
- If you have been identified in a complaint as the management official responsible for the alleged discriminatory act, you are entitled to a personal representative at any stage of the process.
- When counseling has not been successful, an employee may file a formal EEO complaint, which often involves lengthy periods between investigations, hearings, and final disposition.

Question

02/15

If you have been identified in an EEO complaint as the management official responsible for the alleged discriminatory act, you are entitled to a personal representative at any stage in the process.

True

False

Question

03/15

If an employee has a dispute about compensation for overtime, he/she may seek to resolve the dispute through the negotiated grievance procedure.

True

False

Question

04/15

Match the stages of the NAF grievance process with the appropriate description.

☰ Stage 3: Review Procedure

The supervisor provides a written response to the employee within seven calendar days.

☰ Stage 1: Informal Procedure

Facts examined and a decision made in writing to the employee within 45 calendar days.

☰ Stage 2: Formal Procedure

At this stage the case is reviewed and a final decision made by the next higher official.

Question

05/15

In the NAF grievance process, the informal procedures must always be completed before a grievance may progress to the formal grievance procedures.

True

False

Question

06/15

The goal is for grievances to be resolved or decided at the lowest practicable organizational level and in the shortest time possible.

True

False

Question

07/15

Under the union's right to bargain, such working condition issues as heat, air conditioning, safety equipment, smoking rules, and parking arrangements are subject to bargaining.

True

False

Question

08/15

In accordance with the statute governing Federal sector labor relations, employees covered by this statute have the right to form, join, or assist a labor organization, or refrain from doing so.

True

False

Question

09/15

The definition of discrimination does not include which of the following phrases?

- Any act or failure to act, impermissibly based on whole or in part on a person's race, color, religion, sex, national origin, age, physical or mental handicap, and/or reprisal
- Occurring over a long period of time
- Adversely affecting privileges, benefits, working conditions
- Resulting in disparate treatment or a disparate impact on employees or applicants

Question

10/15

Sexual harassment is not a form of discrimination.

True

False

Question

11/15

Discrimination only applies to an individual, not a particular group of people.

True

False

Question

12/15

Match the following components of an effective violence in the workplace strategy.

≡ Response

Implementing steps to minimize negative feelings and enhance the work environment

≡ Prevention

Acting when behavioral indicators appear or an inappropriate behavior occurs.

≡ Recovery

To contain and protect lives, property, prevent panic, and control the situation

≡ Intervention

Taking action to allow the organization to "bounce back" from a violent incident

Question

13/15

The supervisor should encourage an employee to utilize the resources available through the EAP or other community resources if the employee demonstrates which of the following problems?

- Emotional
- Financial
- Substance abuse
- Any of the above

Question

14/15

Which of the following key actions can supervisors take to promote wellness? (Select all that apply.)

- Publicizing physical fitness programs, available resources, and counseling programs
- Supporting local health education and prevention measures; arranging for training in managing and reducing stress
- Maintaining an effective safety program; ensuring a smoke-free workplace and enforcing regulations

Question

15/15

Which of the following statements concerning rights with regard to labor management relations is not accurate?

- Unions have the right to represent employees and the right to bargain.
- Each employee covered by the Federal Labor Relations Authority (FLRA) has the right to form, join, or assist a labor organization, or refrain from doing so.
- Management rights relate to mission/organization, work assignments, and personnel, and cannot be modified by the union right to bargain over the procedures.
- Even if a civilian employee does not join the union, he or she still has to abide by the provisions of any labor agreement the union negotiates.

12.1 Overview

Every Family and MWR manager must have a plan that considers both present and future requirements and provides the capability to quickly and cost-effectively align operations with business goals. In this way, Family and MWR will remain flexible, responsive, and competitive to meet our rapidly changing environment's challenges.

This lesson focuses on current methods and initiatives that assist the Family and MWR manager in responding appropriately to changes in the workplace. While some nonappropriated fund instrumentality (NAFI) activities are not businesses, they still must be staffed in the most economical manner consistent with maximum efficiency. A Business Based Action (BBA) is of particular importance to reduce and realign the NAF workforce when necessary to conduct operations more effectively. The Family and MWR initiative, Uniform Funding and Management (UFM), is designed to increase flexibility and efficiency in procurement, personnel management, and financial reporting and management.

At the end of this lesson, you will be able to:

1

Define and describe the process involved in conducting a Business Based Action (BBA).

2

Explain Uniform Funding and Management (UFM) and the term "portability" as it applies to UFM.

12.2 Business Based Actions (BBA)

In planning to reduce or realign the Family and MWR workforce, managers need to consult with upper management and Civilian Personnel Advisory Center (CPAC)/NAF-Human Resources office to fully consider each of the various actions that can be taken. For example, if the need is to reduce the scope of an operation, a reduction in hours of work for all employees may be more acceptable than the separation of an employee.

