

Manpower and Equipment Control

FULL-TIME MANNING

STAFFING GUIDE FOR ARMY NATIONAL GUARD SUPPORT PERSONNEL MANAGEMENT OFFICE

Summary. This pamphlet outlines the organization, mission and functions of Army National Guard Support Personnel Management Office. Staffing tables in this pamphlet reflect the results of manpower staffing standards studies (MS-3) conducted by the Army National Guard Manpower Division (NGB-ARM).

Applicability. This pamphlet (Vol II) applies only to National Guard Support Personnel Management Offices.

Interim Changes. Interim changes are not official unless authenticated by the Executive, National Guard Bureau. Interim changes will be destroyed on

their expiration dates unless sooner superseded or rescinded.

Internal Control Systems. This pamphlet is subject to the requirements of AR 11-2. Internal Control Checklists for this pamphlet are published separately as pertains to AR 570-5.

Suggested Improvements. The proponent of this pamphlet is the National Guard Bureau. Users of this pamphlet are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ARNG OAC, NGB-ARM-V, Building 6811, Aberdeen Proving Ground, MD 21010-5420.

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*This pamphlet supersedes NGB Pam 570-1, Chapter 9, 1 June 1987.

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Chapter 1
Introduction

Section I
Nature and Purpose of Staffing Guide

1-1. Purpose

a. This staffing guide provides guidance for determining the number and types of full-time person-

nel required to operate the National Guard Support Personnel Management Offices.

b. The workload factors contained in this guide are assigned to be applicable to all ARNG activities with the exception of Guam. These workload factors will assist managers in the field in determining manpower requirements.

1-2. Explanation of abbreviations
 Abbreviations used in this pamphlet are explained in the glossary.

1-3. General applicability of the staffing guide

a. Manpower. Staffing tables indicate all required full-time manpower regardless of source. Staffing tables provide for a 40 hour a week operation unless otherwise noted and include allowances for non-available time such as annual and sick leave, training and orientation and military duties.

b. Operating situations.

(1) Manpower requirements shown in this guide are those required to perform recognized Federal functions under optimum operating situations.

(2) The staffing guide does not constitute an authorization for positions or personnel. The Support Personnel Manning Document (SPMD), in conjunction with the manpower voucher, issued by the Manpower Division is authorization for hiring authority to the states.

1-4. Use of the staffing guide in manpower surveys

a. This guide will be used as a base document for identification of functions associated with each major work center.

b. This staffing guide will be revised periodically to reflect changes in manpower requirements based on current activities, organization, and mission. The basic sources of information for revision of this guide are manpower survey reports, TDAs, organization and function manuals, directives issued by the Chief, National Guard Bureau and Department of the Army. Survey reports will be prepared in sufficient detail to provide sufficient information regarding workload, identification and definition of work units, number of personnel used and manhours expended.

c. New or revised functions, when appropriately validated, will be used. Workload data must be expressed in terms of the identified workload factor annotated on each staffing table.

d. Development of New Staffing Tables. When sufficient information is available, new staffing tables

will be developed and incorporated into future changes or revisions of the guide.

1-5. Manpower utilization

a. While intended chiefly as a guide for determining proper manpower requirements for the performance of Support Personnel Management functions, this guide also has an important related objective, the conservation of manpower resources. In accordance with the Department of the Army (DA) policy of exercising utmost economy in use of manpower, every effort should be made to operate within recognized requirements or to operate with less manpower than indicated.

b. Staffing requirements based on guidelines established in this publication should be reduced when automatic data processing is used to accomplish the function or tasks; e.g., maintenance of records and preparation of reports.

1-6. Manpower management

a. A primary goal of the ARNG Directorate is to provide favorable and expeditious response to full time support manpower requests. To achieve desired manpower management objectives and conform to DA policy, the following procedures are followed by NGB-ARM prior to validating manpower requests.

- (1) Analysis of mission and workload.
- (2) Analysis of operating procedures.
- (3) Review of all existing and proposed position descriptions to assist in determination of functional responsibilities.
- (4) Analysis of current position utilization.
- (5) Resolution of all personnel/management problems (to include training/organization structure).

b. In order to effectively determine manpower requirements, requests for additional manpower must include--

- (1) A statement(s) certifying that all functions have been reviewed and prioritized, unnecessary functions have been eliminated and personnel working in areas of decreased workload have been realigned to areas with increased workload.
- (2) Evidence of new missions assigned by NGB.
- (3) Existing and proposed position descriptions.
- (4) Estimated workload.
- (5) Program contents, including functions to be performed.
- (6) Documentation of existing backlog for individual work centers.
- (7) Copies of Standing Operating Procedures (SOPs).
- (8) Proposed organization structure.

c. All manpower requests will be submitted to NGB-ARM for consideration and action. Close coordination of all studies will be made with the appropriate Office of Primary Responsibility (OPR). OPRs will provide technical expertise/liaison on responsibility of functional areas, organizational structure, current management information systems and reports, and technical guidance to facilitate comprehensive study planning.

Section II Using the Staffing Guide

1-7. Staffing table code structure

Chapter 2 contains a series of staffing sections, each representing a branch or component of the Support Personnel Management Office (SPMO).

a. **Army functional dictionary coding.** Each staffing table indicates an Army Functional Dictionary (AFD) Code for the work center. This code has been selected ensuring consistency with the overall mission and specific responsibilities of the work center or function. Use of this code is in accordance with Army guidance to develop a data base for effective control of functional information. A list of the codes used in this guide is located in appendix A.

b. **Manning document numbers.** Staffing tables include the Manning Document Number (MD No.) assigned to the SPMD by the Manpower Division. This will assist managers in cross referencing the table with the appropriate SPMD.

