

ARMY CIVILIAN CORPS HANDBOOK





THE ARMY CIVILIAN CORPS HANDBOOK

FOREWORD:

“ALL IS NOT WHAT IT APPEARS TO BE”

Source unknown

The United States Army exists for one reason – to serve the Nation. The Army Civilian Corps exists for one reason –to support the Constitution of the United States, the Nation, and the Army and its soldiers, in war and peace.

In the days following the attack on the Pentagon, as the shocking news spread throughout the world, it was discovered that a majority of the tragic fatalities befell Department of Defense (DoD) civilians. During the aftermath a segment of the public was left to ponder the following question, “ What were they (meaning civilians) doing in the Pentagon?” Perhaps the civilians were contract personnel who were assigned to the dining facilities? Or perhaps they were touring that great facility? Little was known then or now of the significant role that civilians play in the defense of our great nation.

A prime goal of this publication is to instill in the reader a sense of pride in the knowledge and understanding of the role and duties of Army civilians, past, present, and future.

IN THE BEGINNING:

In 1775, the first Army civilians were employed as clerks, skilled tradesmen or craftsmen, physicians, teamsters, and unskilled laborers. Just as the Army’s missions and demands upon it, have grown more complex so too have the positions which civilians occupy. Whether they human resources specialists, supply clerks, lawyers, physicians, economists, contractors or food service workers, they perform vital military support functions. Without them the ability to accomplish the mission would be seriously impaired, and by extension, national interests would not be served.

Army civilians have provided direct support in Haiti, Bosnia, and the Persian Gulf. Some are required to deploy during times of national emergency with the military units they support during peacetime. Theirs is a storied and sterling history of loyal and patriotic support not altogether unlike their military counterparts. And they swear, upon entering office, “... to defend against all



enemies, foreign and domestic.” They too have their heroes and they too proudly serve.

The history of public civil service has its origins in the Pendleton Act 1883. Prior to 1883 the federal bureaucracy was staffed using the patronage system with “cronies” of the incoming administration. The assassination of President Garfield by Charles Guiteau, a disappointed office-seeker, caused such a clamor that the old patronage system had to be reformed.

Wherever the Army is assigned throughout the world, odds are, civilian corps members are there too. For without them the Army would be required to assign soldiers to perform these functions, a luxury the Army cannot afford. Civilians have provided direct support to operations such as Vietnam, Persian Gulf, Haiti, Bosnia and can be found in combat zones in Iraq.

The Army civilian of yesterday, today, and tomorrow, is and will remain an integral part of the Army team. The Army team consists of four separate, yet vitally linked components or, as Army terms them, cohorts. These cohorts are: commissioned officers, warrant officers, non-commissioned officers and civilians.

“The bonding of soldiers, civilians, and quality equipment will give Army leaders the decisive edge on the battlefield and in the work place.”
General Richard H. Thompson, Commander AMC, 1985



TABLE OF CONTENTS

	<u>PAGE</u>
<u>FOREWARD</u>	2
<u>Chapter 1</u> - History of Civilians Serving the Armed Forces	6
<u>Chapter 2</u> - Oath of Office (civilian and military)	11
<u>Chapter 3</u> - The Army Civilian Corps and Soldier's Creeds	13
<u>Chapter 4</u> - Army Customs and Traditions	14
<u>Chapter 5</u> - Organization of the Army Staff	17
<u>Chapter 6</u> - Military Rank and Insignia	23
<u>Chapter 7</u> - Army Transformation	26
<u>Chapter 8</u> - National Defense Strategy	28
<u>Chapter 9</u> - The Army Team and Deployment	29
<u>Chapter 10</u> - Similarities and Differences (civilians and soldiers)	32
<u>Chapter 11</u> – Standards of Conduct and Prohibited Extremism	34
<u>Chapter 12</u> - Workplace Violence	38
<u>Chapter 13</u> - Benefits and Entitlements	44
<u>Chapter 14</u> - Tours of Duty and Hours of Work	48
<u>Chapter 15</u> - Types of Appointments	52
<u>Chapter 16</u> - Performance Evaluations	54
<u>Chapter 17</u> - Disciplinary and Adverse Actions and the Table of Penalties	57



TABLE OF CONTENTS

	<u>PAGE</u>
<u>Chapter 18</u> - Incentive Awards and Military Equivalentents	78
<u>Chapter 19</u> – Training, Career and Leadership Development	80
<u>Chapter 20</u> - Employee Assistance Programs	85
<u>Chapter 21</u> – Unions	87
<u>Chapter 22</u> - Equal Employment Opportunity	89
<u>Chapter 23</u> - Leave Programs	92
<u>Chapter 24</u> - National Security Personnel System (NSPS)	101

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CHAPTER 1

HISTORY OF CIVILIANS SERVING THE ARMED FORCES

Soldiers and civilians have been working alongside each other since the Revolutionary War. The first Army civilians were employed in 1775 by the quartermaster, engineer, medical, paymaster, commissary and other organizations that supported the Army. Civilians worked as clerks, skilled tradesmen or artisans, physicians, teamsters, and common laborers. They filled jobs normally non-military in nature. However, sometimes the jobs were interchangeable with military personnel creating a morale problem – not only because the enlisted artisans received lower pay than the civilians, but the soldiers thought the work to be degrading, as well. The Revolutionary War also saw civilians used extensively as transportation workers serving as wagoners and drivers to not only move supplies, but also artillery. Hampered by poor working conditions and uncertainty over tenure and wages, civilians were not always reliable. In fact, the inability to recruit adequate numbers of reliable civilian drivers contributed to the massive supply shortages suffered by the Continental Army at Valley Forge, PA, and Morristown, NJ. Soldiers literally suffered severe and debilitating frostbite due to a lack of proper clothing while warehouses remained fully stocked.

Prior to the creation of the War Department in 1781, the Board of War and Ordinance was established in June 1776 as a committee of Congress. The resolution establishing this board provided “That a Secretary and one or more clerks be appointed by Congress, with competent salaries, to assist the said secretary of that Board. Thus the first civilian of the War Department became Richard Peters, Esq., a lawyer educated at the University of Pennsylvania and a Captain in the Pennsylvania militia. Mr. Peters’ noteworthy services were recognized by a Congressional resolution upon his departure wherein Congress thanked him “for his long and faithful service in the war department.”

James A. Huston, in his book The Sinews of War: Army Logician 1775-1953, documents perhaps the most comprehensive accounts of early civilian contributions as logisticians. He reports that over 5,000 civilian mechanics, teamsters and laborers were deployed in central Mexico during the Mexican War of 1846-47. During the Civil War, 25,000 civilian trainmen, dispatchers and superintendents ran the military railroads that transported supplies to armies in the field. Moreover, Union hospitals were staffed by more than 12,000 civilians and more than half of the surgeons in the Army were civilians. Also contributing significantly were the exclusively or predominantly civilian outfits of the U.S. Military Telegraph and several engineer construction corps. In the late nineteenth century civilians assisted the Army out west by delivering supplies to frontier posts. They also aided the Corps of Engineers by mapping out and developing transportation routes. While soldier and civilian teamwork in the



Nation's defense is evident in these early histories, there was certainly no inkling of a Total Force concept.

Between 1903-1912, the idea to establish an enlisted General Service Corps took hold. The objectives of the Corps were: (1) eliminate what is now called borrowed military manpower, which was causing major troop diversions amounting to 12% of the authorized force; and (2) reduce or eliminate the use of Army civilians. In the 1905 Report of the Chief of Staff of the Army, the justification for the Corps was recorded:

“Major General Wood urgently recommends the organization of a service corps on the grounds of economy, discipline and efficiency. He says: “Nothing is more needed in the Army today than a general service corps, not only on the ground of economy, but of discipline and efficiency. The constant and heavy drain upon the command to furnish drivers, gardeners, carpenters, etc., would be done away with, and the civilian element, represented by teamsters, packers, etc. which is practically beyond the reach of discipline, would be replaced by men of this corps. The establishment of this corps would result in great economy, increased efficiency of the Army, and tend to improve discipline. A general service corps is urgently needed.”

In 1912, Congress approved the General Service Corps with the establishment of a 6,000 man enlisted force to be attached to the Quartermaster Corps. However, there was no subsequent documentation that it ever amounted to much. Moreover, during World War I, Quartermaster Corps reports of 1917 showed civilian employment rising to 30,000 in contrast to the 9,000 civilians employed before the outbreak of the war. Similarly, the Ordnance Corps reported having 96 civilians on board prior to the war and that number grew to 1,600 Army civilians by 1917. Again, the soldier/civilian teamwork prevailed especially during wartime. Incidentally, early in the war, the Army introduced a “personnel classification” scheme, the first of its kind that attempted to match the capabilities of its individual members with appropriate civilian jobs. During World War II, the Army's system was adopted by the entire War Department.

During World War I, World War II, and the Korean War, Army civilians made significant contributions. Army civilian strength steadily rose during World War II from 137,000 in the prewar year of 1940 to 1,188,000 in 1945. Those civilians served with distinction in research and development, intelligence, logistics, communications, and medicine as well as many other areas.

In 1948, the Secretary of the Army's Annual Report recognized the importance of Army civilians. The report stated: “In every phase of its operations the Army is dependent to a great extent upon the support of its corps of civilian workers. From manufacturing to the highest policy-making, these men and women – “soldiers without uniform” – are engaged in fundamental tasks of the



Army. The report further expresses concerns over the difficulty of obtaining qualified and loyal personnel to perform the diverse tasks required to support the Department. This terminology “corps of civilian workers” was a precursor to the baseline recommendation of the Army Training and Leader Development Panel-Civilian Study, conducted in 2002, which recommended the use of Army Civilian Corps.

In the years following World War II, the Army built a strong civilian personnel management program that was highly regarded in the federal government. As the Corps grew, the need for progressive and sequential leadership training escalated. The Personnel Management for Executives course, today’s one of the Army’s premier leadership courses, was fielded in 1954, and the first two civilian career programs – Civilian Personnel Administration and Comptroller – were established in 1959. The Army was a federal service pioneer in creating a structured career management system and subsequent programs served as forerunners for Defense-wide programs and information sources for other federal agencies.

By the 1970’s the Army’s historical records made a positive shift in giving increased attention to Army civilians. The Army’s Annual Historical Summaries generally focus on administrative and personnel management data such as personnel strength, new personnel policies and programs, civilianization of military positions, high grade controls etc. But in Fiscal Year (FY) 1976, statements on the importance of Army civilians began to appear.

Extracts from Army Historical Summaries

Fiscal Year 1976 – “The diversion of soldiers from their assigned duties decreases job satisfaction and reduces unit readiness, as Army leaders have consistently pointed out. It also clearly shows the interrelationship between Army’s civilian and military manpower. Neither can operate alone, each must be balanced with the other, and both are essential to the readiness of the Army.”

Fiscal Year 1979 – Faced with a steady decline in civilian manpower from its peak of 577,000 in FY69 to 392,000 ten years later, the Army Chief of Staff testified to Congress in February 1979, “This is the major challenge in my opinion that the Army faces today. How to accommodate itself to the continued cuts in civilian personnel and still perform effectively and efficiently.”

Fiscal Year 1980 – The Secretary of the Army and the Chief of Staff in a joint statement on the posture of the Army included the following comment: “We must recognize that our civilian workforce is a critical element in the readiness equation and it must be adequately supported as such.”

Fiscal Year 1981 – Early in the fiscal year the Deputy Chief of Staff for Personnel (DCSPER) publicly stated, “The shortage of civilian employees was



the Army's most important personnel problem, of more concern to the Army staff than active Army and Reserve component recruiting.”

Fiscal Year 1983 – “The Army Chief of Staff has maintained that a strong peacetime civilian force is necessary not only to Army mission needs, but also to ensure that the Army is prepared for the first stages of war.”

In 1983, the Deputy Chief of Staff for Personnel (DCSPER), in a sweeping move to enhance civilian training, identified the need for a civilian training and development program that paralleled the military system. Therein was born the current Army Civilian Training, Education and Development System (ACTEDS), a requirements-based system that provides civilian workforce development through a combination of progressive and sequential leadership, technical and professional training, education courses, self-development activities and planned job assignments from entry to senior-level positions. That same year, a new DCSPER tasked his organizations to develop a Command and General Staff type course for civilians, which was the beginning of the Army Management Staff College (AMSC) and its Sustaining Base Leadership and Management Course.

Nineteen eighty-five was a banner year for civilian leader development. The Civilian Personnel Center piloted the Intern Leadership Development Course – the first mandatory course in what was to become the Army Civilian Leadership Core Curriculum. Concurrently, a Department of the Army Inspector General special investigation reported that civilians were not receiving the training and development they needed and leadership of Army was lacking on both the civilian and military sides. This gave welcome impetus to the on-going efforts of ACTEDS, AMSC, and core curriculum development. Headquarters DA decreed the Year of Leadership in 1985. Training and Doctrine Command (TRADOC), proposed development and delivery of leadership training for Army Civilians to the Chief of Staff, Army and he approved.

In 1986, the Organizational Leadership for Executives (OLE) course, the second course in the core curriculum, was developed and conducted by the Center for Army Leadership, Fort Leavenworth, KS. That same year the Civilian Personnel Modernization Project recommended that ACTEDS be implemented and all civilians be integrated into the personnel proponent system, thereby assigning responsibility to named proponents for the life-cycle management of their civilian employees.

Nineteen eighty-eight was named the Year of Training. Following on the heels of the Officer Leader Development Study, also referred to as the Sullivan Study, TRADOC established the Civilian Leader Development Task force whose recommendations ultimately formed the Civilian Leader Development Action Plan (CLDAP) that was approved by the Chief of Staff in April 1990. The numerous recommendations focused on four broad areas: (1) Changing the Total Army Culture; (2) Adoption of the Civilian Leader Development System with life cycle



and developmental models; (3) Civilian Leadership Training; and (4) Resourcing the program. Many of these recommendations show remarkable resemblance to the ATLDP-C recommendations. The CLDAP enjoyed sustained vitality through several Chiefs of Staff with scheduled updates and progress reviews. Among the accomplishments attributed to the CLDAP were integrating civilian selection boards with military board procedures under the Department of the Army Secretariat for Selection Boards (used for AMSC and Senior Service School selection); setting policy in AR 25-1, Information Management, that Army publications must recognize the role of Army civilians where appropriate; expanding ACTEDS funding to cover core leadership training for the civilian force (career and non-career programs); and integrating civilians into leadership publications, DA Pam 600-32, Leader Development and FM 22-100, Army Leadership.

Fiscal Year 1991 found civilian manpower strength at 435,195 (23% of the total force) with over 3,000 Army civilians deployed to Southwest Asia in support of Operation Desert Shield/Storm. Those deployed civilians maintained and repaired Army equipment on the ground. Hundreds of other Army civilians performed a myriad of duties in support of the Gulf War from buying, transporting, and maintaining supplies, combat material and spare parts to providing expert technical assistance on weapons and equipment operation, Army civilians helped make the largest logistical support operation since World War II succeed beyond all expectations.

Since 1995 with the signing of the Dayton Peace Accords, Army civilians have deployed to the Balkans – Bosnia, Hungary, Macedonia, Kosovo, Kuwait and Iraq – in support of the nation’s defense commitments. They perform equipment maintenance, real estate functions, engineering, auditing, morale, welfare, and recreation activities, safety, personnel management, and other sustainment-related functions. Just like they always have and always will. Army civilians continue to write a proud and lasting legacy in our Nation’s defense.

“A pint of sweat will save a gallon of blood.”
General George Patton
Dictionary of Military and Naval Quotations by Robert D. Heinl, Jr. (1978)



CHAPTER 2

OATH OF OFFICE

Article VI of the United States Constitution stipulates, “The Senators and Representatives... and the members of the several state legislatures, and **all** (emphasis added) executive and judicial officers, both of the United States and of the several states, shall be bound by oath or affirmation, to support this Constitution...”

