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Personnel

**CIVILIAN PERSONNEL RESOURCE
MANAGEMENT**

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This instruction provides guidance to commanders, managers and resource managers about the role of the Civilian Resource Management Board (CRMB), and how the CRMB considers issues concerning overtime management of civilian employees, the performance award process, the summer hire program, and the overhire approval process. It implements AFD 36-5, *Civilian Personnel Resource Management*; AFI 36-502, *Managing Civilian Personnel Resources*; AFD 36-8, *Employee Benefits and Entitlements*; AFI 36-802, *Pay Setting*; AFI 36-807, *Weekly and Daily Scheduling of Work and Holiday Observances*; AFD 36-10, *Civilian Performance Management*; AFI 36-1001, *Managing the Civilian Performance Program*; AFD 36-2, *Employment and Affirmative Action*; AFI 36-2024, *Staffing Civilian Positions*; and USFKR 690-1, *Regulations and Procedures-Korean Nationals*. It applies to all Korean National (KN) appropriated and non-appropriated fund employees, and US General Schedule and Federal Wage System (FWS) appropriated fund employees.

SUMMARY OF REVISIONS

Revised to specify approval authority for overtime (paragraph 4.1.); added a requirement that all overtime requests will be routed through 51 CPTS/FMA and 51 MSS/DPC (paragraph 4.2.); deleted the last sentence which read "As a general rule, commanders should ensure employees receiving higher level ratings receive larger awards than employees with lower ratings to ensure credibility of the appraisal process." This is no longer applicable with the current pass/fail appraisal (paragraph 5.2.); revised to add "or Family Member Youth Employment Application" (paragraph 6.5.1.); were added, and these are additional forms required in the Summer Hire Program (paragraphs 6.5.6. through 6.5.11). A bar (|) indicates revision from the previous edition.

1. Terms and Definitions. The following terms and definitions are used in this instruction:

1.1. Administrative Workweek. The administrative workweek begins at 0001 Sunday and ends at 2400 on the following Saturday. The calendar day on which a shift begins is considered the day of

duty for that day even though the day of duty extends into the next calendar day or into the following administrative workweek.

1.2. **Overtime Work.** Work in excess of 8 hours in a day or in excess of 40 hours (US) or 44 hours (KN) in an administrative workweek. Overtime pay is one and one-half times an employee's basic rate of pay (or no more than the basic overtime rate of pay for GS-10 Step 1 for US employees).

1.3. **Call Back Overtime Work.** Irregular or occasional overtime work performed by an employee on a day when work was not scheduled, or for which the employee is required to return to his place of employment, is deemed at least 2 hours in duration for the purpose of premium pay, either in money or compensatory time off.

1.4. **Compensatory Time.** Time off from an employee's regularly scheduled work instead of overtime pay. Compensatory time off is granted on the basis of one hour off for each hour of overtime worked. The use of so-called "unofficial compensatory time," the procedure of allowing employees to work in excess of their 9-hour day with a promise of "comp. time" off at a later date (and not reflected on official time sheets) is illegal and its use is prohibited.

1.5. **Holiday Premium Pay (US).** An employee who performs work on an officially designated American holiday is entitled to pay at his/her rate of basic pay plus premium pay (for work not in excess of 8 hours) at a rate equal to his or her rate of basic pay for that holiday. An employee is entitled to pay for overtime work on a holiday (after the 8th hour of holiday work) at the same rate as for overtime work on other days. An employee who is assigned to duty on a holiday is entitled to pay for at least 2 hours of holiday work (similar to call back overtime rule). For example, a US employee who worked 12 hours on a holiday would receive 8 hours of regular pay, 8 hours of holiday premium pay and 4 hours of overtime pay (1250 percent of base pay, but not to exceed the overtime rate of GS-10, Step 1).