1-8. Work center descriptions (WCD)

Each work center is prefaced by a summary of work performed. The WCD encompasses all federally recognized functions that should be performed by the organization. A detailed functional breakout is available upon request from the Manpower Division, Management Engineering Branch (NGB-ARM-V).

1-9. Organization charts

The structure depicted by the organization charts were developed with consideration for future needs of the Army National Guard. The organizational structure is employed to facilitate presentation and application of staffing information contained in this guide. Within each staffing section, an organizational block is depicted. Directly below this block are the broad general functional areas for which the branch is responsible. This may assist managers in developing the internal organization within the respective branch.

1-10. Staffing tables

Staffing tables provide specific guidance for determining the appropriate numbers and kinds of personnel to staff each organizational element. The contents of the staffing table are further explained below.

a. Quantitative guidance.

(1) Workloads are expressed in terms of significant workload factors as annotated on the table, unless otherwise specified.

(2) Minimum manning computations are used in situations where work measurement is not of any benefit. Such computations are so noted within the staffing table.

(3) Whole man position requirements are used for documentation, when requirements are directed.

(4) Where no staffing requirement could be developed because of lack of experience data, unmeasurable nature of work, or other reasons, minimum manning has been provided and annotated as a footnote to the table.

(5) Worksheets are provided, where appropriate, to assist the user in properly determining requirements.

(6) Standards developed for each work center are classified into one of five types. A detailed explanation of the statistical parameters for each type standard is contained in appendix C. Each table is prefaced by the standard type. If an individual position deviated from the overall work center type, it is annotated separately as a footnote to the table.

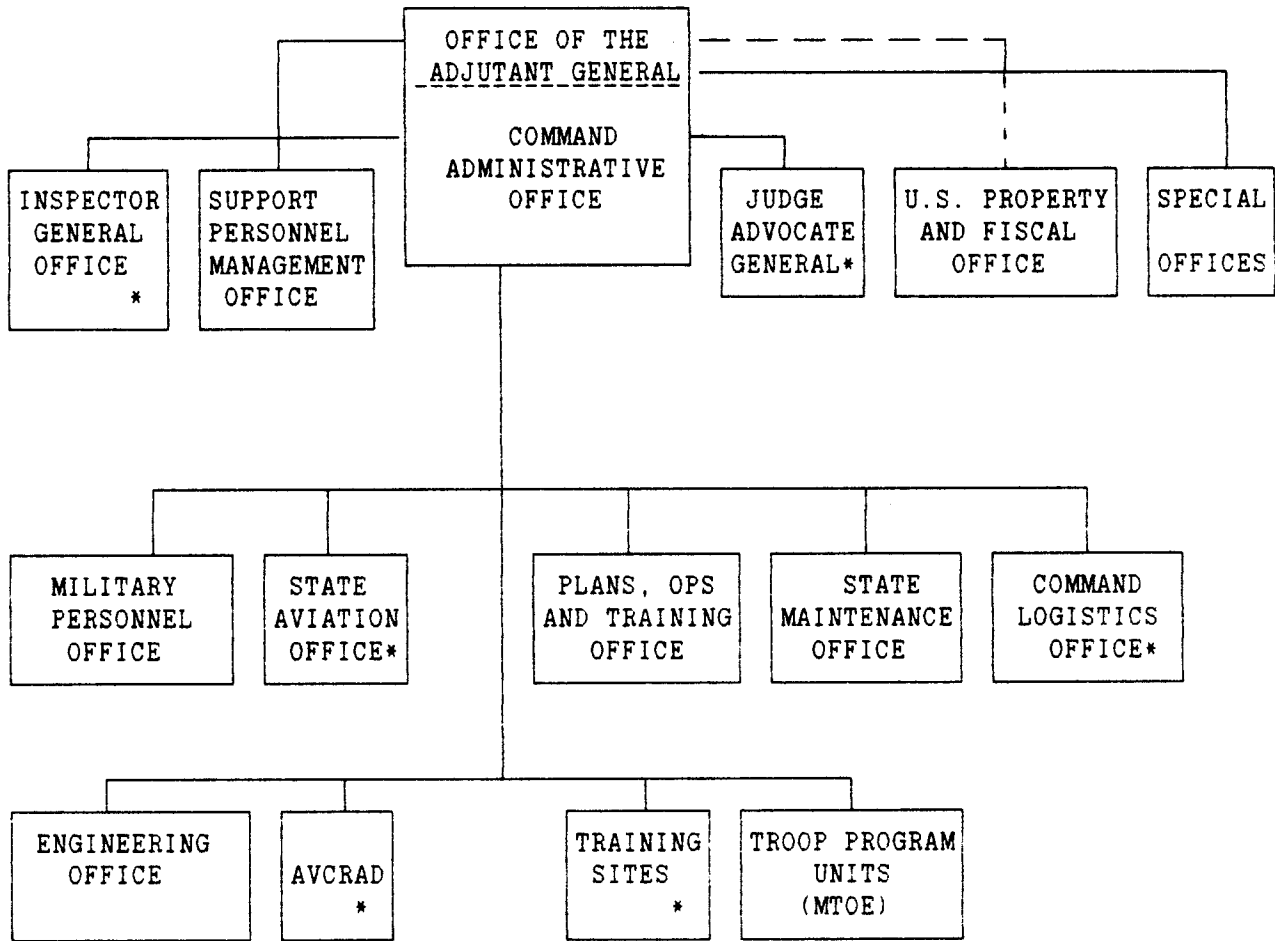
b. Qualitative guidance.

(1) Military Position Titles given to military positions (both Active Guard Reserve (AGR) and technician) are descriptive to the duties performed, and where applicable, conform to the speciality titles under support personnel management systems. Official titles for technician positions are determined by NGB-PR.