Becoming an employee of the Federal Government or nonappropriated fund instrumentality within any of the civilian employment systems brings with it special responsibilities. Civilian employees work for the American people and their government – loyalty to the government is a fundamental requirement of Federal employment. Federal employees also have an obligation to the public because they are entrusted with work that is financed by taxpayers’ dollars. Confirmation of that loyalty and acceptance of that public trust is demonstrated by swearing or affirming the Oath of Office.

As you can see from reading the Oaths below, they are identical for Congressional persons and United States civilians, with only slight differences for U.S. Army Officers and Enlisted personnel. Accepting the Oath is a serious matter. It demands that all appointees fully recognize they are undertaking solemn obligations and are pledging utmost loyalty to the United States. The Oath is legally binding – violations can serve as a basis for criminal prosecution.

The Oath may only be administered by United States citizens who are specifically delegated this authority.

Think deeply about the phrasing, meaning and history of the Oath and you will see that the Founders of our Constitution considered the act of serving the Nation analogous to a higher calling. You are now an official of our government. Conduct your-self commensurate with this noble assignment. Serve proudly!

A. Congressional and Civilian Oath Of Office

“I, _ _ _ _ _ , will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.”



B. United States Armed Forces Officer's Oath

"I, _____, do solemnly swear (of affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will obey the orders of the President of the United States, and that I make this obligation freely and without mental reservation or purpose of evasion, and that I will well and faithfully discharge the duties of _____ upon which I am about to enter, so help me God."

C. United States Armed Forces Oath of Enlistment

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God."

“...First we believe in commitment. That begins with your oath...Commitments you must always remember are those you have made to your nation, your service, your leaders, and those you lead...”

**Extract from BG S.L.A. Marshall at the ROTC commissioning Speech,
Loyala College, May 1984**



CHAPTER 3

ARMY CIVILIAN CORPS AND SOLDIER'S CREEDS

A creed by its very definition is a system of belief. From an ideological perspective, a creed will help it's members to focus on, our reason for existing. The Army Civilian Corps Creed formulates your value as a member of the United States Army Team. Practice this creed every day of your working life, for yours is an extremely proud profession and your contributions are inestimable. Practice the Army values of honor, selfless service, loyalty, duty, respect, integrity and personal courage, and you will be admired for your service to a grateful nation.

Army Civilian Corps Creed:

"I am an Army civilian – a member of the Army Team. I am dedicated to the Army its soldiers and civilians. I will always support the mission. I provide stability and continuity during war and peace. I support and defend the Constitution of the United States and consider it an honor to serve the Nation and its Army. I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. I am an Army civilian."

Soldier's Creed:

I am an American soldier. I am a warrior and a member of a team. I serve the people of the United States and live the Army Values. I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade. I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself. I am an expert and I am professional. I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat. I am a guardian of freedom and the American way of life. I am an American soldier."

"For those who fight for it, life has a special flavor the protected will never know."

Unknown defender of Khe Sanh in Vietnam

**DA Pamphlet 360-50, "Quotes for the Military/Speaker 1982,"
HQDA August 1982**



CHAPTER 4

ARMY CUSTOMS AND TRADITIONS

A custom is an established usage; a practice so long established that it has the force of law. Customs include positive actions as well as taboos, handed down from generation to generation. They may change as the need and/or circumstances change, for example, during war.

Traditions, too, are handed down from generation to generation, but are considered much less formal than recognized customs. Traditions are more far reaching than customs and in the military environment can be very specific to a branch of the service, a particular organization within the branch, an out of the way post, station or unit.

One particular custom, respect and courtesy to our national flag and national anthem, is observed by both military and civilian personnel.

Our Flag

The flag of the United States, popularly called the American flag, consists of 13 horizontal stripes, 7 red alternating with 6 white, and in the upper corner near the staff, a rectangular blue field, or canton, containing 50 five-pointed white stars. The stripes symbolize the 13 colonies that originally constituted the United States of America. The stars represent the 50 states of the Union. In the language of the Continental Congress, which defined the symbolic meaning of the colors red, white, and blue, as used in the flag, "White signifies Purity and Innocence; Red, Hardiness and Valor; and Blue, Vigilance, Perseverance and Justice." Because of its stars, stripes, and colors, the American flag is frequently called the Star-Spangled Banner, the Stars and Stripes, or the Red, White, and Blue. Another popular patriotic designation, Old Glory, is of uncertain origin.

The daily ceremonies of reveille and retreat, constitutes a dignified homage to the national flag at the beginning of the day, when it is raised, and at the end of the day, when it is lowered. Installation commanders direct the time of sounding reveille and retreat.

At every installation garrisoned by troops other than caretaking detachments, the flag is hoisted at the sound of the first of reveille. At the last note of retreat, a gun will be fired if the ceremony is on a military reservation, at which time the band or field music will play the National Anthem or sound *To the Color* and the flag will start to be lowered. The lowering of the flag will be regulated so as to be completed at the last note of the music. The same respect will be observed by all military and civilian personnel whether the National Anthem is played or *To the Color* is sounded.



If you are assigned to a military reservation (post, camp, or fort) for duty, become familiar with that installation's policy regarding the observance of reveille and retreat. Normally, if you are walking on the reservation during these ceremonies, you are required to stop, face the flag, or if the flag is not in view, face the direction of the music and stand at attention until the ceremony is complete. Normally, if you are in a vehicle, you will stop the vehicle, sit at attention until the ceremony is over.

When the flag is passing in a parade or in review on a military reservation, all persons present except those in uniform should face the flag and stand at attention with the right hand over the heart. Those present in uniform should render the military salute. Men not in uniform should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Women not in uniform should place the right hand over the heart.

Our National Anthem

Fort McHenry guarded the entrance to the Baltimore harbor during the War of 1812 with Britain. After capturing Washington, D.C., the British set their ships towards Fort McHenry, attacking with bomb ships on the morning of September 13, 1814.

Francis Scott Key was a Washington, D. C. lawyer who had spent the night on a sloop 8 miles from Fort McHenry (waiting to escort home a Maryland doctor whom he had helped free from the British capture). The fighting lasted all night, by dawn the British attack had subsided. Having only heard the action during the night Key wondered if the fort had fallen to the British. At dawn Key looked through a telescope and saw the American flag at the fort, blowing in the morning breeze. The US had prevailed!

On September 14, 1814, as Key peered through clearing smoke he saw an enormous flag flying proudly. It was not the same flag that had flown the day before. The Americans had replaced it with a larger flag sown by a Baltimore widow, Mary Young Pickersgill (who had experience making flags for ships). The flag was requested by Fort McHenry's commander George Armistead, so he could fly the large flag proudly, to show defiance to the British.

Seeing the flag, Key was inspired to write a poem, which was later put to music of an old English song "To Anacreon in Heaven." Even before "The Star-Spangled Banner" became the national anthem, it helped transform the garrison flag with the same name into a major national symbol of patriotism and identity. The flag has had a colorful history, from its origins in a government contract through its sojourn with several generations of a Baltimore family to its eventual donation to the Smithsonian Institution.



In 1931 the Congress of the United States of America enacted legislation that made “The Star-Spangled Banner” the official national anthem.

During any rendition of the national anthem when the flag is displayed, all present except those in uniform should stand at attention facing the flag with the right hand over the heart. Men not in uniform should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Persons in uniform should render the military salute at the first note of the anthem and retain this position until the last note. When the flag is not displayed, those present should face toward the music and act in the same manner they would if the flag were displayed there.

Hail and Farewell

Hail and Farewell ceremonies are another custom in which both military and civilian personnel participate. It is custom that newly joined employees be cordially welcomed to the Army team. The “Hail” is a “welcome aboard” party. The “Farewell” is a fond goodbye to those leaving for other positions, retirement, etc. The Hail and Farewell ceremonies are usually held at the same time and vary in length and intensity from organization to organization. These harmonious activities provide the foundation for personal relationships and builds camaraderie within the organization. Hail and Farewell activities are conducted throughout the Army, but are more common to overseas areas.

A more formal welcome is in the designation of a sponsor to provide the newcomer with advice and assistance to help with getting acclimated to the new organization, post, station, etc.

“The test of character is not ‘hanging in’ when you expect light at the end of the tunnel, but performance of duty and persistence of example when you know no light is coming.”

Admiral James B. Stockdale

Address to the graduating class of 1979 at The Citadel, Charleston, SC.

CHAPTER 5

ORGANIZATION OF THE ARMY STAFF

Department of the Army Organization

Introduction As a new civilian employee it is important to become familiar with the Army's organization and structure to know where you fit.

Department of the Army



The Department of the Army (DA) is separately organized under the Secretary of the Army.

It operates under the authority, direction, and control of the Secretary of Defense. The Secretary of the Army is the head of the Department of the Army.

Secretary of Defense

"The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense, and, subject to the direction of the President and the provisions of the statute...has direction, authority, and control over the Department of Defense." (Section 113, Title 10 U.S.C.)

Secretary of the Army

The Secretary of the Army (SA) represents the Army at the Congressional level and operates under the authority, direction, and control of the Secretary of Defense. This is a civilian appointment.

The Secretary of the Army is responsible for and has the authority to conduct all affairs of the Department of the Army, including:

-  Recruiting,
 -  Organizing,
 -  Supplying,
 -  Equipping,
 -  Training and,
 -  Mobilizing.
-

Chief of Staff of the Army The Chief of Staff of the Army:

- Is the senior military officer in charge of the Army Staff .
- Is appointed by the President for a period of four years.
- Duties are subject to the authority and direction of the Secretary of the Army.

Department of the Army Organization

Army Staff The chart below reflects the current organization of the Army Staff:

Headquarters, Department of the Army

ACISM: Assistant Chief of Staff, Installation Management

ASA(ALT): Assistant Secretary of the Army for Acquisition, Logistics and Technology

ASA(CW): Assistant Secretary for Civil Works

ASA(FM&C): Assistant Secretary of the Army for Financial Management and Comptroller

ASA(I&E): Assistant Secretary of the Army for Installation and Environment

ASA(M&RA): Assistant Secretary of the Army for Manpower and Reserve Affairs

CIO: Chief Information Officer

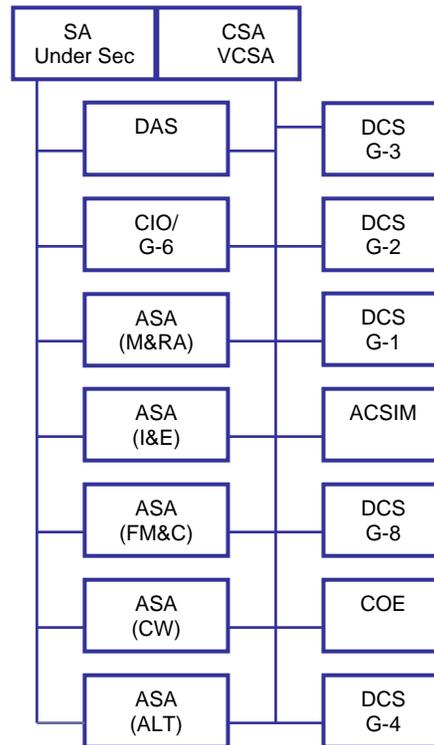
CEO: Chief of Engineers

DAS: Director of the Army Staff

DCS: Deputy Chief of Staff

SA: Secretary of the Army

VCSA: Vice Chief of Staff of the Army



Authority of the Chief of Staff

The Chief of Staff has the authority to:

- Transmit and provide advice on the plans and recommendations of the Army Staff to the Secretary.
- Act as the agent of the Secretary in the execution of approved plans and recommendations.
- Exercise supervision over members and organizations of the



Army as directed by the Secretary.

 Perform the duties prescribed as a member of the Joint Chief of Staff.

Department of the Army Organization

Army Organization

The Army is generally organized into combat arms, combat support and combat service support units. In addition to combat, support and service units, there is a supporting structure that performs a wide range of Army activities.

This supporting structure, manned by both military and civilian personnel, provides the following functional services for the Army:

-  Command and control
-  Training and military education
-  Medical, transportation, supply and maintenance
-  Recruiting
-  Research and development
-  Engineering and base support

Department of Defense

The major elements within the DoD are the:

-  Office of the Secretary of Defense (OSD)
-  Joint Chiefs of Staff (JCS)
-  Three military departments, (Army, Navy and Air Force)
-  Unified combatant commands
-  Agencies the Secretary establishes to meet specific requirements

Each military department (Army, Navy and Air Force) operates under its civilian Secretary who is responsible to the Secretary of Defense.

Combat Organizations

Some examples of the combat organizations of the Army includes:

1. Corps headquarters
2. Separate brigades/regiments
3. Air defense and aviation brigades
4. Special forces and ranger groups
5. Combat engineers
6. Divisions
7. Artillery
8. Infantry
9. Armor
10. Cavalry

Unit support

A variety of units provide engineer, chemical, civil affairs, intelligence, communication, medical, transportation, supply, maintenance and other types of support essential to the conduct of combat operations.

U. S. Army Components

Army Components There are three components of the U.S. Army. They are the Active Army, Army Reserve, and the Army National Guard. Civilian employees provide support in each component.

Active Component The Active Army component provides the forces to support forward presence and provides initial forces for rapid deployments worldwide. The graphic below provides an illustrative example of the different elements with its symbol and size.

GENERAL STRUCTURING OF ARMY FORCES

ELEMENT

Squad/Section – is the smallest unit and lead by a noncommissioned officer (NCO)

Platoon –made up of 3 or 4 squads/sections and lead by a lieutenant.

Company/Battery/Troop –made up of 2 or more platoons and commanded by a captain.

Battalion/Squadron – made up of 5 companies and commanded by a lieutenant colonel.

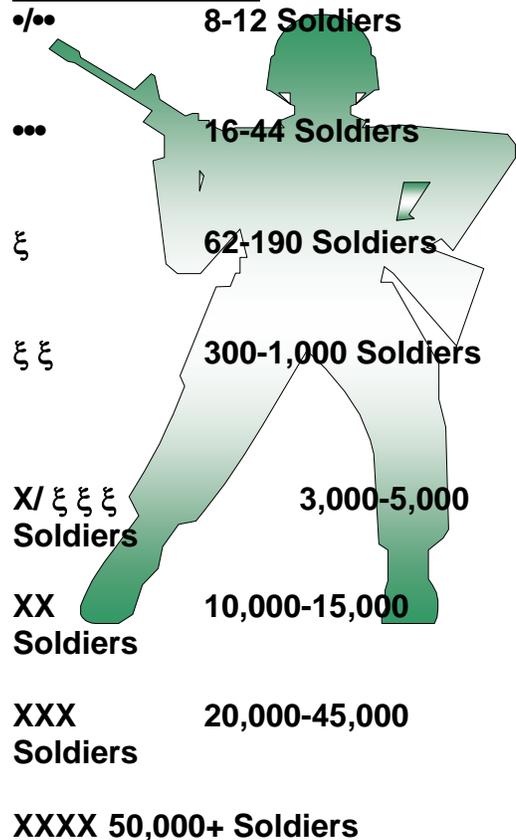
Brigade/Regiment/Group -commanded by a colonel and includes 3 battalions/squadrons.

Division- commanded by a major general and includes 3 brigades

Corps- commanded by a lieutenant general. 2 or more Divisions constitute a Corps.

Army- Two or more Corps forms an Army.

SYMBOL & SIZE





U. S. Army Components

Reserve Components

The Reserve Components (RC) includes the Army National Guard and the Army Reserve. There are three reserve categories:

-  Ready Reserve
-  Standby Reserve
-  Retired Reserve

Each of the reserve components is ready and prepared to be called to active duty if necessary.