When any reduction or realignment is implemented, Family and MWR managers should decrease, as much as possible, adverse effects on employees and the future effectiveness of the activity involved.

Before initiating any action, the head of the activity must obtain the concurrence of the next higher level (or a specified official if required by local policy). All reductions and realignment actions that result in the reduction or relocation of 50 or more regular full-time (RFT) or regular part-time (RPT) employees require that written notification be furnished through command channels to HQDA — Department of Army Headquarters — not less than 30 days before implementation.

Careful planning is necessary to lessen the impact, prepare employees, and avoid administrative problems caused by hasty actions.

Types of BBA

There may be circumstances where a Business Based Action (BBA) is the action of choice. A Business Based Action (BBA) is a non-disciplinary, management-initiated action taken to adjust personnel resources with minimum disruption to operations. A Business Based Action (BBA) may result in:

- Reduction in pay rate (applicable only to NF employees).
- Change in employment category (RFT, RPT, FLX).
- Furlough of a regular employee for eight calendar days or more.
- Separation.

NOTE: In no case will a BBA be used to separate, demote, or reduce pay or hours for inadequate performance or disciplinary reasons.



Administering a BBA

The determination of positions affected by the BBA, and the type of personnel actions to be taken concerning each of the employees, are made by the head of the activity, generally the activity manager.

To do that, the manager must consider:

- The cause of the reduction or realignment.
- Whether it is a temporary or permanent situation.
- The importance to the activity of the various functions.
- The changed mission or organization.

In some cases, identifying a specific position or function is sufficient to determine which employees will be affected. In cases where more than one employee in the same employment category performs the functions to be

impacted, employees must be ranked to determine the order in which they will be affected. The ranking process must include performance and seniority, although other factors such as job-related training and formal education may be included. Performance may be the primary criterion. In determining rank, the employee's performance ratings for the most recent two years must be considered as a minimum. In the absence of documented performance ratings, a satisfactory rating will be presumed.

Employees with retention priority based on military service are bypassed until completion of the mandatory retention period. If the situation is such that they cannot be retained in their same position, they will be placed in a position of like seniority and pay for which they are qualified. In overseas areas, retention is authorized when necessary to complete transportation arrangements or because the employee or a family member is incapacitated and cannot travel.

Effecting the BBA

Upon identifying the specific employees to be affected, the official initiating the action must record the basis for the actions to be taken. This record includes:

- The business or operational conditions that necessitated the reduction or realignment.
- The basis used for determining which employees are impacted.
- The names of all employees included in the BBA and the actions taken on each. Advanced planning is essential.

To minimize the effects of the action being taken, it is important to keep the union advised on the process and to consider all courses of action.

All employees in the activity which may be affected will be provided initial information simultaneously. This may be done in writing.

The written notification should provide general information not specific to identified positions. Employees should not perceive the notice as an official BBA proposal. A group meeting may also be helpful, to allow employees to ask questions and receive answers.



Notifying the Affected Employee(s)

All affected employees must be provided written notice of the action; however, notices will not be issued or made effective between 15 December and 3 January. Employees not in a duty status at the time of notification must be informed through certified mail.

The notice must clearly and specifically inform the employee of the action to be taken and the reasons for the action. AR 215-3, 10-9 lists the specific information that must be included in a BBA notice.

The length of the notice period is determined by the action being taken and the appointment category of the employee as follows:

- **Separation** – RFT and RPT employees will receive a minimum of 30 calendar day advance written notice. FLX employees who have been on the rolls for over three years will receive a minimum of seven calendar days' advance written notice.
- **Reduction in pay rate** — This action may only be taken on NF employees and requires a minimum 30 calendar day advance written notice. Reduction in pay rate does not require a change in duties.
- **Change in employment category** — An advance minimum written notice of 30 calendar days will be given when: An RFT employee is changed to RPT or FLX. An RPT employee is changed to FLX. An RFT or RPT employee is changed to seasonal.
- **Furlough** — Furlough is a non-duty, non-pay status and is appropriate only for RFT and RPT employees. During a furlough period, no type of leave may be used. An advance written notice will be provided equal to the

length of the furlough up to a maximum of 30 calendar days. For furloughs in excess of 30 days, a 30-day advance notice is required.

OTHER BBA FEATURES	PLACEMENT OF EMPLOYEES	EMPLOYEE'S RIGHT TO GRIEVE A ...	TRANSFER OF FUNCTION
Other features regarding BBAs that Family and MWR managers should be aware of include: <ul style="list-style-type: none">• Placement of Employees.• Employee's Right to Grieve a BBA.• Transfer of Function. Click on the tabs for additional information.			