(2) Footnotes. Explanatory or qualifying footnotes or remarks intended to supplement information given in the staffing tables are provided immediately below the table in the appropriate "Remarks" section.

**Section III
State Headquarters**

1-11. Type organization



SPECIAL OFFICES (For Example):

- | | |
|-------------------------------------|------|
| Marksmanship Training Unit | (AR) |
| Eastern ARNG Aviation Training Site | (PA) |
| Western ARNG Aviation Training Site | (AZ) |
| Los Alamitos Flight Line Activity | (CA) |
| Components Listing | (ME) |
| ARNG Multi-Media Center | (AL) |

NOTE: Type organization for each Office is in the applicable portion of this pamphlet except where noted.

*Full-time support requirements not recognized for all states

**Chapter 2
Staffing Sections**

**Section I
Organization of the Support Personnel Management Office**

2-1. General organization

The general organization of the Support Personnel Management Office is depicted in figure 2-1. Staffing tables have been developed reflecting this structure. Work Center Descriptions for each branch are outlined in subsequent sections of this pamphlet.

These descriptions are intended to present the major functional requirements for each branch. Primary elements of the SPMO are--

- a. Office of the Support Personnel Management Office (SPMO).
- b. Equal Employment Opportunity Office.
- c. Military Duty (AGR) Management.
- d. Technician Personnel Management Branch

SUPPORT PERSONNEL MANAGEMENT OFFICE (SPMO)

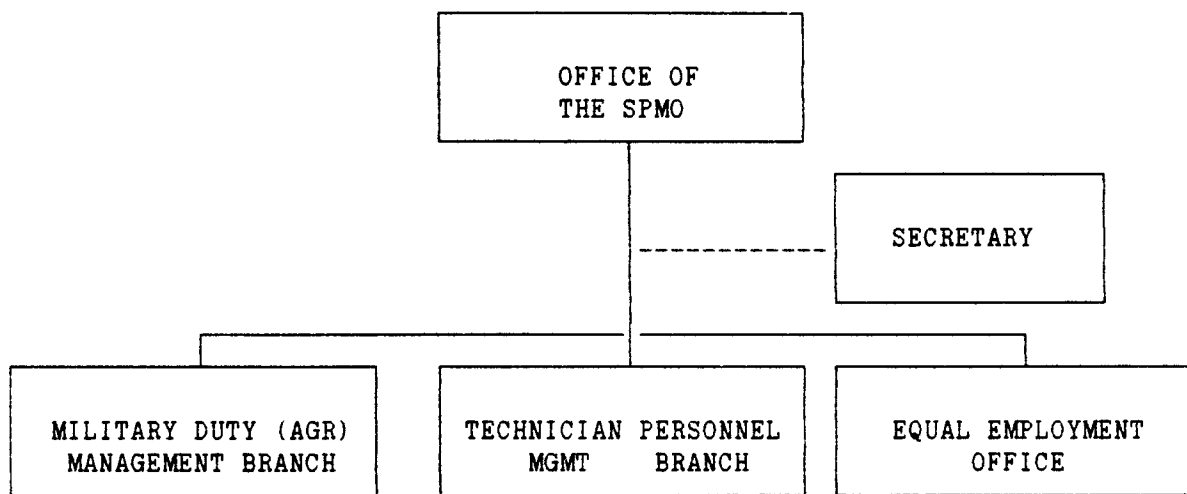


Figure 2-1. SPMO Organization

**Section II
Support Personnel Management Office, SPMO
Office of the Support Personnel Management Office**

(AFD: PDA MD: 1710 TYPE: V)

2-2. Work Center Description

DIRECT FUNCTIONS:

1. ADMINISTER PERSONNEL. Reviews current job description or set of required duties for subordinate personnel; prepares amended or new position descriptions; develops/updates performance standards for subordinate personnel; prepares performance appraisals for subordinate personnel; counsels subordinate personnel on performance and suggests areas for improvement; counsels and as

sists individuals with morale, welfare, and disciplinary problems; takes necessary corrective action required to maintain discipline, to include processing adverse action; prepares award nomination for subordinate personnel and forwards to review/approver; reviews, approves/disapproves training for subordinate personnel and forwards request for training to appropriate office for processing.

2. MANAGE THE SUPPORT PERSONNEL MANAGEMENT OFFICE. Develops policy, procedure, operation instruction, checklist for internal use; coordinates internal directives with subordinate SPMO supervisors; plans, schedules, coordinates SPMO internal activities considering relative priority of program and projects; establishes work priorities plan and initiates required changes; initiates internal studies of SPMO programs when required; investigates accident or incident within the SPMO, prepares required reports and associated correspondence and forwards results to requester.

3. SPMO BUDGET ESTIMATE. Researches budget requirement; prepares SPMO budget estimate; coordinates subordinate function input; consolidates and approves SPMO budget; forwards estimate to requester; defends budget estimate; executes budget.

4. ADVISE TOP MANAGEMENT. Briefs Adjutant General and other senior managers.

5. ARMY AND AIR MEETINGS. Prepares and attends State Army and Air meetings as the Personnel Advisor/Representative.

6. PROVIDE GUIDANCE. Analyzes issue for applicability; informs top management of significant/controversial issue, problem, trend, or status of program; provides advice on course of action.

7. FULL-TIME PERSONNEL SUPPORT PROGRAMS. Manages and administers Full-Time Personnel Support Program; develops and implements State publications; develops Personnel Program and Manpower Management Resources Program budget estimate; appraises program result; reviews Inter-service/Intra-service Support Agreement (ISA) and Memorandum of Understanding (MOU); contracts from outside organizations for services provided in support of personnel programs; publishes a SPMO Information Newsletter; responds to Congressional inquiries.

8. INTERNAL AUDIT PROGRAM. Manages and implements internal audit program; reviews results of audit; takes corrective action.