Ready Reserve

The Ready Reserve is comprised of:

-  Army National Guard and Army Reserve units
 -  Individual Mobilization Augmentees
 -  Active Guard/Reservist
 -  Individual Ready Reservist
 -  Inactive Army National Guard
-

Ready Reserve Requirements

-  Army National Guard and Army Reserve units are required to participate in 48 drills and two weeks of active duty training per year.
 -  Individual Mobilization Augmentees are assigned to wartime positions in units or headquarters.
 -  Individual Ready Reservists are prior military officers and enlisted soldiers completing their eight-year military service obligation.
-

Standby Reserve

The Standby Reserve consists of individuals who have completed their active duty and reserve training requirements, or who are unable to maintain membership in units.

Retired Reserve

The Retired Reserve is composed of individuals who have completed 20 years of qualifying service for retirement.

**“We are what we repeatedly do.
Excellence, then, is not an act, but a habit.”
-- Aristotle**



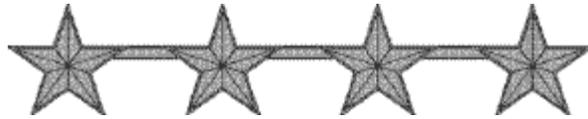
CHAPTER 6

MILITARY RANK AND INSIGNIA

U.S. ARMY OFFICER RANK INSIGNIA



GENERAL OF THE ARMY



GENERAL



MAJOR GENERAL



LIEUTENANT GENERAL



BRIGADIER GENERAL



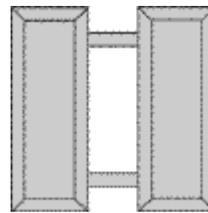
COLONEL



LIEUTENANT COLONEL



MAJOR



CAPTAIN



FIRST LIEUTENANT



SECOND LIEUTENANT



CW-5



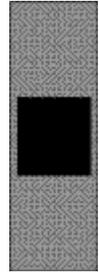
CW-4



CW-3



CW-2



WO-1

**US ARMY RANK INSIGNIA
(ENLISTED)**



PRIVATE
E-2



PRIVATE
E-3



SPECIALIST
E-4



CORPORAL
E-4



SERGEANT
E-5



STAFF
SERGEANT
E-6



SERGEANT
FIRST CLASS
E-7



MASTER
SERGEANT
E-8



FIRST
SERGEANT
E-8



SERGEANT
MAJOR
E-9



COMMAND SGT
MAJOR
E-9



SGT MAJOR
OF THE ARMY





CHAPTER 7

ARMY TRANSFORMATION

Security of our homeland, the Global War on Terrorism and sustained engagement around the world define today's complex and uncertain operating environment. We must prepare now to meet the challenges of tomorrow. Rather than focusing on a single, well-defined threat, or geographic region, we must develop a range of complementary and interdependent capabilities that will enable future Joint Force Commanders to dominate any adversary or situation. A capabilities-based approach to concept and force development is the major focus of defense and personnel transformation.

The Army Deputy Chief of Staff for Manpower and Reserve Affairs designated as G-1, is implementing changes that will have a profound impact on the way the Army conducts personnel and pay business. Personnel Transformation initiatives directly support the CSA's goals of making the Army more "joint," "expeditionary," and "modular."

These Personnel Transformation changes will enhance the individual and unit readiness of the Army across all components – Active Army, Army National Guard, and Army Reserve. The Army is leaning forward, anticipating future requirements, and taking action. When the Army gets to the Future Force ... the Personnel/Pay community will be transformed and ready.

The Army's Transformation Strategy has three components: the transformation of Army culture, the transformation of processes – risk adjudication, and the development of inherently joint transformational capabilities.

The first component is the transformation of Army Culture through leadership and adaptive institutions. The complexity and uncertainty envisioned in the future operational environment require that Army personnel and institutions possess superiority in adaptation, innovation, and learning. Leaders shape behavioral change, and this is the first step to cultural change. A transformation cultural shift will carry over into other areas.

The second component is the transformation of processes – risk adjudication using the Current to Future Force construct. The Current Force is the operational Army of today, trained and equipped to conduct operations as part of today's Joint Force. The Future Force is the operational force the Army continuously seeks to become.

The third component is the building of transformational capabilities to the Joint Forces. Joint Forces must be integrated, expeditionary, networked, decentralized, adaptable, decision superior and lethal. As the Army develops enhanced operational capabilities over time and integrates those capabilities in



the Current and Future Forces, it creates synergies that support the Joint Operating Concepts.

Personnel Transformation is much more than just improving information technology and systems – it’s also about rethinking programs, policies, and procedures, with improved readiness as the driver. Improved joint war fighting capability is but one of the mandates for change. Army Human Resources (HR) programs, policies, procedures, and systems will enable the Army to optimize it’s human capital, with the right information, the right individuals, the right units, at the right place and in the right time. Personnel Transformation will encompass changes to the way the Army manages military, civilian, contractor, joint and multi-national forces.

Transformation begins and ends with people. The human dimension of the military’s transformation remains the crucial link to both the realization of future capabilities and the enhanced effectiveness of current ones. Army human resource (HR) policies, systems, and enablers encompass military, civilian, contractor, joint and multinational forces to provide the Joint Force with the right individuals and units, at the right place, and at the right time.

The Army has started to install comprehensive, integrated, and interoperable HR programs, policies and procedures across the Army and within the joint, interagency, and multinational environments. In FY03, the Army activated the Human Resource Command (HRC). The Army HRC merged the Active Component and Reserve Component personnel commands and will also include the Civilian Human Resources Agency in the future.

The Army’s transformed HR system will institutionalize personnel support for a lifetime of service.

Army Transformation is an ongoing, continuous process rather than a distinct entity or end state.

**“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”
General George Patton**

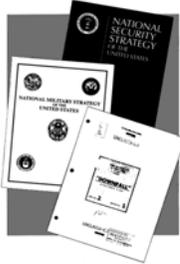
CHAPTER 8

NATIONAL DEFENSE STRATEGY

National Military Strategy

Current Strategy

Current National Military Strategy addresses the security requirements of the post-Cold War world.



The Armed forces objectives are to:

- 📌 Deter the use of nuclear and other weapons of mass destruction.
- 📌 Deter and defeat aggression in regions important to the U.S.
- 📌 Be capable of fighting and winning two major regional conflicts nearly simultaneously.
- 📌 Prepare forces to participate in multilateral peace enforcement and unilateral intervention operations.

An inherent part of the strategy is the military success criterion, which requires U.S. forces to apply decisive force to win swiftly and with minimum casualties.

The Army as a force

The Army is a full-spectrum force that provides:

- 📌 A rapidly deployable force capable of deterring aggression and fighting worldwide.
 - 📌 Combat-ready ground forces for crisis response, sustained land combat and other immediate requirements.
 - 📌 Forward presence forces strategically positioned to support friendly nations through peacekeeping, security assistance and army-to-army initiatives.
 - 📌 Active and reserve component forces capable of rapid expansion to meet a myriad of contingencies.
 - 📌 Forces for disaster relief and emergency assistance and to aid in interdiction of illicit drug traffic.
-

Summary

The basic national security objective is to preserve the United States as a free nation with our fundamental institutions and values intact.

CHAPTER 9

THE ARMY TEAM AND DEPLOYMENT

Civilian and Military Work Teams

Work teams

Civilian employees are an indispensable part of the Army's team. Only through the integrated efforts of civilians, contractors, and soldiers can the Army accomplish its assigned missions and make the most effective use of resources.

Why civilians

The Army employs civilians because they:

-  Permit soldiers to perform military duties.
-  Possess unavailable skills.
-  Assure continuity of operations.
-  Are integral parts of the Army team.



Department of the Army civilians fill positions in staff and sustaining base operations that would otherwise have to be filled by officers and noncommissioned officers.

Civilian roles

When taking the oath of office, you accept the same demands now that American soldiers and Army civilians have embodied since the Revolutionary War.

The basic role of the Department of the Army civilian is to:

-  Apply technical, conceptual, and interpersonal skills to accomplish missions.
-  Support the military and share full responsibility for mission accomplishment of the organization, except to perform combat.

Department of the Army civilians:

-  Ensure continuity of administration and operations.
-  Provide critical technical skills often not available by military personnel.
-  Allow military personnel to concentrate their efforts primarily on military duties and functions.



Civilians and soldiers

Civilians and soldiers have individual responsibilities. However, successful mission accomplishment requires soldiers and civilians to work together, advise, assist, and learn from each other.

- 👤 Civilians are in skilled, unskilled, administrative and technical support positions.
- 👤 Military hold combat arms, support and service support leadership positions.
- 👤 Civilians are excluded by law from positions, which require soldiers due to; security considerations, military discipline and morale maintenance, combat readiness, or military training.

Commissioned Officers' roles

Commissioned Officers' primary role is to

- 👤 Lead and manage soldiers.
- 👤 Command units, organizations or activities.
- 👤 Establish policy.

The Army's Commissioned Officers are expected to serve as commanders and perform duty in a variety of assignments throughout their careers.

Officers are direct representatives of the President of the United States.

Warrant Officer roles

The Warrant Officer is a highly specialized, single-track specialty officer, and trainer.

The Warrant Officer gains progressive levels of expertise and leadership, to

- 👤 Operate, maintain, administer, and manage the Army's equipment.
- 👤 Support activities, or technical systems for an entire career.

Their authority is received from the Secretary of the Army upon their initial appointment.

Noncommissioned Officers (NCO)

Noncommissioned Officers, (NCO) the "Backbone of the Army":

- 👤 Conduct the daily business of the Army within the policies.
- 👤 Adhere to guidelines established by the commander.

In this capacity the Noncommissioned Officer:

- 
-  Leads,
 -  Trains,
 -  Coaches,
 -  Teaches and counsels individual soldiers,
 -  Teaches soldier teams and
 -  Cares for soldiers and their families.

Civilian employees have deployed in support of military operations on many occasions throughout history, but never to the degree that is occurring today. Now, with the extreme drawdown of our military force, the role of civilians has become more and more critical to our ability to successfully accomplish our missions. With the drawdown, it has been necessary to develop ways to do more with less, and the traditional image of the Department of Army civilians as strictly support personnel located far to the rear is continuing to change. Civilian employees, as well as contractor personnel, are being deployed with our soldiers, side by side, in military and humanitarian efforts.

Civilian employees being deployed to military operations provide critical technical, supply, and maintenance support to military units. Many of these are Equipment, Supply, Telecommunications, and Quality Assurance Specialists. Besides these functions, civilians fill other very important roles in forward support of our military troops. Some of these include Computer, Intelligence, Realty, and Safety Specialists, Contracting Officers, and Engineers. Civilian employees are also being deployed to support morale and welfare programs to make deployment for our soldiers more bearable. These include Recreation, Sports, and Education Specialists and many others.

There are Civilian Deployment Guides that outline the policies and procedures that affect civilian deployment issues on overtime compensation, foreign post differential, danger pay, life insurance, medical care, protective equipment, injury compensation and many other areas related to civilian deployment.

“As we have seen throughout our history, and as has been dramatically underscored by DESERT SHIELD, our civilians fulfill a vital role in our trained and ready Army.”

General Carl Vuono, Chief of Staff, 2 November 1990

CHAPTER 10

SIMILARITIES AND DIFFERENCES BETWEEN CIVILIANS AND MILITARY

Civilian and Military Similarities / Differences

Teams There are many similarities in the way we lead and manage soldiers and civilians. It is this common ground that provides an opportunity for all Army leaders to improve their leadership capabilities and to create an organizational climate in which the soldiers and civilians know they're important members of the team.

Similarities There are important similarities between civilians and military in the Army.

Both systems are based on legislative and congressional imposed size limitations.

The working relationship within the civilian and military systems is based on a supervisor/employee concept.

Management functions within both systems address the same issues including policy, planning, budgeting and evaluating.

Leading and caring for employees are paramount to both systems.

Military and civilian members adhere to the same values. (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage)

Differences There are fundamental differences between the military and civilian workforce. Military and civilian workforce differences are primarily based on law and mission requirements.

Differences	Military	Civilian
Laws	Labor force laws established for the military are Title 10 of the United States Code.	Labor force laws established for civilians are Title 5 of the United States Code.
Grade	Military members carry their grade with them regardless of the job they perform. Generally a military members grade is not affected by the	Civilian personnel's grade or rank is determined solely by the position they permanently occupy. If they move to a new position they assume the rank of that position.



	position occupied.	Their movement to a position is limited by their eligibility to hold the position.
--	--------------------	--

Differences	Military	Civilian
Recruitment	Recruiting for military members is centrally managed, and conducted to fill the military force structure. Generally it is conducted at entry level.	Civilian personnel are recruited to fill established position vacancies at the local installation level. The position may be filled either by internal promotion or by external hire.
Mobility	Mobility of military members is mandatory.	Mobility for civilian personnel is voluntary.
Training	Training for military members is primarily focused on leadership and common military skills.	Training for civilian personnel is primarily related to the specific duties of the position in which they are employed.

Summary With the integrated efforts of civilians and soldiers as a team, the Army can accomplish its assigned missions and make the most effective use of its resources.

**“Without a sense of caring, there can be no sense of community.”
-- Anthony J. D’Angelo**



CHAPTER 11

STANDARDS OF CONDUCT AND PROHIBITED EXTREMISM

As Federal employees we are governed by regulations that outline our standards of conduct. Always be mindful that you are a representative of the federal government and conduct yourself accordingly. Key points of the Joint Ethics Regulations are:

General Principles

- Use government resources only for Government purposes.
- Do not use public office for private gain.
- Do not give preferential treatment to any private entity.

Gifts From Outside Sources

- You may not solicit or accept a gift from a “Prohibited Source” or a gift given because of your official position. A Prohibited Source is any non-Federal entity that seeks official action or does business with the Army, or; has interest that may be substantially affected by your official duties.

Exceptions to the Prohibited Gifts Rule

- A gift of \$20 or less, with a limit of \$50 per year per source
- Gifts based on a purely personal relationship
- Discounts or promotions available to large segments of the public
- Awards and prizes given as part of a regularly established program of recognition
- Free attendance at a widely attended conference, when attendance would further Government interests

Gifts Between Employees

- Generally, you may not give or solicit for a gift to an official superior
- Exceptions include –
 - o Food and refreshments shared in the office
 - o Personal hospitality gifts on social occasions
 - o Gifts on special infrequent occasions (such as retirement) which do not exceed \$300 per gift or \$10 per donating individual.

Conflicting Financial Interests

- You may not take action, or provide any input to a matter which will have a direct and predictable effect on your financial interests, or the interests of your spouse or children.
-



Impartiality in Performing Official Duties

- You must perform your official duties fairly and impartially. You may not give special treatment to anyone affected by the performance of your duties.
-

Misuse of Position

- You may not use your official position to coerce benefits from a private party.
 - You may not use your official position to imply that the Government endorses or sanctions a product, service, enterprise, or private organization.
 - You may not use information for private purposes (information not available to the public).
 - You may not use Government property for private purposes.
 - You may not use official time for private activities.
-

Outside Activities

- The Hatch Act (as of October 9, 1993), limits civilian employee political activities. Army Regulation 600-20 imposes uniformed personnel under different restrictions that generally prohibit participation in political activities.
 - All Federal employees are prohibited from acting as a representative for a non-Federal party in matters in which the Government has an interest.
 - You may not accept outside employment that conflicts with, or otherwise interferes with the performance of your official duties.
 - You may not be paid for outside speaking, teaching, or writing which “relates to your official duties”, or otherwise involves “remerchandising” the work you do for the Government.
 - You may not use your official position for private fundraising efforts. Support to charities must be purely personal.
 - You must satisfy all of your legitimate financial and legal obligations.
-

THE ARMY ETHIC

DUTY is doing what needs to be done at the right time despite difficulty or danger; it is obedience and disciplined performance.