OTHER BBA FEATURES	PLACEMENT OF EMPLOYEES	EMPLOYEE'S RIGHT TO GRIEVE A ...	TRANSFER OF FUNCTION
The servicing CPAC NAF HRD will make efforts to find positions for employees separated from their positions.			

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OTHER BBA FEATURES	PLACEMENT OF EMPLOYEES	EMPLOYEE'S RIGHT TO GRIEVE A ...	TRANSFER OF FUNCTION
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Employees have a right to grieve within seven calendar days after the BBA's effective date if they believe that regulations and procedures were not properly applied. An employee may not grieve the management decision to conduct a BBA.

OTHER BBA FEATURES	PLACEMENT OF EMPLOYEES	EMPLOYEE'S RIGHT TO GRIEVE A ...	TRANSFER OF FUNCTION
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When a function is transferred from one NAFI to another, regular employees identified with the transferring function will be transferred with the function if the alternative is separation or demotion. A written offer of transfer is to be made at least 30 calendar days prior to the transfer's effective date, and a written declination of the offer of transfer is to be obtained within 15 calendar days.

12.3 Uniform Funding and Management (UFM)

Uniform Funding and Management (UFM) is the merging of appropriated funds (APF) and NAF to provide Family and MWR services under the NAF set of rules and procedures to facilitate:

- Procurement of property and services for Family and MWR.
- Management of employees to provide the programs.
- Financial reporting and management.

UFM is the application of this concept and was implemented on an Army-wide scale in FY06. A Memorandum of Agreement (MOA) between Resource Managers and Family and MWR NAF Fund management outlines the level of APF payment schedules and purposes for which funds are used. UFM is available only if a Family and MWR program is authorized to receive APF support. Under regulations prescribed by the Secretary of Defense, funds appropriated to DOD (APF) and available for Family and MWR:

- May be treated as NAF and expanded in accordance with laws applicable to NAF.
- Shall be considered NAF for all purposes and remain available until expended.



Conversion of APF Personnel to NAF Personnel

Under UFM, the status of employees in family and MWR who are currently paid with APF may be converted to the status of NAF employees under the following conditions:

- With consent of employee — If employee does not consent, employee may not be removed because of failure to provide consent.
- Without break in service.

- With no entitlement to severance pay, back pay, or separation pay under Subchapter IX of Chapter 55 of Title 5.

Portability

Portability is a term that collectively describes those things that happen to employees who move between the civil service employment system and the employment system established within the Department of Defense (DOD) for employees of Nonappropriated Fund Instrumentalities (NAFIs) of the United States. The Portability of Benefits for Nonappropriated Fund Employees Act, often referred to as the Portability Act, is intended to convey that certain employment-related benefits, such as retirement, may be carried over into the gaining system when an employee moves between systems.

Portability has developed over time (since 1986). It is based on laws, policies, procedures, and agreements developed by and between the Office of the Secretary of Defense (OSD), the Office of Personnel Management (OPM), and the Military Departments. Collectively, these laws and directives are designed to remove significant barriers to people's movement between the two employment systems.



The implications of portability for employees cannot be generalized and depend on each employee's individual circumstances. Nevertheless, portability is designed to treat all employees whose circumstances identically are the same.

Employees who move between employment systems need to be proactive in determining what their individual circumstances are and what the implications for them of such a move might be. Management's responsibility is to make information and advice available to employees to make informed decisions concerning the choices available to them in connection with a move between employment systems.

Lesson 12 Knowledge Check

Question

01/05

Which of the following is not an accurate statement in regard to UFM?

- If an APF employee does not consent to convert to NAF, he/she may not be removed because of failure to provide consent.
- UFM is the merging of APF and NAF in Family and MWR for the purpose of procurement of property and services, management of employees, financial reporting, and management.
- UFM is available for use in all Family and MWR programs.
- APF funds appropriated to DOD (APF) and available for Family and MWR may be treated as NAF and expended in accordance with laws applicable to NAF.

Question

02/05

Portability laws and directives are designed to remove significant barriers to the movement of people between the two employment systems — APF and NAF.

True

False

Question

03/05

Which of the following statements are accurate regarding the BBA process?

- Performance may be the primary criterion when determining the order in which employees will be affected in a BBA.
- All affected employees must be provided written notice of the action, but not between 15 December and 3 January.
- Efforts will be made by the servicing CPAC NAF HRD to find positions for employees separated from their positions.
- All of the above.

Question

04/05

The only two options a manager has when using a Business Based Action, are to separate an employee or reduce the work hours.

True

False

Question

05/05

Match each program or process with its description.

≡ UFM

A non-disciplinary management-initiated action taken to adjust personnel resources

≡ BBA

Conveys that certain employment related benefits, between the APF and NAF systems

≡ Portability Act

The merging of APF and NAF for the under the NAF set of rules and procedures