9. MOBILIZATION PLANNING. Attends Mobilization Planning Committee conferences; meetings; establishes SPMO team for mobilization workload; develops SPMO annex in support of the State's Mobilization Plan; prepares Mobilization Operation Plan input; develops SPMO mobilization plan; participates in mobilization exercises.

10. SPMO FUNCTIONAL AREAS. Prepares recurring personnel orders, plans, reports, schedules, evaluations and correspondence; maintains a suspense file; maintains a personal locator file.

11. EEO AND AFFIRMATIVE ACTION PROGRAM. Reviews special emphasis and affirmative action plans; meets with key staff officials to coordinate plans; meets with key staff officials to coordinate plans; provides recommended EEO policy statements for TAG; meets with management officials to emphasize EEO, affirmative action, special emphasis programs; approves EEO reports.

12. ADMINISTRATIVE SERVICES. Processes distribution for the SPMO.

13. ADMINISTRATIVE SUPPORT. Provides all clerical support to SPMO and other sections not having dedicated typing personnel; supervises typing of recurring personnel orders, plans, reports, schedules, evaluations and correspondence from draft through finished copy in proper format; maintains correspondence and all other files (unclassified), as required from preparation through final disposition; supervises other related clerical tasks which provide support to an action/project officer; maintains suspense and personal locator file and works directly under the supervision of the SPMO; operates word processing equipment and any other automated equipment authorized in the SPMO office; makes flight and accommodation reservations for personnel on TDY to the SPMO office; arranges for meetings (including time, place, data and equipment needed).

14. TRAVEL. Performs local travel between work centers and job site; performs TDY travel to perform official job-oriented travel; performs field visits, advise, assist, and evaluate.

Office of the Support Personnel Management Office, SPMO		
Workload Factor:		
Directed		
Manpower Requirement		2
Line	Title	Distribution of Positions
1	Support Personnel Management Officer	1
2	Secretary or Personnel Clerk, (Typing)	1

Section III**Support Personnel Management Office****Equal Employment Opportunity Office****(AFD: PEB MD: 1712 Type: IL)****2-3. Work Center Description**

NOTE: This office is manned to only accommodate activity of the Full-Time Support Force (Technicians and AGRs). Similar activity for the IDT force is performed by the Military Personnel Management Office (MPMO).

DIRECT FUNCTIONS:**1. AFFIRMATIVE EMPLOYMENT PROGRAM**

(AEP). Develops a multi-year AEP Plan; ensures involvement of managers and supervisors in the development, preparation, and implementation of the plan; prepares a quarterly review and analysis of progress; prepares an annual Accomplishment Report and Plan Update.

2. AFFIRMATIVE ACTION PLAN (AAP). Coordinates with the State HR/EO Officer and State SA Officer, to support minority and female recruiting and retention in the military force of the ARNG and ANG; develops ARNG and ANG military Affirmative Action Plans to support minority and female recruiting and retention in the military force of the ARNG and ANG; develops Affirmative Action Plans for ARNG and ANG AGR personnel; prepares an annual Assessment Report for the ARNG and ANG.

3. WORKFORCE ANALYSIS. Collects and compiles technician and military statistical data on a regular basis; analyzes data to identify trends, progress, problem areas, and recommendations pertaining to minority and female representation; uses data for input into AEP/AAP planning and for advising management actions.

4. DISCRIMINATION COMPLAINTS PROCESSING/MANAGEMENT (TECHNICIANS). Directs a system of EEO Counselors; recruits and provides training and guidance to counselors; monitors counselors' activities through reports, meetings, and direct observation during precomplaint processing; manages receipt and preparation of EEO complaint correspondence/documentation (required notification letters, complaint file, etc.); manages local arrangements in support of contract investigations and EEOC hearings for formal EEO complaints; meets with complainants as necessary to clarify issues, negotiate resolution, answer questions, provide information; meets with management to advise on procedures, merits, resolution, and remedial action; tracks status of formal complaints; prepares an an-

nual Precomplaints Counseling and Complaints Processing Report.

5. DISCRIMINATION COMPLAINTS PROCESSING/MANAGEMENT (AGRs). Provides technical assistance to both management and complaints to facilitate the military complaints process; tracks the status of complaints; manages receipt and preparation of appropriate complaints correspondence/documentation; meets with complainants as necessary to clarify issues, negotiate resolution, answer questions, provide information; meets with commanders, managers and the TAG to advise on merits, resolution, remedial action; conducts formal investigation of AGR.

6. HANDICAPPED INDIVIDUALS AFFIRMATIVE ACTION PROGRAM. Manages the state's activities in support of the National Guard Handicapped Individuals Affirmative Action Plan; involves managers and supervisors in support and implementation of program; coordinates special recruitment and placement actions for handicapped personnel with the Selective Placement Coordinator in the SPMO; collects and compiles statistical data on handicapped personnel; analyzes data to identify trends, progress, problem areas, and makes recommendations; prepares an annual accomplishment report on progress.

7. PERSONNEL ACTIONS. Conducts a review of each full time merit placement action to ensure that AEP/AAP considerations are followed in the recruitment and selection process for technicians and AGR's; develops and implements a system to track and review applicant flow data for full time positions; identifies possible artificial barriers to the recruitment and selection of minorities and women (for inclusion in AEP/AAP) and makes recommendations on problem areas.

8. TRAINING. Plans and conducts training on the varied aspects of the EEO/EO program for managers and supervisors, technicians, AGR tour personnel, EEO Counselors, Special Emphasis Program Managers and committee members; plans budgetary, administrative, and logistical support for such training; attends training events, seminars, conferences sponsored by NGB, OPM, EEOC, or other outside activity on EEO/EO, HR program issues.