INTEGRITY means steadfast adherence to a standard of honesty, uprightness, and particularly to the avoidance of deception.

LOYALTY to the nation, to the Army, to the unit and its individual soldiers is essential.

SELFLESS SERVICE puts the welfare of the nation and the accomplishment of the mission ahead of individual desires.



Extremism

Actions or expressions espousing extremist philosophies or causes, including statements or non-verbal expressions, clothing or tattoos that suggest or convey extremist views have no place at work. They diminish work unit cohesion, create an atmosphere of intimidation and hostility, and interfere with productivity, morale, and esprit de corps.

Army Values

Participation in extremist organizations and activities by Army employees is inconsistent with Army values and the responsibilities of employment with the Federal government.

Extremist Organizations

Extremist organizations and activities are ones that:

1. Advocate racial, gender, or ethnic hatred or intolerance.
 2. Advocate, create or engage in illegal discrimination based on race, color, gender, religion, physical/mental disability, age, and national origin.
 3. Advocate the use of force, or use force or unlawful means to deprive individuals of their rights under the Constitution or the laws of the United States, or any state, by unlawful means.
-

Extremist Activities

The following activities on behalf of extremist groups are prohibited while on Government property/during official duty time:

1. Sponsoring or publicizing an extremist demonstration or rally
 2. Knowingly attending a meeting or activity while on duty or otherwise appearing to represent the Army or the government
 3. Conducting fund raising activities
 4. Recruiting or training members of an extremist group
 5. Organizing or leading such a group
 6. Distributing or posting literature
 7. Participating in any activity that is in violation of regulations, constitutes a breach of law and order, or is likely to result in violence
-

Involvement

Involvement with or in an extremist organization or activity, such as membership of presence at an event, could threaten an employee's ability to successfully perform his or her duties. Moreover, when connected with government employment, participation in extremist organizations and activities by Army employees is inconsistent with the oath of office civilians take upon entering Government service.



Respect

Respect relates to appreciation and support of the rich diversity among the work force and recognition of the dignity and tolerance best shows that respect. Respect is one our cornerstone values shared by all of the Army.

**“What lies behind us and what lies before us are tiny matters
compared to what lies within us.”
-- Oliver Wendell Holmes**



CHAPTER 12

WORKPLACE VIOLENCE

Workplace environment

You have the right to a work environment that is free of violence. Violence in the workplace is a serious matter, and your support will help in maintaining a safe place to work.

Violence in the workplace

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-DoD organizations.

However, the Army is not exempt from workplace violence. Supervisors play a key role in recognizing potentially violent situations and taking proactive measures to reduce the negative impact of such incidents. Prevention and intervention are required for a safe workplace and environment.

Workplace violence

A working definition of workplace violence might be:

“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 to damage to government resources or capabilities.”

Factors that lead to violence

Some factors include anxiety, vulnerability, and low morale. Knowing signs of these conditions can help to keep your workplace free of violence. Below are factors you can be on the look out for.

Individual factors to look for...

-  **History of violence:** An individual with a documented history of violence or aggressive behavior. For example, a new employee in the workforce who had to be moved from his/her past job because of exhibiting violent or aggressive behavior toward a former co-worker.



Hate group membership: Individuals who express severe prejudices by being members of “hate groups.” These persons are at risk of responding to the group’s actions, including perpetrating violence towards members of the target group.

Evidence of psychosis: An individual who holds false beliefs about people and their motives; has conversations with him/herself; or, whose appearance becomes disheveled over a period of time.

Romantic obsession: Someone that continually makes unwelcome advances towards a co-worker and will not leave the other person alone.

Depression: A usually outgoing and good-spirited person becomes withdrawn, unusually quiet, and/or exhibits extreme signs of stress.

Pathological blamer: A worker who continually says, “I’m not at fault” and will not accept responsibility.

Elevated frustration: An individual who refuses to come to work and complains about everything. If the person is male, he may feel frustrated with female co-workers or supervisors, or vice versa.

Interest in weapons: A person who displays obsessive interest in weapons or explosives through informal discussions and mannerisms.

Chemical dependence: A person who displays signs such as being late for work, acting erratically and/or being unable to get along with co-workers.

Avoiding violence

Recognizing these factors or profiles and taking action when they are evident is the best way to avoid a potentially violent person or situation. This is extremely important in today’s work environment.

Factors that lead to violence

The following attributes can create a “toxic work environment” within an organization, which can exacerbate ill feelings among employees and can lead to an increased potential for violence.



Environmental factors that contribute...

- Authoritarian management style: This can cause feelings of oppression and frustration among workers.
 - Unpredictable supervision and job role ambiguity: Employees are unsure of how to perform their duties and become frustrated.
 - Lack of employee participation in the decision making process: Workers feel they are merely “assembly line workers” and have no contribution to the direction of the organization.
 - Existence of a hostile or threatening work environment: Allowing to persist under supervision, the existence of hostile or threatening work environment or ignoring and taking no action for aggressive conduct, theft, fights, sexual harassment, intimidation or other behaviors viewed as hostile by employees.
 - Acceptance of disrespectful behavior: If supervisors and employees become too informal in their relationship, this can cause misunderstandings (especially of the two individuals are of the opposite sex)
-

Environmental factors that contribute...

- **Frequent invasion of privacy:** Consistently searching through an employee’s desk, or allow others to conduct themselves in this behavior, creates ill feelings.
 - **Lack of training in conflict resolution and communication skills:** Supervisors who lack training in these skills can exacerbate problems in the organization.
-

Social and cultural factors can contribute too...

- **Victims of society:** A pervasive trend that pushes us away from individual responsibility for our actions and toward a sense of “self as victim”, with unusual entitlement. Such an attitude legitimizes violence by creating the perception that culture actually caused the wrongdoing, leaving the perpetrator blameless.
 - **Adverse economic conditions:** Stress increases significantly during times of economic upheaval. Financial problems at any age may trigger negative survival responses from employees and result in unpredictable behavior.
-

Strategies for reducing violence

Efforts to prevent inappropriate and violent behavior. A proactive approach allows an organization the opportunity to prescribe the most effective and least costly solution:

1. Know whom you are hiring (background check).
2. Treat people fairly and with respect.
3. Have a way for people to report suspected incidents anonymously, and provide information on transition assistance programs to those employees leaving the organization.



Prevention

Acting too quickly or before all the facts are known can also exacerbate the situation. Steps to take to minimize negative feelings and idealize the professional work environment/climate may include:

1. Recognizing employees, or offering a “down” day for your employees.
 2. Take a sincere interest in “quality of life” issues (facilities, job satisfaction, and employee development opportunities).
 3. Ensure open communication and sincerity exists among management and employees.
 4. Maintain mechanisms for complaints and concerns to be expressed in a non-judgmental forum that includes feedback to the initiator.
 5. Establish a firm policy that workplace violence will not be tolerated; this may include a zero-tolerance policy on unauthorized guns/weapons on the installation, which is similar to the zero-tolerance policy on sexual harassment.
 6. Plan for potential violence: establish crisis response teams, critical incident debriefing teams, physical security, etc.
-

Recognize and handle conflict

Train all employees on how to handle conflict. Additionally, select personnel should receive more in-depth training on how to diffuse potentially violent situations. These key personnel must have the authority and rank to take initial action to manage the situation.

Intervention

Intervention needs to occur immediately, especially if someone could be in danger. This is your opportunity to prevent future escalation. It is important for all parties involved to know someone in authority takes this matter seriously and will be acting accordingly.

1. First and foremost, deal with the situation.
 2. Establish and advertise a workplace violence program that provides the framework for your actions.
 3. Treat all parties fairly.
-

Roles

Supervisors play a key role in recognizing potentially violent situations and taking proactive measures to reduce the negative impact of such incidents.



Intervention assistance

Tap local resources and get assistance. A mental health provider, social actions office, or employee relations office of the Civilian Personnel Advisory Center should have information and training available on successful intervention or conflict resolution methods (i.e., Alternative Dispute Resolution/ADR). It undermines the authority of the commander to allow an incident to go without action and the level of violence to escalate.

Notifications

A key factor of intervention is making provisions for threat notification 24 hours a day.

Notifications to be considered include:

-  The threatened party(ies) and their commander(s),
 -  Security police,
 -  Local police,
 -  Co-workers,
 -  Family members,
 -  Mental health officials,
 -  Command officials, and
 -  The aggressor's commander.
-

Procedures

If you are confronted by an angry, hostile, or threatening customer or co-worker, here are five simple procedures recommended by the Federal Protective Service, U.S. General Services Administration, to cope with threats and violence:

For an angry or hostile customer/co-worker:

- Stay calm.
 - Listen effectively.
 - Maintain eye contact.
 - Be courteous.
 - Be patient.
 - Keep the situation in your control.
-

For a person shouting, swearing, and threatening:

-  Signal a coworker, or supervisor, that need help. (Use a duress alarm system or prearranged code words)
-  Do not make any calls yourself.

Have someone call the Federal Protective Service, or contact local security, or the provost marshal, or local police.

When threatened by a person with a gun, knife or other weapon:

- 📌 Stay calm. Quietly signal for help. (Use a duress alarm or code words.)
- 📌 Maintain eye contact.
- 📌 Stall for time.
- 📌 Keep talking --- but follow instructions from the person who has the weapon.
- 📌 Don't risk harm to yourself or others.
- 📌 Never try to grab a weapon.
- 📌 Watch for a safe chance to escape to a safe area.

Coping with threats and violence

Telephone threats

- 📌 Keep calm. Keep talking.
- 📌 Don't hang up.
- 📌 Signal a coworker to get an extension.
- 📌 Ask the caller to repeat the message and write it down.
- 📌 Repeat questions, if necessary.
- 📌 For a bomb threat, ask where the bomb is and when it's set to go off.
- 📌 Listen for background noises and write down a description.
- 📌 Write down whether it's a man or woman; pitch of voice, accent; anything else you hear.
- 📌 Try to get the person's name, exact location, telephone number.
- 📌 Signal a coworker to immediately call the Federal Protective Service, security guard, Provost Marshal, or local police.
- 📌 Notify your immediate supervisor.

Keep emergency phone numbers handy.

Write in all the emergency numbers for your building. Put them on a card or tape the card on your desk by your phone or somewhere else close to your phone for easy handy reference.

- 📌 FEDERAL PROTECTIVE SERVICE
- 📌 BUILDING SECURITY
- 📌 PROVOST MARSHAL
- 📌 POLICE/SHERIFF
- 📌 FIRE DEPARTMENT
- 📌 AMBULANCE
- 📌 HEALTH UNIT

Summary While workplace violence is a problem of major concern, it cannot be viewed in social isolation. Though most violent acts are limited to threats, the Army must be prepared to react to the worst-case scenario. In many cases, acts of violence may be prevented using the strategies discussed above.



CHAPTER 13

BENEFITS AND ENTITLEMENTS

When entering Federal service for the first time, knowing your benefits is important to fully appreciate what you can expect from the Army. This chapter will discuss the benefits of being an Army employee.

Online Information: Specific information on each topic can be found at one of the following sources: The Army Civilian Personnel On-Line/Personnel Management and Information Support System (PERMISS) web page, www.cpol.army.mil/permis; army regulations at the U.S. Army Publishing Directorate, www.apd.army.mil; or the U.S. Office of Personnel Management, www.opm.gov.

Paydays and Pay checks: Paydays are usually every other Thursday. There is a time lag of 12 days between the end of a pay period and the issuance of a check. The Department of Defense (DOD) pay period covers a two-week period, extending from Sunday through Saturday.

Paychecks are electronically deposited in a financial institution designated by you.

Holidays: There are 10 legal holidays:

1. New Year's Day – January 1
2. Birthday of Dr. Martin Luther King, Jr. – Third Monday in January
3. President Day – Third Monday in February
4. Memorial Day – Last Monday in May
5. Independence Day – July 4
6. Labor Day – First Monday in September
7. Columbus Day – Second Monday in October
8. Veteran's Day – November 11
9. Thanksgiving Day – Fourth Thursday in November
10. Christmas Day – December 25

Leave: See the chapter on **Leave Programs**

Medicare: Whether subject to Social Security FICA or not, all Federal employees are subject to Health Insurance taxes, that is Medicare.

To answer questions about how FEHBP & Medicare work together to provide you with your health benefits coverage at age 65. Visit the OPM web site at www.opm.gov/insure/mcare



Federal Employees' Group Life Insurance (FEGLI): In most cases, if you are a new Federal Employee you are automatically covered by basic life insurance, and your payroll office deducts premiums from your paycheck unless you waive the coverage. FEGLI provides group term life insurance.

You may elect to cancel basic coverage at any time but are limited in your time to get coverage for yourself and your family members; you must make this election within 31 days.

For current information see FEGLI Booklet – Current Employees (RI 76-21) available at www.opm.gov/insure/life

Federal Employees' Health Benefits Program (FEHBP): Eligible employees must make an election to enroll or not enroll in the FEHBP within 60 days.

FEHB program protects you against the cost of illness and accidents and provides coverage with no physical examination required, and offers a wide range of plans to choose from.

You can use your FEHB program benefits as soon as coverage is effective, the first pay period after your election.

The Department of Army makes a substantial contribution for the cost of the insurance, while you pay the rest through payroll withholding.

Each Fall is “open season” in which you may change plans or levels of coverage.

Temporary Continuation of Coverage (TCC): Temporary Continuation of Coverage (TCC) is available to you if you separate from service. Family members may also enroll in TCC when they are no longer eligible for coverage under your enrollment.

Some temporary employees may be eligible for FEHBP after one year of continuous employment.

Premium Conversion (PC) means that your FEHB premiums are pre-taxed earnings, this reduces the amount of taxes withheld from your pay. PC is automatic unless you waive it.

See <https://www.abc.army.mil/> for more information on PC.

Children's Equity in FEHB: If you have a court order requiring that you provide health benefits to your children, you can either voluntarily enroll them in FEHB or obtain insurance through a private insurance plan.



If you do not comply with the court order, the Department of Army is required by law to enroll you in Blue Cross and Blue Shield Benefit Plan (enrollment code 105), self and family coverage if the court order is presented by any interested party.

For more detailed information on FEHB see www.opm.gov/insure

Injury Compensation: The Federal Employees' Compensation Act (FECA) provides:

- monetary compensation,
- medical care and assistance,
- vocational rehabilitation,
- and re-employment rights,

to Federal employees who sustain injuries as a result of their employment with the Federal government. (the term "injury" also includes disease or illness)

FECA also provides to qualified survivors of the decedent in cases of an employment-related death for the payment of:

- funeral expenses
- and for compensation benefits.

The Office of Workers' Compensation Programs (OWCP) of the U.S. Department of Labor, administers FECA.

Retirement Systems: The Federal Employees Retirement System (FERS) covers employees hired in a position that provides retirement coverage after January 1, 1984. It is a three-part retirement system consisting of Social Security benefits, a FERS basic benefit plan, and Thrift Savings Plan (TSP), similar to a 401 (k) plan.

The Civil Service Retirement System (CSRS) is a closed system to employees hired after January 1, 1984, but still covers about half of the Department of Army civilian workforce.

CSRS and Social Security, which is called CSRS-Offset, covers a few CSRS employees. If you are placed in CSRS-Offset you have a six month opportunity to elect FERS.

Both CSRS and CSRS-Offset employees may contribute to TSP.

The type of retirement system you are placed in will depend on your appointment, when you were first hired and whether or not you have prior Federal civilian service.

For more information go to www.opm.gov/fers_election/



Military Service: All employees placed in a retirement system, whether CSRS or FERS may make a deposit to the civilian retirement system for any active duty military service and receive credit towards the civilian retirement for that service. Each employee has a two-year, interest free period to make the deposit. After that time the deposit will include compounded interest. Specific restrictions apply to those who are retired military.