1.6. **Holiday Premium Pay (KN).** An employee who performs work on an officially designated Korean holiday (USFKR 690-1, Chapter 6) is entitled to holiday premium pay. The payment of holiday premium is 100 percent of base pay, Consolidated Allowance Premium (CAP), and supervisory differential. Work in excess of 8 hours per day or 44 hours per week that occurs on a holiday will entitle an employee to both the holiday premium pay and overtime pay. For example, a KN employee who worked 12 hours on a holiday would receive 8 hours of regular pay (base pay, CAP, and other applicable allowances); 12 hours of holiday premium pay (100 percent of base pay and CAP); and 4 hours of overtime pay (150 percent of base pay and CAP).

1.7. **Performance Award.** A cash payment to US and KN employees based on performance reflected in the annual rating of record. A performance award does not increase base pay.

1.8. **Quality Step Increase.** An additional within-grade increase granted to a US GS employee under Title 5 U.S.C. 5336 to recognize sustained high quality performance beyond normal expectations.

1.9. **Special Tours of Duty for KN Employees.** Special tours may be established for fire fighter personnel and other personnel where a substantial standby period of time is required. The tour of duty for these employees (for example, fire fighter personnel and air traffic controllers) is 24 hours on duty and 24 hours off duty. Sixteen hours of each 24 hours will be considered pay time, and eight hours will be considered as standby (nonpay) time for sleeping and eating. Overtime will be paid for the 16 hours of the second shift when the employee is required to work two consecutive 24-hour shifts.

1.10. **Overhire** . A civilian position for which there is no funded Unit Manning Document authorization.

2. **Civilian Resource Management Board (CRMB).**

2.1. The Civilian Resource Management Board (CRMB) is a corporate board established to consider civilian resource issues such as the civilian employment plan, civilian pay use, performance awards, civilian training, overtime pay, and use of overhires.

2.2. The CRMB is chaired by the 51 FW/CV, and group commanders or their designees serve as members. Representatives from Manpower, Budget, and Civilian Personnel serve as advisors. The Board considers requests relating to the use of civilian resources, and makes recommendations to the 51 FW/CC on these issues. Organizations will not commit civilian pay resources, e.g., overhires and overtime (except where unavoidable), without approval of the CRMB. Meetings are held quarterly, or on an as-needed basis.

3. **Overhire Approval Process.**

3.1. The civilian pay budget is based solely on the number of funded US and KN civilian authorizations on the Unit Manpower Document (UMD) for each organizations. PACAF units at Osan AB may employ overhire employees that can be supported from within each respective group's funds without CRMB approval. Overhire funding options by individual groups include: using supply, equipment, operations, or other funds to pay for overhire employees' pay and benefits. Even though unit funds are used to pay for an overhire, the request must be coordinated with both the Budget Office and the Manpower and Organization Office prior to arrival at 51 MSS/DPCC for processing.

3.2. Employment of overhires using 51 FW civilian pay funds must be approved by the CRMB. Use AF Form 1768, **Staff Summary Sheet**, for overhire requests (initial or extensions). The AF Form 1768 should explain: amount and source of funds used to support the request; a short description of overhire duties; why the overhire is needed; and beginning and ending dates. Requests must be processed through the appropriate chain-of-command up through the group commander or equivalent. If the position being filled is vice or in-lieu-of a military authorization, the request must also be processed through 51 MSS/DPM for coordination.

Upon obtaining all coordination (which must include coordination with both the Budget Office and Manpower and Organization Office), attach the AF Form 1768 to a SF 52, **Request for Personnel Action**, and forward to 51 MSS/DPCC for processing. Once the necessary review is completed and approval of an overhire position is accomplished, it is forwarded to 51 MSS/DPCS for appropriate action.

3.3. Technical questions concerning the overhire process should be referred to the Position Classification Section (51 MSS/DPCC).