9. SPECIAL EMPHASIS PROGRAMS. Manages implementation of Special Emphasis Programs (SEP's) through collaterally assigned SEP managers; ensures selection, appointment, and training of SEP managers; provides guidance to and oversight of SEP managers; involves special recruitment, training,

committee, and publicity functions for the following programs: Federal Women's Program, Hispanic Employment Program, Asian/PI Program, American Indian Program.

10. SEXUAL HARASSMENT PREVENTION PROGRAM. Manages a strong, proactive program to prevent or eliminate sexual harassment in the National Guard; develops and updates management's policy statement; ensures conduct of special SHP training.

11. FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP). Develops and implements a FEORP Plan in support of the AEP Plan; prepares an annual FEORP Report.

12. UPWARD MOBILITY PROGRAM. Develops and oversees implementation of an Upward Mobility Program in support of the AEP Plan.

13. COMMUNITY RELATIONS/PROGRAM PUBLICITY. Orchestrates and participates in meetings with community based organizations to improve minority/women representation and relationships; prepares newsletters, bulletins, posters, or information papers in support of EEO/EO/HR programs; plans and directs special observances or ceremonies to commemorate significant minorities or women's events (Martin Luther King, Jr. Birthday, Black History Month, National Women's Week, Holocaust, etc.).

14. MANAGEMENT PLANNING/ADVICE. Participates in meetings with management to influence and advise on decisions affecting EEO/EO/HR

programs; develops special written papers/reports for management recommending courses of action.

15. TECHNICIAN ASSISTANCE PROGRAM (TAP). Manages the Technician Assistance Program to include training and publicity on the effective handling and referral of technicians with personnel problems such as drug or alcohol abuse, emotional disturbances, etc; counsels, assists, and refers technicians with such problems; keeps appropriate records of activities; prepares an annual report of TAP activities.

16. MILITARY DRUG AND ALCOHOL PROGRAMS. Serves as State Alcohol and Drug Control Officer (ADCO), managing the military Alcohol and Drug Abuse Prevention and Control Program (ADAPCP); conducts training of support personnel in the operation of the program and oversees conduct of the drug testing program; maintains custody of records for drug testing and for test evaluations and reporting; counsels/assists/refers military personnel through the ADAPCP; prepares and forwards data/reports required by NGB; advises management.

17. ASSISTANCE/EVALUATION/COMPLIANCE. Conducts internal on-site visits to assist, evaluate, review compliance of EEO/EO/HR programs in the state; develops reports of findings and recommendations, and provides to management; follows up; serves as POC for visits by higher HQ relative to EEO/EO/HR programs.

Equal Employment Opportunity Office, SPMO			
Workload Factor: Total Auth ARNG/ANG:		1	1353
Full-Time Support		1352	and above
Manpower Requirement		1	2
Line	Title	Distribution of Positions	
1	Equal Employment Manager	1	1
2	Equal Employment Spec	-	1

Section IV
Support Personnel Management Office
Military Duty (AGR) Management Branch
(AFD: PDQ MD: 1714 TYPE: IL)

2-4. Work Center Description

DIRECT FUNCTIONS:

1. AGR MANAGER. Manages the State AGR Program; develops and implements recruitment-placement program/policies; develops and administers a career management; supervises administrative procedures and policies on disciplinary actions; supervises processing all personnel actions; oversees and/or provides information concerning support/benefit program; formulates AGR travel budget estimates and executes travel budget; performs local and TDY travel.

2. BRANCH RESPONSIBILITIES. Plans and administers program for recruitment, appointment, utilization and distribution, military CMF classification and related career and promotional development of AGR personnel; develops position announcements, locates applicants, and certifies position is valid; evaluates eligibility and refers applications for selection consideration to selection board, sends results to TAG for review, notifies applicants of results; maintains documents associated with priority lists for overgraded AGR personnel; coordinates with NGB for redocumentation of positions; monitors and requests changes to the SPMD with coordination with NGB; validates staffing guide requirements to MTOE changes; develops a career management program that assures maximum career opportunities for qualified AGR personnel while insuring proper fill of positions; provides guidance to supervisors and AGR soldiers in planning career development activities; provides advice and assistance to AGR personnel and supervisors on identifying training needs IAW PDP; establishes training data base and monitors compliance of PDP and MOS qualification; notifies AGR personnel of training requirements; ensures tour continuation boards are conducted and results forwarded to NGB; ensures AGR personnel are being utilized IAW NGB policies; provides advice and assistance to activities/units pertaining to position management and utilization; monitors performance evaluation program for all AGR personnel; processes awards decorations, and suggestions; processes ID card application, voluntary/involuntary AGR separation, leave requests, civilian medical care payment for emergencies and non-emergencies, medical/MRD/and 20 year retirements; maintains manpower voucher authorization; processes DD Form 1610;

updates military pay at entry and for on-board AGR soldiers; updates VHA data; coordinates pay changes with the F&AO; audits LES; process DEERS enrollment for dependents; provides input to newsletter/bulletin to AGR soldiers; responds to AGR telephone and in-person inquiries; provides input for policy letters; monitors over 40 CVS, APFT results and ADSW; provides initial AGR orientation; conducts inprocessing actions for ANG/ARNG AGRs; prepares/submits AGR order requests; processes orders for initial entry or continuation of AGR tours, PCS, or reassignment; correlate AGR orders with ETS and MRD.