See <https://www.abc.army.mil/> and select retirement, Post-56 military deposits for detailed information.

Thrift Savings Plan (TSP): The TSP offers the same type of savings and tax benefits that many private corporations offer their employees under 401 (k) plans. Contributions are made voluntarily by payroll deduction and the money that is contributed, along with interest, is tax-deferred. The contributions that you make to your TSP account are separate from your contributions to your FERS, CSRS, CSRS-Offset retirement systems. FERS employees receive employer-matching contributions, while CSRS and CSRS-Offset employees do not.

TSP is critical for all employees who are planning for a retirement income that will meet their continued financial needs during their non-working years. It is especially important for FERS employees as less money is contributed to FERS during working years than CSRS. The FERS annuity is computed at 1% a year for each year of service versus 1.5% to 2% per year for CSRS annuities.

Visit the TSP we site at www.tsp.gov

Automated Systems: There are automated systems that you will use to obtain information or conduct personal business. The Department of the Army has established the **Army Benefits Center – Civilian** (ABC-C) a centralized call center located at Fort Riley, Kansas to handle TSP, retirement, and health and life insurance matters. You can make electronic changes by accessing ABC-C's Employee Benefit Information System (EBIS) using the Internet.



CHAPTER 14

TOURS OF DUTY, HOURS OF WORK

Work Schedules/Tour of Duty

Tour of duty The Federal government defines a work schedule as the hours of a day and the days of an administrative workweek that constitutes an employee's tour of duty. Supervisors establish work schedules based on criteria to include work requirements and funds availability.

Work schedules

Supervisors are responsible for establishing the hours of duty and work schedules for their employees. Changes in individual workdays and shifts may be made when dictated to meet operational requirements.

There are a number of work schedules. The most common are listed below:

Full-Time A basic workweek for most full-time employees is normally 40 hours of scheduled work.

Part-Time A part-time tour of duty means regularly scheduled work from 16 to 32 hours per week.

Intermittent An intermittent work schedule requires employees to work on an irregular basis for which there is no prearranged tour of duty.

On-call An on-call schedule is used when the work is sporadic or unpredictable. Such a schedule normally has an expected cumulative service period of at least six months in a pay status each year.

Seasonal A seasonal work schedule is used when an employee works on an annually recurring basis for less than 12 months each year. An example is an employee responsible for snow removal or seasonal ground maintenance.

Schedule changes

Advance notice requirements for changes in scheduling, vary from installation to installation due to Union-Management negotiated agreements; nature of work; local requirements; practices and procedures, and other factors.

Work Schedule/Tour of Duty**Entitlements**

Each of the previously described work schedules has varying benefits and entitlements, such as

-  leave accrual,
-  paid holidays,
-  health benefits, and
-  life insurance.

Some schedules and hours of duty provide the employee(s) with [special pay entitlements](#). Employees also receive compensation for [overtime](#) work and work on holidays.

Employees should verify their specific entitlements with their servicing Civilian Personnel Advisory Center.

Laws/Acts

The law gives permanent authority for alternative work schedules (AWS) under Chapter 61 of title 5, United States Code. This law modifies both premium pay and scheduling provisions of Title 5 of the U.S. Code and of the Fair Labor Standards Act.

The Federal Employees Flexible and Compressed Work Schedules Act of 1982, codified at 5 U.S.C. § 6120 *et seq.* (the F&CWS law), authorizes a versatile and innovative work scheduling program for use in the Federal Government.

Alternative work schedules

In recent years, the option of [flexible](#) and [compressed work schedules](#) has been enhanced by the emergence of work and family issues. These schedules can enable employees to balance work and family responsibilities.

As the workforce ages, becomes more culturally diverse, and women make up a greater percentage, management officials are grappling with ways to resolve conflicts that arise when an employee's work and family responsibilities collide.



Flexible Work Schedules

A flexible schedule splits the work day into two types of time: Core time and flexible time.

1. The core time is the period of time the employee must be present at work or account for those hours with leave hours, credit hours, or compensatory time off.
2. During the flexible time bands, the employee selects arrival and departure times for the workday.

The two requirements of any flexible work schedule program are:

- ☑ Employees must be present during core time; and
- ☑ Employees must work the number of hours for which contracted, (for example, a 40-hour week in the case of a full-time employee or a lesser number of hours for a part-time employee).

Types of flexible work schedules

A flexible work schedule is not simply a rearrangement of work hours, but a step away from a rigidly controlled work environment.

Five types of flexible work schedules are:

1. Flexi tour -The employee with supervisory approval pre-selects the starting and ending times.
2. Gliding -Employees may vary starting and ending times within flexible time bands.
3. Variable Day -Within parameters, an employee may vary the length of the workday, if present during the core hours, provided a full forty-hour workweek is completed.
4. Variable Week -This is similar to the variable workday, except that the employee alters the whole workweek. Eighty hours must continue to be worked biweekly.
5. Maxi flex -The length of both the workday and workweek may vary. Core hours may be designated for less than 10 workdays per biweekly period, and the 80-hour biweekly workweek must be completed.



Work Schedule/Tour of Duty

Compressed Work Schedules

Employees on compressed work schedules will fulfill their basic work requirements in less than 10 days during the biweekly pay period.

Compressed work schedules have a basic work requirement of 80 hours in a biweekly pay period for full-time employees.

For part-time employees, the basic work requirement is less than 80 hours, which may be scheduled for less than 10 workdays.

Three types of compressed work schedules are:

1. Four-day Workweek
2. Three-day Workweek
3. 5-4/9 Plan

Telecommuting/ Flexiplace

Working at an alternative workplace is called "telecommuting" and such workers are called telecommuters. Telework is the abbreviated name for the Federal Flexible Workplace Program.

 This program provides employees the opportunity to work all or part of the workweek (generally on a regular basis) at alternative workplaces away from the main workplace.

 Typically, the alternative workplace is the employee's home or a satellite work center geographically convenient to the employee's home.

 Employee participation is voluntary and subject to management approval.

 Flexible workplace arrangements are not a right or condition of employment.

 Management may end an employee's participation in telecommuting if the employee's performance declines or if the program is detrimental to organizational needs.

Agencies have authority to establish such programs and encourage their use. However, the number of federal employees who telecommute remains relatively small. Check with your supervisor to find out if this program is available to you.

CHAPTER 15

EMPLOYMENT SYSTEMS and TYPES OF APPOINTMENTS

Civil service Rights, benefits and entitlements in the Federal civil service are determined based upon the type of service and appointment held.

Online information Specific information on each topic can be found at one of the following sources: The Army Civilian Personnel On-line/Personnel Management and Information Support System (PERMISS) web page, www.cpol.army.mil/permis; army regulations at the U.S. Army Publishing Directorate Home Page, <http://www.apd.army.mil/> or the U.S. Office of Personnel Management, www.opm.gov.

Types of civilian appointments The types of appointments made in federal service include:

1. career conditional or career
2. temporary appointment
3. term appointment
4. excepted service
5. dependent hire appointment authority
6. overseas limited appointment (OLA)
7. veterans readjustment appointment

Career-conditional and career appointments **Career-Conditional** appointments are continuing positions in the federal service.

- ☐ The first year of service under a career-conditional appointment is a probationary period.
- ☐ After successfully serving three continuous years under a career-conditional appointment, the employee will automatically receive a career appointment.
- ☐ If the employee leaves federal service before acquiring career status, and does not return within 30 days, a new three-year period will have to be completed before career status can be acquired.

Career appointments confer permanent status and career appointees have the greatest possible job protection. Career appointees have permanent reinstatement eligibility.

Appointments (continued)

Temporary Appointments

Temporary appointments are made for the period of time considered necessary to get a particular job done.

- ☐ It is often designated "not to exceed" a certain time.
 - ☐ In accordance with OPM regulations, agencies make and extend temporary limited appointments without prior approval by OPM, in one year increments up to a maximum of two years.
 - ☐ OPM approval is needed for extensions beyond two years.
 - ☐ Persons on temporary appointments may not be promoted, reassigned, or transferred, and they do not receive benefits, although sometimes they may be credited for retirement if they are later appointed to a career-conditional or career appointment.
 - ☐ The temporary appointment may be terminated at any time upon written notice.
-

Term Appointments

Term appointments are nonpermanent appointments made for a definite term that will last for more than one but not more than four years.

- ☐ Term appointments confer eligibility for within-grade increase promotions, and reassignments, as well as retirement and insurance benefits.
 - ☐ The Office of Personnel Management (OPM) may approve extending an employee in a term appointment beyond 4 years when the extension is clearly justified.
 - ☐ Employees with veteran's preference retain lifetime reinstatement eligibility
-

Excepted service appointments

Excepted appointments are made for positions excepted from the competitive system by law, by executive order, or with OPM approval.

Note

Revisions of some of the above categories are possible or being proposed.

Employment Systems

More than 80 percent of all federal workers are employed in the competitive service, over 19 percent are in the excepted service, and less than one half of the remaining one percent in the Senior Executive Service.

CHAPTER 16

PERFORMANCE EVALUATION

I. Counseling

Counseling The goal for counseling is to empower an employee to achieve goals within a prescribed time frame.

Why counsel Performance counseling is to

-  involve/develop the ratee.
-  explain job requirements/performance standards.
-  determine training needs.
-  promote successful performance.
-  discuss Department of the Army Values.

Counseling Stages The stages for the performance counseling are:

Stage	Counseling
Initial	Conducted within 30 days of the beginning of the rating period or arrival at a new duty station.
Midterm	Midterm counseling will occur at six months into the cycle or during a prescribed time frame.
Follow-up	Anytime as required. May be driven by supervisor/employee initiative or desired frequent feedback. May be driven by poor or exceptional performance. Performance Improvement Plan may be written by supervisor in cases of failing performance.
Final	End of rating period, change of position, early departure of rater or senior rater.

Counseling

Counseling is

- 👤 more than telling a subordinate how they are doing.
- 👤 something that should not be reserved for circumstances involving poor performance or problems.
- 👤 noting and reinforcing good performance.
- 👤 a very effective way to ensure that successful behavior continues.
- 👤 required semiannually for civilians as a minimum.

Reform Act

The Civil Service Reform Act (CSRA) of 1978 established a uniform Performance Appraisal system throughout the federal government to evaluate the performance of federal employees on a regular basis.

Appraisal use

The Civil Service Reform Act of 1978 requires that the performance appraisal rating be used as a basis for decisions to

- 👤 reward,
- 👤 assign,
- 👤 train,
- 👤 promote,
- 👤 retain,
- 👤 reduce in grade, or
- 👤 remove employees for reasons other than misconduct.

The fundamental premise is that every federal employee properly and competently does the job for which they were hired to do.

Support forms

A support form consisting of elements/objectives (what you are supposed to do) and standards (how well you are expected to perform at a successful level) should be developed with your input and prepared for your signature within 30 calendar days

A support form listing the elements/objectives against which you will be rated during your performance period must be recorded on

- 👤 DA Form 7223-1 (Counseling Checklist in the Base System)
- 👤 DA Form 7222-1 (Support Form in the Senior System).

Both forms serve the same purpose:

- 👤 documenting performance expectations and
- 👤 standards at the beginning of the rating period.



Raters must discuss the elements/objectives and standards with their employees and ensure they initial the final plan. Performance objectives and standards become effective on the date they are signed/initialed by the employee and rater.

Support forms are attached to the appraisal at the end of the rating period.

Appraisal period

The annual appraisal period is determined by the grade of the position. The standardized periods are as follows:

- 📅 July -30 June - ES, ST, SL, GM, WS/GS-13 and above, employees at equivalent levels in other pay plans. Note: The US Army Corps of Engineers has been approved for an exception to this rating cycle to allow all 13-15s in the COE to be rated on a 1 Oct - 30 Sept rating cycle.
- 📅 Nov-31 Oct - WG/GS - 9 through 12, employees at equivalent levels in other pay plans (except WL and WS).
- 📅 The annual appraisal periods for the Base System are locally determined rating cycles: WG, WL, WS/GS 1 - 8 and employees at equivalent levels in other pay plans are included.

Annual rating

Managers and supervisors rate employees on all elements of a position.

- 📅 The Army has a five level rating system, listed below:
 1. Successful Level 1
 2. Successful Level 2
 3. Successful Level 3
 4. Fair
 5. Unsuccessful
- 📅 The annual rating is rendered at the end of an appraisal period. An employee must have worked under an approved support form for at least 120 days before they may receive an appraisal.
- 📅 Annual appraisals are due in the Civilian Personnel Advisory Center as soon as practical after the end of the rating period but at least within 45 days.

CHAPTER 17

DISCIPLINARY AND ADVERSE ACTIONS AND THE TABLE OF PENALTIES

Performance-Based Actions

Performance based actions A work environment where reasonable rules, standards of conduct, and performance objectives/responsibilities are clearly communicated and consistently and equitably enforced usually does not require performance-based actions.

Performance-based actions are necessary when an employee's performance continues to be unacceptable in one or more of the established performance objectives/responsibilities.

Probationary employees Probationary employees who exhibit inadequate performance are not subject to the same rules and procedures as non-probationary employees.

Poor performance At any time during the appraisal cycle that the employee's performance on any objective/responsibility is unacceptable (the "fails" level), the supervisor must:

- 👤 inform the employee of the objectives/responsibilities in which performance is unacceptable.
- 👤 explain in what way it is unacceptable.
- 👤 specify exactly what is required to bring it up to the "Success" levels.
- 👤 develop a Performance Improvement Plan (PIP) that includes counseling, and closer supervision.

Causes for poor performance There are many possible causes for an employee's performance and/or conduct problem, for example;

- 👤 illness,
- 👤 disability,
- 👤 substance abuse,
- 👤 personality conflict,
- 👤 family problems,
- 👤 lack of training,
- 👤 low job morale, etc.

The nature of the problem will determine the course of action to be taken.



Performance-Based Actions (continued)

Supervisor responsibilities If there is no evidence that a medical condition or substance abuse problem exists to affect the employee's job performance, the supervisor should take appropriate action early to provide:

- 📌 advance notice of deficiencies
- 📌 an opportunity to improve
- 📌 personal task accomplishment demonstration or on-the-job training
- 📌 supervisory or peer coaching
- 📌 frequent feedback

Supervisors are responsible for an employee's conduct and performance. If they note changes in behavior or performance that may be indicative of a substance abuse problem, they should encourage the employee to utilize the resources available through the Employee Assistance Programs (EAP) or other community resources.

Removal or opportunity process

A probationary employee, whose performance and/or conduct are unsatisfactory, may be removed at any time during the probationary period.

Employees who are not in a probationary or trial period are given an opportunity to improve, in the form of a Performance Improvement Plan (PIP).

The PIP is a formal document developed with the assistance of the Civilian Personnel Advisory Center (CPAC).

Opportunity process

The employee must be provided a reasonable opportunity period to demonstrate acceptable performance. Initial steps include performance counseling, and/or closer supervision.



Performance-Based Actions

Time allowed for improvement

The time needed to demonstrate acceptable performance is a judgment made by the supervisor based on such considerations as the:

-  employee's position
-  extent of the performance problem
-  nature of the problem
-  negotiated agreement

Supervisor's/CPAC Options

If an employee fails to meet the requirements during the probationary period or after the opportunity to improve has expired, the supervisor must consult with the Civilian Personnel Advisory Center (CPAC) on available options such as:

 Reassignment: Reassigning an employee during the probationary period does not mean that he/she must begin a new one-year probationary period.

 Change to Lower Grade: Changing an employee to a lower grade during the probationary period does not mean that he/she must begin a new one-year probationary period.