4. **Overtime Policy and Procedures.**

4.1. Overtime work that is to be paid must be officially ordered by the appropriate supervisor and approved in writing by a group commander or equivalent, or his/her designee not below squadron commander level. The second level supervisor may approve overtime work when that work will result in compensatory time only and not in a payment of overtime. When using this option, the supervisor must assure that the compensatory time off will be allowed within the time period explained in para-

graph 4.5.1. and 4.5.2 of this instruction. 51 FW/CC has designated the following Commanders and Deputy Commanders as having approval authority for overtime and holiday work requests: 51 FW/CV, 51 MSG/CC, 51 MSG/CD, 51 MXG/CC, 51 MXG/CD, 51 MDG/CC, 51 MDG/CD, 51 OG/CC, 51 OG/CD.

4.2. Supervisors will use AF Form 428, **Request for Overtime, Holiday Premium Pay, and Compensatory Time**, to request and document advance approval for overtime, including compensatory time. All requests for overtime will be routed through 51 CPTS/FMA for funds availability, and 51 MSS/DPC for regulatory compliance. The only exception to this rule is in emergency situations when approval of the AF Form 428 may be done no later than the following workday. Supervisors will ensure their timekeepers maintain the AF Form 428 for six years.

4.3. Employees are entitled to a minimum of two hours each time they are called back to duty. Since overtime is usually involved, the use of AF Form 428 is required.

4.4. US employees whose basic rate of pay exceeds GS-10, Step 10, may be required to take compensatory time off in lieu of overtime pay. Such employees are notified of this requirement at the time overtime work is ordered. US employees whose basic rate of pay is less than GS-10, Step 10, may take compensatory time off in lieu of overtime pay only if they request or agree to its use. Korean employees, regardless of grade level, may request compensatory time in lieu of overtime payment or must be paid for overtime for work over eight hours per day or 44 non-overtime hours in any workweek, except for employees working a special tour of duty.

4.5. **Compensatory Time Usage Rules.**

4.5.1. When US employees are given time off in lieu of overtime pay, the compensatory time off period should be scheduled before the close of the pay period following the one during which the overtime was worked. If this is not possible, the time off should be scheduled for not later than the end of the fourth pay period after the one in which the overtime was worked. If the time off cannot be granted within that time period, a final extension for an additional time not to exceed eight more pay periods (for a total of 12) may be granted if the employee agrees to the extension. If further delays occur, the employee will receive payment for the overtime worked. If, for personal reasons, the employee fails to take the time off when it is scheduled for usage, the right to time off is lost. Compensatory time off cannot be granted for work performed on a holiday (except for holiday work performed in excess of eight hours in a day). To avoid the unnecessary expense of paying overtime for unused compensatory time, supervisors must ensure time is made available for its use. Furthermore, supervisors should require employees to use any accumulated compensatory time before approving annual or sick leave.

4.5.2. When KN employees are given time off in lieu of overtime pay, it cannot be changed back to an overtime payment. Compensatory time will normally be taken in the same pay period accrued. However, the time period for use may be extended up to three additional pay periods. Compensatory time is forfeited if not used within these four pay periods or if the employee transfers or is reassigned to another organization. Compensatory time take will be accounted for on a first-in, first-out basis. As with US workers, supervisors should require KN employees to use any accumulated compensatory time before approving annual or sick leave.

4.6. Overtime expenses are a part of the average annual salary used in determining the total civilian pay budget. The previous fiscal year's overtime amount is factored into the current civilian pay bud-

get. Careful consideration should be given before approving overtime requests. The CRMB and the Budget Office closely monitor overtime expenses to ensure they remain at manageable levels.

4.7. Technical questions concerning the rules for granting overtime or compensatory time, holiday premium pay, and holiday observances should be referred to the Labor and Employee Management Relations Section (51 MSS/DPCE).

5. Performance Awards (Cash Bonus) Procedures.

5.1. Each year, prior to the close of the performance rating cycle for US and KN employees, the CPF will obtain from the CRMB on the civilian awards policy. Following approval, the CPF will publish a letter conveying that policy to squadron commanders. Generally, the policy will include procedures, approval levels for awards, and the amount of each organization's awards budget.