Military Duty (AGR) Management Branch, SPMO							
Workload Factor: Total Auth ARNG		1	125	215	327	460	615
Duty (AGR) Strength		124	214	326	459	614	790
Manpower Requirement		3	4	5	6	7	8
Line	Title	Distribution of Positions					
1	Supv/Mil Pers Mgmt Spec	1	1	1	1	1	1
2	Note 1	1	1	2	3	3	3
3	Note 2		1	1	1	2	3
4	Health System Specialist	1	1	1	1	1	1

Military Duty (AGR) Management Branch, SPMO							
Workload Factor: Total Auth ARNG		791	988	1183	1440	1696	1971
Duty (AGR) Strength		987	1182	1439	1695	1970	+
Manpower Requirement		9	10	11	12	13	14
Line	Title	Distribution of Positions					
1	Supv/Mil Pers Mgmt Spec	1	1	1	1	1	1
2	Note 1	3	3	3	3	3	3
3	Note 2	4	5	6	7	8	9
4	Health System Specialist	1	1	1	1	1	1

COMBINATION OF THE FOLLOWING AS DETERMINED BY THE STATE

NOTES:

1. **Military Personnel Technician (Staffing)**
Military Personnel Technician (Career Development)
Military Personnel Relations Technician (Services)
Military Personnel Technician (Career Development/Staffing)
2. **Military Personnel Clerk (Typing)**
Clerk Typist
Military Pay Technician

Section V
Support Personnel Management Office
Technician Personnel Management Branch
(AFD: PDBB MD 1713 TYPE: II)

2-5. Organization

SUPPORT PERSONNEL MANAGEMENT OFFICE
Technician Personnel Management Branch

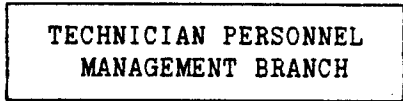


Figure 2-2. Technician Personnel Management Branch Organization

2-6. Training and Development - Work Center Description

DIRECT FUNCTIONS:

- 1. TRAINING POLICY AND GUIDANCE.** Reviews regulations, policies and guidance for accuracy; develops new or revised policies; staffs and publishes new or revised policies.
- 2. TRAINING NEEDS INVENTORY.** Assembles data; updates training needs inventory and inputs data into annual training needs survey.
- 3. ANNUAL TRAINING NEEDS SURVEY.** Prepares and distributes survey document; reviews survey document and Individual Development Plan (IDP); determines appropriateness of training request; prepares a consolidated training needs inventory; determines quota requirements; requests and allocated quotas.
- 4. FY TRAINING PLAN.** Assembles and compiles results of training needs survey and budget data; prepares FY training plan.
- 5. TRAINING COMMITTEES.** Establish training committees; notifies members of appointment to the committee; supports training committee(s); arranges meetings; serves as recorder and executive secretary; presents training plan for review; adjusts plan as needed and presents to approving authority for signature.

6. TRAINING PROGRAM. Assesses overall training program based on previous FY plan; prepares written evaluation; presents evaluation to training committee(s).

7. TRAINING COORDINATORS PROGRAM. Selects and notifies coordinators; trains coordinators; conducts periodic meetings.

8. FUNDING FOR TRAINING. Formulates a training budget; updates budget upon call; monitors funds available to support the training plan; secures additional funds or arranges training priorities to accommodate priority needs.

9. SCHEDULE TRAINING. Develops/implements training for technician personnel.

10. TRAINING OPPORTUNITIES. Publishes announcements; arranges printing and distribution of announcements.

11. TRAINING COURSE MATERIAL. Develops training course material.

12. ON-SITE TRAINING COURSES. Makes arrangements for a facility; arranges for guest speakers, instructors, facilitators, etc.; conducts the course; evaluates results; administers on-site training; meets with those who requested the course; contracts for training instructors or advises state trainers if they are conducting the training; requests DD Form 1556; notifies selectees; provides opening and closing remarks; monitors course; evaluates results.

13. SUPERVISORY TRAINING. Administers supervisory training; identifies eligibles; advertises course and receives nominations; selects and notifies attendees; conducts portions of the course; procures instructors.

14. GOVERNMENT/NON-GOVERNMENT TAUGHT TRAINING PROGRAMS. Administers Government/Non-Government taught training programs; processes DD Form 1556 to ensure that nominees meet prerequisites; ensures that training meets regulatory and IDP requirements; suspenses and files DD Form 1556s, inputs data into local data base, and distributes DD Form 1556s to users; processes cancellations; certifies completion of trailing to F&AO; reviews student critiques and prepares course evaluation.

15. SPECIAL TRAINING PROGRAMS. Manages long term/executive management training; assists in developing IDPs; develops training reports for higher headquarters; validates training completed against a training plan for promotion.

16. TRAINING AREAS. Advises/assists managers in all training areas.

17. WORKFORCE. Provides advice and assistance to the workforce.

18. MOBILIZATION TDA. Prepares mobilization TDA for training purposes; identifies training requirements, equipment and facilities needed to support mobilization; prepares annex to Mobilization Contingency Plan.

19. TRAINING FACILITY MANAGER. Identifies training facilities; schedules facilities use; arranges for audio-visual support.

20. LOCAL TRAVEL. Performs local travel as required.

21. TEMPORARY DUTY TRAVEL. Performs TDY as required.

2-7. Mobilization Plans and Exercises - Work Center Description

DIRECT FUNCTIONS:

1. LOCAL GUIDANCE/REGULATIONS. Develops, publishes local guidance or regulation covering SPMO mobilization procedures and requirements; attends/participates in mobilization planning conferences.

2. MOBILIZATION PLANNING AND REQUIREMENTS. Coordinates technician and AGR personnel mobilization planning and requirements with State and local officials.

3. TEST MOBILIZATION PLANNING. Participates in exercises to test mobilization planning; attends; participates in exercise briefings; contributes to development of exercise play; prepares after action reports for mobilization issues (exercise play).