 Termination: Probationary employees who are subject to administrative actions have very limited rights to have the action reviewed by outside third parties such as arbitrator or the Merit Systems Protection Board.

The supervisor does not have to wait until the end of the probationary period to initiate action.

Table of Penalties

<p>Penalties for misconduct</p>	<p>New employees need to know the penalties for misconduct. The penalties are graduated in severity based on whether an employee has no previous record of misconduct, has a single previous incident of documented misconduct, has two previous incidents of documented misconduct, etc. More serious types of misconduct have a more serious suggested penalty or range of penalties for a first offense than less serious types.</p>
<p>Table of Penalties for Various Offenses</p>	<p>The following Table of Penalties is found in AR 690-700, Chapter 751. A Table of Penalties is a list of the infractions committed most frequently by agency employees, along with a suggested range of penalties for each.</p>

A. BEHAVIORAL OFFENSES FOR WHICH PROGRESSIVE DISCIPLINE IS APPROPRIATE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
1. Insubordination	Refusal to obey orders, defiance of authority.	Written reprimand to removal	5-day suspension to removal	Removal
2. Fighting or Creating a Disturbance*	a. Creating a disturbance resulting in an adverse effect on morale, production, or maintenance of proper discipline.	Written reprimand to 5-day suspension	5 to 10-day suspension	10-day suspension to removal



- b. Threatening or attempting to inflict bodily harm without bodily contact. Written reprimand to 14-day suspension 14-day suspension to removal 30-day suspension to removal

- c. Hitting, pushing or other acts against another without causing injury. Written reprimand to 30-day suspension 30-day suspension to removal Removal

- d. Hitting, pushing or other acts against another causing injury. Written reprimand to removal Removal

Table of Penalties

BEHAVIORAL OFFENSES FOR WHICH PROGRESSIVE DISCIPLINE IS APPROPRIATE				
OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
3. Sleeping on duty	a. Where safety of personnel or property is not endangered.	Written reprimand to 1-day suspension	1 to 5-day suspension	5-day suspension to removal
	b. Where safety of personnel or property is endangered.	1-day suspension to removal	Removal	
4. Loafing; delay in carrying out instructions	a. Idleness or failure to work on assigned duties.	Written reprimand to 3-day suspension	1-5 day suspension	5-day suspension to removal



	b. Delay in carrying out or failure to carry out instructions within the time required.	Written reprimand to 3 day suspension	1-5 day suspension	5-day suspension to removal
5. Attendance related offenses	a. Any absence from the regularly scheduled tour of duty which has not been authorized and/or for which pay must be denied (AWOL) or any absence from management directed additional hours of duty (Unauthorized Absence). Includes leaving the work site without permission	Written reprimand to 5-day suspension	1-14 day suspension	5-day suspension to removal
	b. Failure to follow established leave procedures	Written reprimand to 5 day suspension	5-day suspension	5-day suspension to removal
	c. Unexcused tardiness	Written reprimand to 1 day suspension	1 to 3 day suspension	1 to 5 day suspension. Habitual tardiness warrants removal.

Table of Penalties

BEHAVIORAL OFFENSES FOR WHICH PROGRESSIVE DISCIPLINE IS APPROPRIATE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
6. Unauthorized use of alcohol, drugs or controlled substances.	a. Unauthorized possession or transfer of alcoholic beverages while on government premises or in a duty status.	Written reprimand to 5 day suspension	5-14 day suspension	14 day suspension to removal
	b. Unauthorized use of alcoholic beverages while on government premises or in a duty status.	Written reprimand to 14 day suspension	14-30 day suspension	30 day suspension to removal
	c. Reporting to work or being on duty while under the influence of alcohol, a drug or a controlled substance to a degree which would interfere with proper performance of duty, would be a menace to safety, or would be prejudicial to the maintenance of discipline. See para. 13 for other drug related offenses.	Written reprimand to 30-day suspension Removal may be warranted if the safety of personnel or property is endangered	14-day suspension to removal	Removal

7. Discourtesy	a. Discourtesy, e.g., rude, unmannerly, impolite acts or remarks (non-discriminatory).	Written reprimand to 1 day suspension	1 to 5 day suspension	3-10 day suspension
	b. Use of abusive or offensive language, gestures, or similar conduct (non-discriminatory)	Written reprimand to 10-day suspension	5-day suspension to removal	30-day suspension to removal

Table of Penalties

BEHAVIORAL OFFENSES FOR WHICH PROGRESSIVE DISCIPLINE IS APPROPRIATE				
OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
8. Gambling	a. Participating in an unauthorized gambling activity while on Government premises or in a duty status.	Written reprimand to 1-day suspension	1-5 day suspension	5-30 day suspension
	b. Operating, assisting or promoting an unauthorized gambling activity while on Government premises or in a duty status or while others involved are in a duty status.	14-day suspension to removal	Removal	



Table of Penalties

B OFFENSES WARRANTING PUNITIVE DISCIPLINE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
10. False Statements	a. False statements, misrepresentation, or fraud in entitlements includes falsifying information on a time card, leave form, travel voucher, or other document pertaining to entitlements.	Written reprimand to removal	30-day suspension to removal	Removal
	b. False statements or misrepresentations on a SF 171, or other documents pertaining to qualifications, or on any official record not otherwise enumerated.	Written reprimand to removal	4-day suspension to removal	30-day suspension to removal



- | | | | |
|----|---|------------------------------|---|
| c. | Knowingly making false or malicious statements against co-workers, supervisors, subordinates, or government officials with the effect of harming or destroying the reputation, authority, or official standing of that individual or an organization. | Written reprimand to removal | Removal |
| d. | Deliberate misrepresentation, exaggeration, and concealment, withholding of a material fact. Includes perjury, making false sworn statements, and lying to a supervisor. | Written reprimand to removal | 5-day suspension to removal
10-day suspension to removal |
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11. Stealing	Stealing, actual or attempted, unauthorized possession of government property or property of others, or collusion with others to commit such acts.	14-day suspension to removal	Removal
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Table of Penalties

B. OFFENSES WARRANTING PUNITIVE DISCIPLINE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
12. Misuse or abuse of Government Property	a. Using Government property or Federal employees in a duty status for other than official purposes.	Written reprimand to removal	1-day suspension to removal	14-day suspension to removal
	b. Loss of or damage to government property, records or information when an employee is entrusted in safeguarding Government property as an absolute requirement of the job (e.g., cashier, warehouse worker, property book officer)	Written reprimand to 14 day suspension	Written reprimand to removal	14-day suspension to removal
	c. Willfully using or authorizing the use of a government passenger motor vehicle or aircraft for other than official purposes.	30-day suspension to removal	Removal	
	d. Misuse of Government credentials	Written reprimand to removal	5-day suspension to removal	14 day suspension to removal
	e. Intentionally mutilating or destroying a public record.	Removal		



13. Unauthorized use or possession of a controlled substance

a. Introduction of a controlled substance to a work area or government installation for personal use

3-day suspension to removal

Removal

b. Introduction of a controlled substance to a work area or government installation in amounts sufficient for distribution or distribution of a controlled substance on a government installation.

Removal

Table of Penalties

OFFENSES WARRANTING PUNITIVE DISCIPLINE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
14. Failure to observe written regulations, orders, rules, or procedures	a. Violation of administrative rules or regulations where safety to persons or property is not endangered.	Written reprimand to 1 day suspension	1-14 day suspension	5-day suspension to removal
	b. Violation of administrative rules or regulations where safety to persons or property is endangered	Written reprimand to removal	30-day suspension to removal	Removal
	c. Violations of official security regulations. Action against National Security			
	(1) Where restricted information is not compromised and breach is unintentional	Written reprimand to 5-day suspension	1-14 day suspension	5-day suspension to removal



	(2) Where restricted information is compromised and breach is unintentional	Written reprimand to removal	30-day suspension to removal	Removal
	(3) Deliberate violation	30-day suspension to removal	Removal	
15. Discrimination because of race, color, religion, age, sex, national origin, political affiliation or handicap, or marital status	Prohibited discriminatory practice in any aspect of employment (e.g., employment, appraisal, development, advancement or treatment of employees). Includes failure to prevent or curtail discrimination of a subordinate when the supervisor knew or should have known of the discrimination.	Written reprimand to Removal		

OFFENSES WARRANTING PUNITIVE DISCIPLINE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
16. Sexual Harassment. Influencing, offering to influence, or threatening the career, pay, job, or work assignments of another person in exchange for sexual favors or deliberate or repeated offensive comments, gestures or physical contact of a sexual nature.	a. Involving a subordinate	1-day suspension to removal	10-day suspension to removal	30-day suspension to removal
	b. Not involving a subordinate	Written reprimand to 30-day suspension	5-day suspension to removal	10-day suspension to removal
17. Constitutional Violation	Violation of employee's constitutional rights (i.e., freedom of speech/association/religion.)	Written reprimand to removal	5-day suspension to removal	30-day suspension to removal
18. Conduct Unbecoming a Federal Employee	a. Immoral, indecent, or disgraceful conduct	1-day suspension to removal	Removal	
	b. Solicitation of or accepting anything of monetary value from person who is seeking	10-day suspension to removal	Removal	



contracts or
other business
or financial gain

19. Refusal to
testify;
interference or
obstruction

- | | | | |
|--|------------------------------|------------------------------|---------|
| a. Refusal to testify or cooperate in a properly authorized inquiry or investigation | 1-day suspension to removal | 5-day suspension to removal | Removal |
| b. Interference with attempting to influence, or attempting to alter testimony of witnesses or participants. | 5-day suspension to removal | 10-day suspension to removal | Removal |
| c. Attempting to impede investigation or to influence investigating officials. | 10-day suspension to removal | 30-day suspension to removal | Removal |
-

B. OFFENSES WARRANTING PUNITIVE DISCIPLINE

OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
20. Political Activity	a. Violation of prohibition against soliciting political contributions.	Removal		
	b. Violation of prohibition against campaigning or influencing elections.	30-day suspension to removal	Removal	
21. Misappropriation	a. Directing, expecting or rendering services not covered by appropriations	Removal		
	b. Failure to deposit into the Treasury money accruing from lapsed salaries or from unused appropriations from salaries.	Removal		
22. Job Actions	Participating in or promoting a strike, work stoppage, slow down, sick out or other job actions.	Removal		

Table of Penalties

C. OFFENSES WARRANTING PUNITIVE DISCIPLINE				
OFFENSE	NATURE OF OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE

23. Reprisal	a. Intentional interference with an employee's exercise of, or reprisal against an employee for exercising a right to grieve, appeal or file a complaint through established procedures.	Written reprimand to removal	5-day suspension to removal	30-day suspension to removal
	b. Reprisal against an employee for providing information to an Inspector General, MSPB Office of Special Counsel, EEOC or USACARA investigator, or for testifying in an official proceeding.	Written reprimand to removal	5-day suspension to removal	30-day suspension to removal



- | | | | |
|--|------------------------------|-----------------------------|------------------------------|
| c. Intentional interference with an employee's exercise of, or reprisal against an employee for exercising a right provided under 5 USC 7101 <u>et seq</u> (governing Federal Labor-Management Relations). | Written reprimand to removal | 5-day suspension to removal | 30-day suspension to removal |
| d. Finding by MSPB of refusal to comply with MSPB order or finding of intentional violation of statute causing issuance of a special counsel complaint. | Written reprimand to removal | Removal | |

Table of Penalties

D. PENALTIES APPLYING TO CIVILIAN MARINE PERSONNEL (EXCLUDING HARBOR CRAFT EMPLOYEES) In addition to the penalties listed above that apply to Army employees in general, there are certain offenses for which, under express provisions of law or regulation, civilian marine employees may be punished by removal or even by fine or imprisonment.

OFFENSE	FIRST OFFENSE	SECOND OFFENSE	THIRD OFFENSE
24. Desertion	Removal (mandatory)		
25. Missing sailing of the ship.	Written reprimand to removal	10-day suspension to removal	30-day suspension to removal
26. Willful disobedience to lawful command at sea.	Written reprimand to removal	10-day suspension to removal	30-day suspension to removal
27. Assaulting any Master, Mate, Pilot, Engineer or other officer.	Written reprimand to removal	Removal	
28. Willfully damaging the ship or her equipment, or willfully embezzling or damaging any of her stores or cargo.	Loss of pay equal to the loss sustained and reprimand to removal.	Loss of pay equal to the loss sustained and 30 day suspension to removal.	Loss of pay equal to the loss sustained and removal.
29. Smuggling	Removal (mandatory)		
30. Introducing, selling, possessing, or using intoxicants aboard ship.	5-day suspension to removal.	10-day suspension to removal.	30-day suspension to removal.

31. Unauthorized use or possession of a controlled substance

Introduction of a controlled substance aboard ship in amounts sufficient for distribution, or distribution of a controlled substance aboard ship. Removal

Table of Penalties

Summary Table of Penalties, as stated previously, contains a suggested range of penalties. It is a guide to discipline, not a rigid standard. Deviations are allowable for a variety of reasons.

Examples An employee has repeatedly committed the same offense, even though the employee is being charged with the offense for the first time,
☞ it may be appropriate to exceed the maximum suggested penalty.

An employee is being charged with multiple offenses at the same time,
☞ it may be appropriate to exceed the maximum suggested penalty for all of the individual offenses.

The offense the employee committed is especially serious, compared to the normal degree of the stated offense,
☞ there may be a basis for exceeding the maximum suggested penalty.

On the other hand, there may be occasions when it may be appropriate to assess a penalty below the minimum suggested for the particular offense.

Assessment In either event, when assessing a penalty outside the suggested range, there should be a reasonable explanation to distinguish why the penalty is outside the norm, a reason that can be explained to third parties in the event of a review.

CHAPTER 18

INCENTIVE AWARDS AND MILITARY EQUIVALENTS

http://www.usaac.army.mil/cc/east/PolicyLtrs_new/Encl2toPolicy8.doc

MILITARY	CIVILIAN EMPLOYEES	NONEMPLOYEES (Public Service Awards)
<p>Distinguished Service Medal Certificate, medal, and lapel pin</p> <p>Approval: Secretary of the Army</p>	<p>Decoration for Exceptional Civilian Service Certificate, medal, and lapel pin</p> <p>Approval: Secretary of the Army</p>	<p>Decoration for Exceptional Civilian Service Certificate, gold medal, and lapel pin</p> <p>Approval: Secretary of the Army</p> <p>Secretary of the Army Public Service Award Certificate, silver medal, and lapel pin</p> <p>Approval: Secretary of the Army</p>
<p>Legion of Merit (LOM) Certificate, medal, and lapel pin</p> <p>Approval: Major Army Command (MACOM) commander (corps commander for retirement LOM)</p>	<p>Meritorious Civilian Service Award Certificate, Medal, and lapel pin</p> <p>Approval: MACOM Commander</p>	<p>Civilian Award for Humanitarian Service Certificate, medal, and lapel pin</p> <p>Approval: Secretary of the Army or MACOM Commander</p> <p>Outstanding Civilian Service Award Certificate, bronze medal, and lapel pin</p> <p>Approval: Secretary of the Army or commander in the rank of major general and above</p>
<p>Meritorious Service Medal Certificate, medal, and lapel pin</p> <p>Approval: Commander in the rank of major</p>	<p>Superior Civilian Service Award Certificate, medal, and lapel pin</p> <p>Approval: Commander in the rank of major</p>	<p>No Equivalent Award (Use next higher or lower award category)</p>

general and above	general and above or civilian equivalent	
Army Commendation Medal Certificate, medal, and lapel pin Approval Commander in the rank of colonel and above	Commanders Award for Civilian Service Certificate, medal, and lapel pin Approval: Commander in the rank of major general and above, or civilian equivalent	Commanders Award for Public Service Certificate, bronze medal, and lapel pin Approval: Any commander (colonel and above), commander exercising courts martial authority, principal officials of HQDA staff agencies, general officers, or members of the Senior Executive Service

Army Achievement Medal Certificate, medal, and lapel pin Approval: Commander in the rank of lieutenant colonel and above	Achievement Medal for Civilian Service Certificate, medal, and lapel pin Approval: Commander in the rank of lieutenant colonel and above or civilian equivalent	No Equivalent Award
No Equivalent Award (Use next higher or lower award category)	Certificate of Appreciation for Patriotic Civilian Service Certificate, and lapel pin Approval: Commander in the rank of lieutenant colonel and above	Certificate of Appreciation for Patriotic Civilian Service Certificate and lapel pin Approval: Commander in the rank of lieutenant colonel and above

Few men have the natural strength to honor a friend's success without envy.
-- Aeschylus



CHAPTER 19

TRAINING, CAREER AND LEADERSHIP DEVELOPMENT

Civilians have always been part of the Army. Civilian workers help the military accomplish its missions in several ways. First, civilian employees have technical skills that are critical and in short supply in the uniformed service. They also provide stability and continuity of performance as military personnel rotate more frequently than do civilian workers. But the most important role they play is in freeing military personnel to carry out the military functions that only they can perform. To successfully perform these responsibilities, employees must be thoroughly trained for the jobs they perform. This training must continue throughout employment to ensure the newest techniques, tools, and equipment are mastered.