5.2. The civilian performance awards approval process will be a decentralized one in which prorated, centrally funded budgets will be determined and conveyed to organizations. The budget for each organization is based on the number of employees assigned to the organization, average grade, and average annual salary. Commanders are tasked with ensuring their awards budget is distributed fairly among their top performers. Commanders must assure all awards approved are appropriate, supported by proper documentation, and meet the intent of the performance awards program.

5.3. US employees rated "Acceptable" may be nominated for up to five percent of their base salary. If an employee received a promotion during the past year, the award will be limited to no more than one percent. Only exceptional performers should be nominated for Quality Step Increases (QSI), which, for budget purposes, are equivalent to a three percent cash bonus. KN employees with outstanding ratings may be given an award of up to 160 hours at the scheduled hourly rate.

5.4. Each organizational commander with five or more civilian employees is responsible for managing performance awards within the prorated share of each year's centrally funded awards budget or may reallocate funds from another area within that unit's overall organizational budget to accommodate the increased amount, in coordination with the Chief, Financial Analysis (51 CPTS/FMA). Organizations with less than five civilian employees will be consolidated into a "shared" budget.

5.5. Technical questions concerning the prorated share of each year's awards budget and information for completion of performance appraisals should be referred to the Labor and Employee Management Relations Section (51 MSS/DPCE).

6. Summer Hire Employment Process. This program is predicated on the availability of funding each year.

6.1. The purpose of the program is to provide meaningful employment experience for military and DoD civilian dependents. Summer hires are employed as "General Aides". They perform miscellaneous, helper-type duties. The program typically runs from June to August of each year.

6.2. If a summer-hire employee can be effectively used, organizations will submit a SF 52 to 51 MSS/DPCS by the suspense date established each year by the CPF. Each request must include a brief description of duties to be performed, including any special skills needed, such as typing, computers, light lifting, etc. The work schedule of the position must be identified.

6.3. Organizations may request an employee by name if the employee has previously worked in that organization. All other applicants will be ranked in priority order of dependency status, years of edu-

cation, and date of application. Summer-hire employees will not be assigned to the same organization as the military or civilian sponsor. Where there are not enough applicants available, the CPF will endeavor to distribute the supply of applicants to all requesting organizations in an equitable manner.

6.4. **Program Restrictions.** Applicants must be at least age 14 (by program start date) but no older than 22 to be appointed, and they must be US citizens. They must be a dependent of an active duty military member or a US Federal civilian employee. College students must be taking at least 12 semester hours of study or eight hours in a trimester. Applicants must provide as proof of student enrollment a copy of their registration receipt showing matriculation and number of enrolled credit hours.

6.5. **Application Requirements:**

6.5.1. An application form (SF 171, **Application for Federal Employment**, OF 612, **Optional Application for Federal Employment** resume, or Family Member Youth Application).

6.5.2. All applicants must have individual social security numbers as verified by a social security card. In lieu of a valid social security card, copy of sponsor's income tax statement, bank statement, or other official document showing a social security number may be accepted subject to approval by the CPF.

6.5.3. Family Member Statement (available in CPF).

6.5.4. Parental consent letter for all applicants under age 16.

6.5.5. Statement of Selective Service registration status (only required for male applicants ages 18-22).

6.5.6. Local Applicant questionnaire.

6.5.7. SF 181, **Race and National Origin Identification.**

6.5.8. SF 256, **Identification of Handicap.**

6.5.9. SF 1199A, **Direct Deposit Sign-Up Form.**

6.5.10. Copy of sponsor's orders or Letter of Employment.

6.5.11. Conditions of Employment memorandum.

6.6. Technical questions concerning the summer-hire process should be referred to the Affirmative Employment Section (51 MSS/DPCS).

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Commander