4. MANAGERS AND MOBILIZATION PLANNERS. Works with managers and mobilization planners to determine priorities for fill of positions; leads/participates in meeting of a staffing committee; conducts mock RIFs, etc., using peacetime TDA placing excess employees into critical vacant positions/MOB surge positions; prepares and prepositions job requests with State employment agencies and OPM; prepares priority recruitment requirements list for each activity; consolidates recruitment requirements lists; analyzes mobilization employment issues and projects fill probabilities under time and candidate/skill constraints and crisis conditions.

5. NEW POSITIONS. Works with managers and mobilization planners to write PDs for new positions generated by MOB; classifies any new positions; reviews and plans for mobilization TDA documents.

6. DEVELOPMENT OF PLANS. Prepares/administers/coordinates development of plans for using contract employees to fill mobilization manpower requirements

7. TRAINING NEEDS. Determine methods of meeting training needs; identifies training requirements for reassigned and new employees; analyzes needs; develops mobilization training plan.

8. EMPLOYEE CONFLICTS. Resolves key employee conflicts with military/reserve obligations.

9. AUTOMATED LISTING. Prepares automated listings for mobilization planning and exercise use and listings for special purpose mobilization use.

10. RETIREES. Maintains up-to-date information on military retirees and technician retirees who could be available for service/employment; conducts surveys of employees, retirees to determine interest/availability for potential mobilization employment; develops/distributes letters; records availability against assignment and notifies retirees of assignment; updates rosters of available retirees periodically/annually.

11. EMERGENCY AUTHORITIES. Plans for and develops policies and procedures for emergency authorities contained in FPM 910.

12. NEGOTIATIONS. Attends meetings and negotiations with union representatives concerning mobilization requirements and/or labor agreements.

13. TECHNICIAN MOBILIZED. Develops and plans for completing a separation action on technician who is mobilized; plans for completing elections for a mobilized technician on insurance, health benefits, etc.; plans for maintaining Official Personnel Folder, completing mandatory actions on mobilized technician; plans for shipping or storing Official Personnel Folders on mobilized technicians.

2-8. Management Employee Relations - Work Center Description

DIRECT FUNCTIONS:

1. DISCIPLINARY AND ADVERSE ACTION ADMINISTRATION. Completes, or advises a manager on disciplinary and adverse action, administration; prepares letter of reprimand, probationary separation or proposed action; prepares letter of decision; counsels technicians; requests hearing examiner.

2. GRIEVANCE AND APPEAL PROCESS ADMINISTRATION. Processes grievance under agency regulations; attends informal grievance meeting; responds to formal grievance; requests grievance investigator; prepares decision letter.

3. AGREEMENT GRIEVANCE. Processes negotiated agreement grievance; attends informal grievance meeting; responds to or initiates formal grievance; attends hearing; prepares exceptions to arbitrator's decision; analyzes and implements award of FLRA decision.

4. PERFORMANCE MANAGEMENT SYSTEM GRIEVANCE. Processes performance management system grievance; attends informal grievance meeting; responds to formal grievance; assists grievance examiner; prepares grievance file and provides technical guidance; prepares management's decision letter.

5. APPEAL. Processes appeal; responds to Merit System Protection Board (MSPB) request; petitions MSPB; implements final decision; responds to requests for attorneys fees; responds to requests from appellant/grievant or representative for information.

6. EMPLOYEE/MANAGEMENT COMMUNICATIONS AND RELATIONS. Provides staff assistance; prepares personnel publication and written guidance; conducts training.

7. SPECIAL ACTION. Processes fitness for duty request; processes debt complaint; processes back-pay request; provides response to official investigative inquiry; conducts SPMO EEO complaint review.

8. EMPLOYEE ASSISTANCE. Counsels technician or refers for counseling; provides advice.

9. SICK LEAVE MANAGEMENT PROGRAM. Reviews and analyzes sick leave use and provides feedback; conducts surveys in organizations exceeding established sick leave goals; responds to requests for assistance and recommends solutions.

10. LOCAL TRAVEL. Performs local travel as required.

11. TEMPORARY DUTY TRAVEL. Performs TDY as required.

2-9. Performance Management Systems - Work Center Description

DIRECT FUNCTIONS:

1. PERFORMANCE MANAGEMENT SYSTEM. Develops written regulations for the Performance Management Program; provides assistance involving standards development; provides written advice and guidance to supervisors/managers in the form of formal and informal publications.

2. PROGRAM EFFECTIVENESS. Researches and compiles data on performance; analyzes data for trends and program impact; informs management of findings and makes recommendations for program improvement.

3. APPRAISAL. Reviews appraisal; compares standards to job description, organization's mission and functions statement; determines union contract implications; provides assistance to management; reviews final appraisal.

4. SUBSTANDARD PERFORMANCE ACTION. Determines cause of substandard performance; recommends solution/course of action; identifies information/documentation needed from supervisor.

5. LETTER OF SUBSTANDARD PERFORMANCE.

Obtains and reviews relative material; recommends appropriate action; prepares letter for substandard performance; monitors technician's progress.

6. LETTER OF PROPOSED ACTION. Identifies and obtains information/documentation needed from supervisor; prepares letter of proposed reassignment, removal, demotion, or postponement/denial of within-grade increase.

7. LETTER OF DECISION. Reviews technician's reply with supervisory personnel; coordinates review of reply with SJA; provides information on action needed; assists in developing recommendation for higher level supervisor; meets with higher level supervisor; obtains decision; prepares letter of decision; coordinates placement action within the SPMO.

8. REVIEW AND APPEALS BOARD. Provides technical guidance and advice to the Review and Appeals Board.

9. TRAINING. Conducts formal training; provides informed training; performs travel.

2-10. Position Management and Classification - Work Center Description

DIRECT FUNCTIONS:

1. AUDITS POSITIONS. Logs and reviews request for appropriateness and authentication; performs research; conducts audit if position encumbered; prepares draft job description; processes classification review actions; performs research; conducts audit if position encumbered; prepares draft job description; processes classification review actions; performs position evaluation; establishes competitive level; processes miscellaneous actions resulting from all position changes; reviews amendment to application for federal employment (SF 171); prepares classification review report; implements appellate decisions; performs local and TDY travel to perform official, job oriented duties.