The Army training vision is to support total force readiness and mission accomplishment by providing and empowering commanders and managers with the authorities necessary to accomplish the training and development of a technically competent, high-performing civilian workforce.

Training is a team effort and the entire Army including, Headquarters DA, Major Army commands (MACOMs), institutional training bases, units, combat training centers, and each individual soldier and/or civilian has a role that contributes to force readiness. Individual civilians, as well as individual soldiers, (commissioned officers, warrant officers, non-commissioned officers) are responsible for training themselves through personal self-development. Self-development is a continuous process – taking place during institutional training and education, and during operational assignments – that should stretch and broaden the individual beyond the job or training. Self-development starts with an assessment of individual strengths, weaknesses, potential, and developmental needs.

Self-development efforts are initiated and funded by the employee and are normally completed during non-duty hours. In some cases, however, accommodations may be made if an employee wishes to attend an education, training or development activity on duty time, especially if it has the potential of increasing the employee's contributions to the mission. For example, the employee's hours of duty, work schedule or lunch period may be changed temporarily to allow for self-development activities.

Training is a continuous, lifelong endeavor that ensures continued readiness and can meet the future needs of the force.

The Department of Army has many training opportunities. There are courses offered as computer-based (CBT), on-site training, resident and correspondence courses. The purpose of learning and development programs is to assist in



achieving Army's mission and performance objectives by improving employee and organizational performance.

Your supervisor can assist you with information for your training needs and with enrollment.

More than ever before, the Army of the 21st Century will rely on top quality civilians in professional, technical and leadership positions to provide a continuity of operations and expertise essential to national defense. The Army's **Civilian Training, Education and Development System (ACTEDS)** currently supports the acquisition and training of a technically proficient professional workforce, as well as the progressive and sequential development of competent, confident leaders that are critical to a high performing workforce. Visit the following web site to review your career program information.

<http://cpol.army.mil/library/train/acteds/>

The Army is implementing a Senior Army Workforce (SAW) initiative to sustain an experienced corps of civilian leaders and managers to provide essential support to Army forces. These civilian leaders manage vital government functions, provide institutional knowledge, and supervise Army civilians and contractors in operational theaters. The career road maps being developed by the SAW initiative are tied to a larger career management system for use by individuals and organizations in career planning.

Another initiative that will complement the SAW efforts above is the Army Training and Leader Development Panel – Civilian (ATLDP-C) Study recommendations. The ATLDP-C not only addresses leader development it also recognizes the need, and recommends, the implementation of a Civilian Education System (CES). The development of the CES will be predicated on the integration of civilian and military individual training, education and development, where appropriate. The CES will ensure a structured, progressive, sequential approach to the civilian educational training base and establish lifelong learning and self-development as integral parts of all civilian training programs.

Leadership is about people. Composed of enduring competencies, its preeminent characteristic is developing trust between the leader and the led. Leadership is influencing people – by providing purpose, direction and motivation – while operating to accomplish the mission and improving the organization.

Leader development is the means for growing leaders prepared for the challenges of full-spectrum operations. The Army is transforming leader development and training programs to focus on gaining and sustaining the high levels of technical and cognitive skills essential for operating future systems and integrating future technologies. Leader development will also focus on the



development of interpersonal skills. This will occur by exploiting education and information technologies with the institutional operational and self-development domains of leader development.

The Army has engaged in a significant and extensive program in the training and development of future civilian leaders. The Center for Army Leadership (CAL) is headquartered in Fort Leavenworth, KS. CAL as it is referred to has created several mandatory and highly encouraged leadership programs of instruction. Leadership, Education and Development (LEAD) is a mandatory course for all potential and current supervisors. The Intern Leader Development Course is mandatory for all interns. The chart on the next page outlines those courses designed for leader development and which are mandatory requirements.

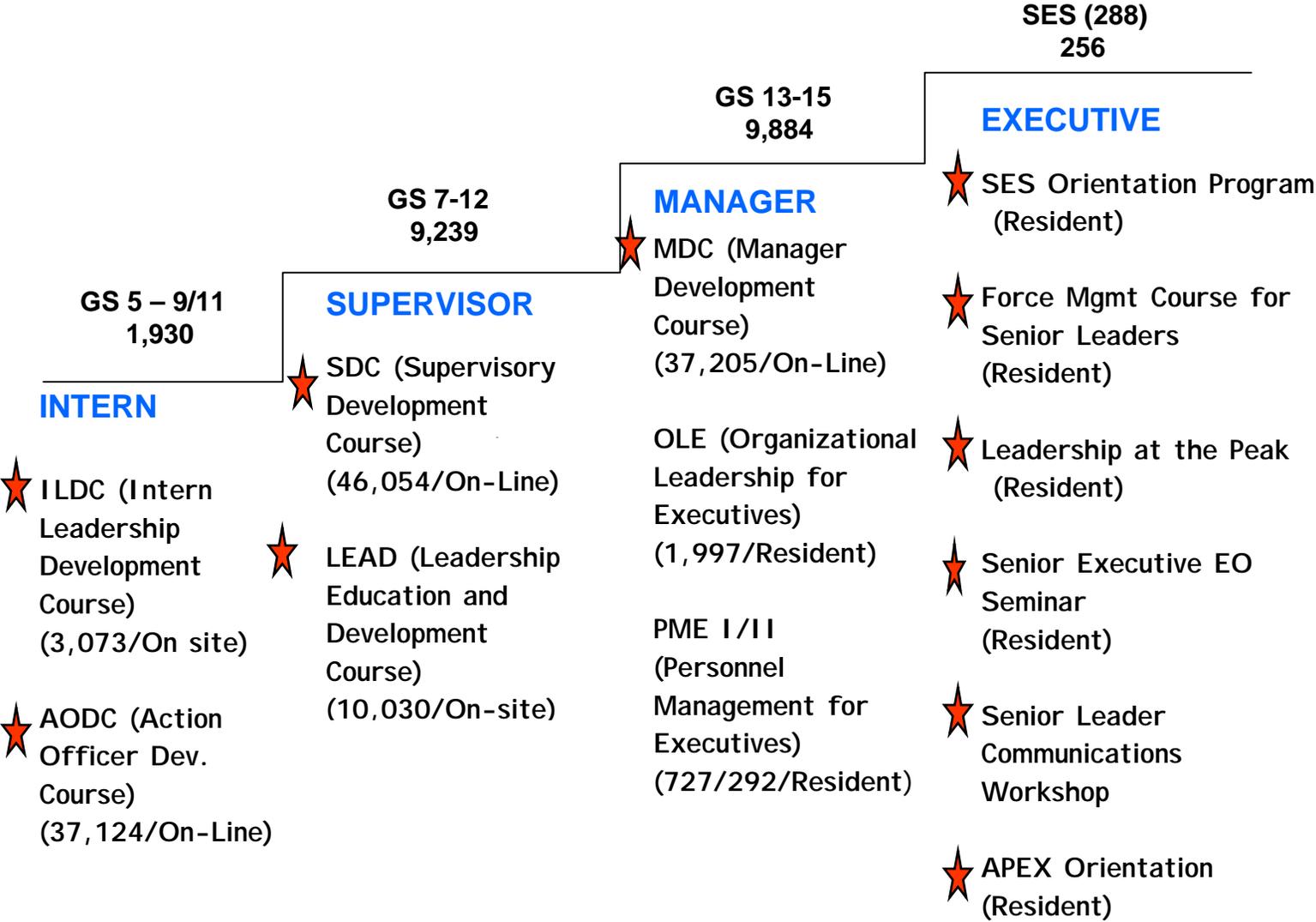
“Leadership in a democratic Army means firmness, not harshness; Understanding, not weakness; generosity, not selfishness; pride, not egotism.” General Omar Bradley – 1953

PAM 360-50, August 1982



Civilian Leader Development Core Courses

- Core Courses common to all Career Programs and included in ACTEDS training plans
- G-1 Centrally Funds, Manages, and Provides Oversight



[Sustaining Base Leadership and Management \(SBLM\) 1276](#)

[Defense Leadership And Management Program \(DLAMP\)](#)

[Senior Service College](#)

★ Mandatory



**ARMY LEADER DEVELOPMENT
SOLDIERS and CIVILIANS-PARALLEL SYSTEMS**

CIVILIANS

LDR DEV PROG (CCL)
FORCE INTEGRATION (FI)
JOINT GO/SES TRNG CONF
DEFENSE EO/EEO
(SES)

SENIOR SERVICE COLLEGES (SSC)
(GS-14 – 15) 1 year

PERSONNEL MANAGEMENT FOR
EXECUTIVES I/II (PME I/II) 2 weeks

ORGANIZATIONAL LEADERSHIP
FOR EXECUTIVES (OLE)
(GS 12 – 14) 2 weeks

SUSTAINING BASE LEADERSHIP &
MANAGEMENT PROGRAM – AMSC
(GS-12 – 14) 3 months

LEADERSHIP EDUCATION &
DEVELOPMENT COURSE (LEAD)
(GS 9 – 12) 1 week

INTERN LEADERSHIP AND
DEVELOPMENT COURSE (ILDC)
(GS 5 – 7) 1 week

MILITARY

LDR DEV PROG (CCL)
FORCE INTEGRATION (FI)
JOINT GO/SES TRNG CONF
DEFENSE EO/EEO
(GO)

SENIOR SERVICE COLLEGES (SES)
(LTC – COL) 1 year

COMMAND AND GENERAL STAFF
COLLEGE (CGSC) (MAJ) 1 year

COMBINED ARMS & SERVICES
STAFF SCHOOL (CAS3) (CPT) 6 wks

OFFICER ADVANCED COURSE
(OAC) (CPT) 4 – 6 months

OFFICER BASIC COURSE (OBC)
(2LT) 3 months

**“The only person who is educated is the one who has learned how to
learn... and changed”
Carl Rodgers**

CHAPTER 20

EMPLOYEE ASSISTANCE PROGRAM

Employee Assistance Programs (EAP)

The scope of Employee Assistance Programs (EAP) varies from installation to installation. The primary focus of the EAP is to assist employees who want help dealing with a substance abuse problem.

Personal services

The ideal EAP brings together a variety of personal services under one roof. It may include program activities and counseling in the areas of

-  personal finance,
-  emotional and psychological problems, and
-  substance abuse awareness and treatment

and is available for employees who have

-  alcohol
 -  drug, and/or
 -  other personal problems, which result in or may contribute to deficiencies in their job performance or conduct.
-

Counseling and referral services

In addition to substance abuse problems, most agency EAPs provide counseling and referral services to help employees achieve balance between their work and family and other personal issues such as:

-  family responsibilities,
-  legal difficulties, or
-  dependent care needs.

EAP also:

-  work to prevent workplace violence incidents;
 -  provide counseling after such incidents and,
 -  provide assistance to employees during agency restructuring.
-



Confidential program

The EAP is a confidential management-supported program offering free, confidential short term counseling to identify the employee's problem and, when appropriate, make a referral to an outside organization, facility, or program.

Employee Assistance Program

Online Information

Specific information on each topic can be found at one of the following sources: The Army Civilian Personnel On-line/Personnel Management and Information Support System (PERMISS) web page, www.cpol.army.mil/permis; army regulations at the U.S. Army Publishing Directorate Home Page, <http://www.apd.army.mil/> or the U.S. Office of Personnel Management, www.opm.gov

**“If you find it in your heart to care for somebody else,
you will have succeeded.”
-- Maya Angelou**



CHAPTER 21

UNIONS

Unions A union that has been accorded exclusive recognition at an installation has a duty to fairly represent all employees in the bargaining unit at the installation regardless of union membership.

Eligibility The majority of non-supervisory employees in the Federal service are eligible to be represented by a union. This entitlement is based on a portion of Title 5 U.S. Code known as the Federal Labor Management Relations Statute - referred to simply as the law or statute from this point on.

Representation Several provisions of the Federal Service Labor-Management Relations Statute address the opportunities unions have in representing the bargaining unit employees' interests.

For example, the union is able to:

- negotiate with management in good faith concerning conditions of employment for bargaining unit members;
 - obtain data normally maintained by management that are reasonably available and necessary to the union for full and proper discussion, understanding, and negotiation of subjects within the scope of collective bargaining;
 - present its views to heads of agencies and other officials of the executive branch of the Government, the Congress, or other appropriate authorities;
 - have employees representing the union on official time when negotiating agreements with management; and
 - be represented at certain discussions management may have with bargaining unit employees.
-



Types of discussions/meetings

The law identifies two types of discussions/meetings with employees where the union is afforded an opportunity to be present.

These are generally referred to as:

1. FORMAL DISCUSSIONS
2. EXAMINATION OF EMPLOYEES -- "WEINGARTEN" MEETINGS

Union Activities

Employees have the right to:

- ☑ Act as a union representative, and in that capacity, to present union views to agency management, the Congress or other authorities.
- ☑ Negotiate over conditions of employment through their chosen representative.

Union Membership

Employees have the right to:

- ☑ form,
- ☑ join or
- ☑ assist a union or
- ☑ to refrain from doing so.

Employees shall be free to exercise this right without fear of penalty or reprisal and shall be protected in exercising this right.

Official time

- ☑ Official time is the time granted to an employee by the agency to perform representational functions on behalf of the union.

- ☑ Official time is granted without charge to leave or loss of pay and is authorized only when the employee would otherwise be in a duty status.

- ☑ Official time is considered hours of work.

**“A good head and a good heart are always a formidable combination.”
-- Nelson Mandela**



CHAPTER 22

EQUAL EMPLOYMENT OPPORTUNITY

Equal Employment Opportunity

Equal Employment Opportunity The Army is an Equal Opportunity Employer, and is committed to the attainment of a diverse civilian workforce that reflects American society.

Guidelines In 1978, the **Uniform Guidelines on Employee Selection Procedures (UGESP)** were issued.

☐ The guidelines are intended to establish a uniform basis of selection procedure criteria in the Federal sector.

☐ This guide imposes on employers the criteria by which the Equal Employment Opportunity Commission (EEO) would evaluate hiring practices to ensure adherence to merit principles.

☐ The UGESP applies to both in-service placement actions and external hiring practices.

☐ Practices that have an adverse effect on individuals or groups of individuals because of their race, color, religion, sex, national origin, age, or handicap should be eliminated.

☐ Applicants will receive appropriate consideration without regard to non-merit factors such as race, color, religion, sex, national origin, marital status, sexual orientation except where specifically authorized by law, age, policies or disability which do not relate to successful performance of the duties of a position.

Director of EEO The Assistant Secretary of the Army for Manpower and Reserve Affairs is designated as the Director of (EEO) for the Army. This Agency has responsibility for establishing and maintaining an Army-wide EEO and Affirmative Employment policy and commitment.



Equal Employment Opportunity

EEO Counselors

In compliance with **AR 690-600**, EEO counselors are trained and certified to:

- ☑ advise complainants and management officials of their rights.
- ☑ inquire into allegations of discrimination.
- ☑ attempt to resolve discrimination complaints at the informal pre-complaint stage.
- ☑ advise individuals on the process of filing a complaint and to work with management officials to help resolve issues.

Employees, former employees, and applicants for employment are referred to an EEO counselor by contacting the EEO Office.

Complaints

Complaints are processed with due regard for the rights of the complainant and persons against whom allegations have been made

Generally, federal employees, former employees and applicants must exhaust the administrative process before pursuing their complaints in court. You must:

1. Seek counseling at the agency EEO office.
2. File a complaint with the agency.
3. After receiving the investigation results: request a hearing before an EEO Commission administrative judge or, forgo a hearing and ask for a final agency decision

After the agency's final decision, a civil suit in the U.S. District where you live can be filed.

Alternative Dispute Resolution (ADR)

There are a variety of methods available to you to resolve your complaint. Complainants may elect to use the alternative dispute resolution (ADR) process.

In compliance with **29 Code of Federal Regulation 1614** and **Executive Order 12871**, ADR mediators are trained and certified in conflict resolution, for early resolution of EEO pre-complaints.

Equal Employment Opportunity

Informal Pre-complaint Counseling

If you believe you have been discriminated against because of your **RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, AGE, PHYSICAL or MENTAL DISABILITY, or because of REPRISAL**, you must contact the EEO Office **within 45 calendar days** of the alleged discriminatory action.

The EEO counselor will attempt to resolve the complaint **within 30 calendar days**.

If your complaint is not resolved to your satisfaction, you will be notified of your rights and responsibilities to file a formal complaint. The servicing EEO office will discuss the avenues of redress available to employees who believe they have been discriminated against.

Formal Complaint Procedures

Formal complaints must be filed **within 15 calendar days** after the final counseling session.

The formal complaint must be filed in writing on **DA Form 2590-R (Formal Complaint of Discrimination)**.

Grievance Procedures

Grievances may be filed under the appropriate negotiated grievance procedure **within 15 calendar days** of the action or event.

For assistance contact the respective president of the **National Association of Government Employees (NAGE)** on your installation, or go to www.eeoc.gov for more information.

Policy on Sexual Harassment

Sexual harassment in the workplace will not be tolerated in the Army.

Sexual harassment is defined as a form of gender discrimination that involves

-  unwelcome sexual advances,
-  requests for sexual favors and
-  other verbal or physical conduct of a sexual nature when made a condition of a person's job, used for employment decisions affecting that person, creates a hostile or abusive environment, or interferes with employee performance.

**“This above all; to thine own self be true.”
-- William Shakespeare**



CHAPTER 23

LEAVE PROGRAMS

On-line Information Specific information on each topic can be found at one of the following sources: The U.S. Office of Personnel Management, www.opm.gov, army regulations at the U.S. Army Publishing Agency Home Page, <http://www.apd.army.mil/>, or the Army Civilian Personnel On-line/Personnel Management and information Support System (PERMISS) web page, www.cpol.army.mil/permis;

Kinds of leave Leave entitles employees to take time off work for illness, vacation or personal matters with or without pay.

There are two basic types of leave-*leave without pay* and *leave with pay*.

There are several different subtypes to the latter. The two most common are annual and sick leave.

Other forms of leave or time off with pay are:

1. Holidays
2. Military leave
3. Court leave
4. Bone Marrow or Organ Donor leave
5. Home leave
6. Funeral leave
7. Excused absence
8. Compensatory time

Leave without pay may be used instead of paid leave for various purposes with supervisory approval.

Leave Programs

Leave administration

The Standard Form SF 71 is available electronically from [the Office of Personnel Management's web site](#).

☞ Click on Index, then scroll down to Forms, and then select SF 71 under Standard Forms.

In addition, OPM has listed all applicable laws and regulations relating to leave administration at [Index of Law, Regulations and Other References Relating to Leave Administration](#).

Failure to request leave according to established procedures, or failure to honor a valid denial of a leave request, may be used as the basis for taking [disciplinary/adverse action](#).

Charges to leave

The minimum charge for either annual or sick leave is 15 minutes and additional leave is charged in multiples of 15 minutes.

☞ Absence in a non-pay status is also charged in multiples of 15 minutes for the actual time absent.

☞ Supervisors may only charge leave on those days the employee would otherwise work and receive pay.

☞ They may not charge either annual or sick leave for absences on holidays or other non-workdays unless they have employees who receive additional pay for standby tours of duty.

Accrual

Full-time employees earn 13, 20, or 26 days of annual leave each leave year, depending on their years of service.

☞ Employees with less than three years of service earn 13 days each year, employees with between three and 15 years of service earn 20 days each year and employees with 15 or more years of service earn 26 days each year.

☞ Part-time employees earn leave on a pro-rated basis. During the first three years, they earn one hour of leave for every 20 hours in a pay status. Between their third and fifteenth year, they earn one hour of leave for every 13 hours in a pay status; and, after their fifteenth year, they earn one hour of leave for every ten hours in a pay status.



Leave Programs

Annual leave

Annual leave is provided by law and accrues automatically to permanent employees and temporary employees who are serving under appointments that exceed 90 days. Earned annual leave becomes available at the beginning of the leave year.

- Temporary employees who are on appointments limited to 90 days or less become entitled to annual leave once they have been employed **continuously** for 90 days.
-

Sick leave

Both permanent and temporary employees earn sick leave. The earning rate differs based on their work schedules. Employees do not accrue sick leave in pay periods where leave without pay or absence without leave reaches 80 hours.

- All full-time employees, regardless of their length of service, earn four hours of sick leave each full biweekly pay period, that is 13 days or 104 hours per annum.
 - Part-time employees earn one hour of leave for every 20 hours in a pay status.
 - Intermittent employees do not earn sick leave.
-

Sick leave guidelines

Sick leave becomes available for use at the beginning of the pay period during which the employee earns it. There is no limitation on the amount s/he may carry forward each year.

- Generally, sick leave of more than three consecutive workdays should be supported by medical documentation.
- Supervisors may request medical documentation at any time, if s/he doubts the validity or adequacy of the request.
- When the evidence does not justify the approval of sick leave, the absence may be charged to annual leave with the employee's consent, AWOL, or leave without pay.
- In addition, if the employee is ill during a period of annual leave, s/he may substitute sick leave contingent upon evidence or documentation acceptable to the supervisor.



Leave Programs

Use of sick leave Sick leave is a qualified right of the employee and may be used only for the reasons defined below:

1. When the employee or one of his or her family members has a medical, dental or optical examination.
2. When the employee cannot work because of a physical or mental illness, injury, pregnancy, or childbirth.
3. When the employee provides care for one of his or her family members who requires it because of physical or mental illness, injury, pregnancy, or childbirth.
4. When the employee arranges for or attends a family member's funeral.
5. When the employee is exposed to a communicable disease.
6. When the employee adopts a child. [Adoption Benefits Guide for Federal Employees](#). Appointments with adoption agencies, social workers, and attorneys; court proceedings; required travel and any other activities necessary to allow the adoption to proceed are covered.

Sick leave expansion In May 1999, the President directed the expansion of the use of paid sick leave for family care purposes. In June 2000, new regulations were issued which allow a federal employee who is caring for a Family Member with a serious health condition to use not more than a total of 480 hours of sick leave during a leave year.

Family member Family member is the same definition as in 5 CFR 630.201.

- ☞ Definition of a Serious Health Condition can be found at 5 CFR 630.1202.
- ☞ Please note care for a family member with a "serious health condition" does not include care for a healthy newborn child.
- ☞ Once the new mother's period of incapacitation ends, there is no further entitlement to use sick leave to "care for a family member with a serious health condition."
- ☞ Sick leave is granted to birth parents only for the period of the mother's incapacitation



Leave Programs

Family related leave limits

You may use up to five days (40 hours), of your sick leave each year for family member care and bereavement purposes, if you are a full-time employee. An additional 64 hours may be used as long as you maintain a balance of at least 80 hours of sick leave.

Part-time employees and employees with uncommon tours of duty may also use sick leave for family member care but the amount of sick leave they may use is pro-rated.

Family and Medical Leave Act

The Family and Medical Leave Act (FMLA) of 1993 provided Federal employees that have completed 12 months of service an entitlement to a total of 12 workweeks of unpaid leave to care for:

1. Birth of son or daughter or care of such;
2. Placement of son or daughter with employee for adoption or foster;
3. Care of a spouse, son, daughter or parent of employee;
4. Serious health condition of employee that makes employee unable to work.

Under the Family Friendly Leave Act (FFLA) of 1994, an employee can use sick leave for purposes relating to the adoption of a child. For more information refer to the [Office of Personnel Management Web Site](#): Adoption Benefits Guide for Federal Employees.

 Supervisors or employees interested in this special leave provision, should contact their local CPAC for further guidance.

Leave Programs

Other Unpaid leave

Absence Without Official Leave (**AWOL**) is an absence that has not been approved by the supervisor and results in no pay for the time absent and may result in disciplinary/adverse action.

 It constitutes a violation of the leave benefit provisions outlined in applicable regulations.

Insufficient Annual Leave

In cases where the employee does not have sufficient annual leave available to cover the leave taken, the excess absence is charged first to compensatory time, if any, and then to LWOP. The supervisor should annotate the time and attendance records with the appropriate leave that was requested.

 Advancing annual leave to an employee who doesn't have enough accrued leave to cover an absence is done only after careful consideration. There may be justification to limit, or even deny, a request for advanced annual leave.

Insufficient Sick Leave

When employees do not have sufficient sick leave available, the pay system will automatically charge the excess to any annual leave, then to compensatory time, if any, and finally to leave without pay.

Although not a routine procedure, in cases of serious disability, illness or confinement for childbirth, activities may advance full-time employees up to 30 days of sick leave.

Voluntary Leave Transfer Program

The Voluntary Leave Transfer Program allows an employee who has a personal emergency; to receive transferred annual leave directly from other employees.

 A personal emergency is defined as a medical condition or family emergency or other hardship situation that is expected to require an employee's absence from duty for a prolonged period of time and result in a substantial loss of income.

A FIRST LEVEL OFFICIAL SUPERIOR OR SUPERVISOR IS PROHIBITED FROM RECEIVING DONATED LEAVE FROM A SUBORDINATE EMPLOYEE.

Supervisors must endorse and/or approve employee applications to become leave recipients.

Leave Programs

Military Leave

Military leave is absence from duty in the employee's civilian position without loss of pay to perform military duty. Employees entitled to military leave must be:

-  A member of a Reserve or National Guard component
-  On a full-time or part-time work schedule, or an indefinite employee who does not have an intermittent work schedule



☒ Be serving in an appointment that is not limited to one year or less

1. Eligible employees must, upon request, be granted military leave to which entitled for performance of active duty or active duty for training or inactive duty training.
 2. Requests for active duty situations must be accompanied by a copy of the orders which is forwarded to the payroll office with the Time and Attendance Report.
 3. The employee is required to submit a certification by the appropriate military officer as evidence that the military active duty was performed.
 4. For inactive duty training, the employee may submit an SF71; memorandum from the Commander; individual report of performance; or any other administratively acceptable notice. But orders will not be required, as they are not used for inactive duty training.
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Court leave Court leave is leave of absence from duty without loss of pay or charge to [annual leave](#):

- ☒ to perform jury duty in a Federal, state, or municipal court
- ☒ to serve as a witness in a judicial proceeding, to which the United States, the District of Columbia, or state or local government, is a party.

Leave Programs

- Court leave**
1. Court leave can only be granted for those days and hours the employee would otherwise be in a pay status.
 2. Employees are to return to work if excused by the court, unless the supervisor determines the employee's return would be impractical.
 3. If excused early from jury duty, the employee should contact the supervisor for a determination on their work status for the remainder of the workday.
 4. Failure to do so could result in a charge to annual leave, leave-without-pay, or absences without leave (AWOL) for the excess time involved.
 5. When an employee is called for jury duty or witness duty, the court order, subpoena, summons, or official request should be provided to the supervisor.
 6. When the employee returns to duty, s/he should provide official written evidence of attendance in court showing the dates and hours to support the appropriate recording on the employee's Time and Attendance Sheet.

Court suits between private individuals or companies in which the United States or a state or local government is not involved do not entitle employees to court leave.

Bone marrow or organ donor leave

Leave for bone marrow and organ donation is a separate category of leave that is in addition to annual and sick leave.

 Up to seven days of paid leave may be used yearly. If you serve as a bone marrow donor.

 You may use up to 30 days of paid leave yearly to serve as an organ donor.



Leave Programs

Home leave Employees recruited for overseas duty from the United States and who may accumulate 45 days of annual leave under section 6404(b) of title 5, United States Code, are entitled to earn, and may be granted home leave.

- 🏠 Home leave may be used **only** in the U.S., the Commonwealth of Puerto Rico, or the territories and possessions of the U.S.
- 🏠 An employee is eligible to use leave entitlements only when he/she has completed 24 months of **continuous service abroad**.
- 🏠 Home leave is earned and credited on a monthly basis.
- 🏠 Earning rates range from
 - 5 days per 12 months at posts with Foreign Post Differential rates of less than 10 percent (0-5%FPD);
 - 10 days per 12 months at posts with Foreign Post Differential rates of at least 10 but less than 20 percent, and
 - 15 days per year at posts with FPD rates of 20 percent and higher.

Home leave may be used in combination with other leaves of absence but cannot be used as terminal leave or as the basis for a lump-sum payment.

There is no limit on accumulation of home leave.

**“The journey is the reward”
-- Taoist Saying**



CHAPTER 24

NATIONAL SECURITY PERSONNEL SYSTEM (NSPS)

The National Defense Authorization Act, Public Law 108-136, authorized the Department of Defense (DoD) to create a new personnel system for its civilian employees and it is entitled The National Security Personnel System (NSPS). Though much work remains to be done the new system will alter and significantly modify the way we conduct and administer the civilian personnel program.

By law, the design of NSPS must follow three principles.

- Be flexible and contemporary;
- Not waive or modify merit system principles;
- Not waive or modify prohibited personnel practices (laws to protect veterans' preference and whistleblowers, laws to prevent nepotism, political favoritism);
- Ensure that employee may organize, bargain collectively;
- Include a performance management system that is fair, credible, and transparent; links performance management to the agency's strategic plan;
- Provide adequate training and retraining on performance management;
- Provide effective safeguards to ensure that the system is fair and equitable;
- Ensure that the overall amount allocated for compensation is not less than what it would have been under the old personnel system through fiscal year 2008.

NSPS will bring the most far-reaching changes in the civilian personnel system in decades. It will change many aspects of key personnel functions for staffing (hiring, assignment, promotion, removal, reduction in force); pay; job classification; discipline; adverse actions; employee appeals; labor relations. NSPS legislation mandates a pay for performance evaluation system.

NSPS cannot change the following civil service matters: merit system principles; prohibited personnel practices; appeals to the Equal Employment Opportunity Commission; antidiscrimination laws; leave and attendance; travel and subsistence expenses; pay for political executives and firefighters; training; personnel demonstration projects; incentives awards; insurance and annuities; access to criminal history record; Laboratory Demonstration projects; access to criminal history record; employees' rights to petition Congress; and services to employees like safety and drug abuse programs.

Due to the pay for performance foundation of NSPS it is a management oriented system not a human resources system.