2. POSITION MANAGEMENT/CLASSIFICATION GUIDANCE. Participates in reorganization and other manpower studies; provides position management/classification advice; performs local and TDY travel to perform official; job-oriented duties.

3. CLASSIFICATION COMPLAINTS AND APPEALS PROCESS. Counsels employees on informal complaint; processes formal classification appeal; reviews and processes appellate decision;

provides position management/classification data in support of third party adjudication; requests advisory classification decision; reviews advisory classification decision and implements decision.

4. WAGE DEVELOPMENT. Prepares for wage survey; prepares and forwards letter to appoint member(s) to data collection team; performs locality wage survey; prepares wage survey response; forwards wage survey results to participating private company, other federal agency and local wage survey committee; prepares request for special pay adjustments; prepares medical/safety evaluation requests and forwards to safety office; prepares special pay adjustments notification letter; prepares pay record audit report; performs work situation review; performs periodic review of special pay adjustments notification letter; prepares pay record audit report; performs work situation review; performs periodic review of special pay adjustments work situation; coordinates with union representative; recertifies work situation; prepares work situation change letter; notifies management, labor relations and finance of deletion.

5. MOBILIZATION MANNING DOCUMENT DEVELOPMENT. Develops manning document; compares mobilization manning document to current document and classification.

6. LOCAL AND TDY TRAVEL. Performs local and TDY travel to perform official, job-oriented duties.

2-11. Personnel Systems Management - Work Center Description

DIRECT FUNCTIONS:

1. PERSONNEL SUPPORT SYSTEM ADMINISTRATION. Updates system table in standard information management systems; tests table update; processes system change request; evaluates need for system change or modification to the automated system; prepares request for change; forwards recommendation to higher authority.

2. COMPUTER PRODUCT. Analyzes computer product; reviews quality of computer data and product; determines trends; identifies problem area; recommends or takes corrective action.

3. DATA BASE QUERY/REPORT/APPLICATION. Receives request; analyzes requirements; formats or writes program or query routine; inputs request; receives product; reviews for adequacy; forwards to requester.

4. IN-HOUSE SYSTEM DEVELOPMENT. Receives request; performs system analysis; develops application or software program using primary programming language; writes programming code; tests system; debugs system; completes program and user documentation; completes instruction and implementation procedure for in-house system.

5. SYSTEM MAINTENANCE. Installs new or additional hardware and software; develops system configuration plan; troubleshoots and configures system; tests items; corrects problem; provides instruction for use; operates automated systems and components, powering up/down, monitoring and production scheduling; performs backup operation of current workload; performs routine, recurring preventive maintenance in accordance with vendor guidance or contract requirements, maintains records or logs; cleans up/reformats storage devices to assure effective utilization of storage area; performs troubleshooting to resolve system hardware or software problems and failures; contracts maintenance contract vendor for maintenance and repair of both hardware and vendor-provided software.

6. AUTOMATION PLAN DEVELOPMENT. Develops and prepares input to the Information Management Plan; prepares and submits capability request (CAPR) for the purchase of new software and hardware; develops automation program objectives; determines short and long-range automation requirements; develops automation hardware and software initiatives to include life-cycle replacement; evaluates vendor products; develops cost estimate.

7. SYSTEM SECURITY ADMINISTRATION. Develops, implements and updates accreditation plan and security procedures; reviews system utilization to ensure system conforms to security requirements and compliance with internal controls and takes corrective action; assigns terminal area terminal area security office (TASO); orients TASOs; completes and files form; identifies misuse or unauthorized system use and takes corrective action; establishes or changes access control, password, and user registration; evaluates and reports overall automated system security program.

8. CONTINGENCY OF OPERATIONS PLAN (COOP) DEVELOPMENT. Develops COOP agreement, analyzes option in establishing emergency procedures, curtailment of peacetime automation capabilities and functions, and transition to wartime system, develops, and implements COOP Agreement; practices COOP procedures; establishes training program for orientation and familiarization.

9. AUTOMATION TRAINING. Conducts formal training; reviews existing training material; develops new training instruction guide; provides formal training to operators on new software and application; provides informal training; prepares training guide and handbook; provides informal training and on-the-job training to new employee; identifies training that cannot be conducted in house; develops specification; prepares statement of work, request for proposal; outlines training for submission to procurement.

10. LIBRARY MAINTENANCE. Maintains library of software, system manuals, technical changes and other material in support of the automation program; assists library users in locating references.

11. TRAVEL. Performs local travel between Personnel Systems Management and serviced activity; performs TDY travel to perform official, job-oriented duties.

2-12. Program Planning and Evaluation - Work Center Description

DIRECT FUNCTIONS:

1. GOALS. Reviews status of program, higher headquarters policies and directives; reviews input from serviced organizations; formulates personnel management goal; obtains acceptance/approval of goal.

2. POLICY. Identifies policy requiring review; researches associated factors and policies; determines appropriate status of policy.

3. CHANGING POLICY. Develops point papers on factors affecting change; staffs policy changes; develops time frames or milestones for policy change implementation; contacts appropriate staff affected by policy change.

4. PERSONNEL PROGRAM PLANS. Reviews evaluation feedback; reviews evaluation required actions/recommendations; formulates internal directions required to implement required actions and recommendations; negotiates schedules with action officers involved in implementing required and recommended program changes; prepares changes to published plans; follows changes through to completion.

5. PERSONNEL MANAGEMENT EVALUATION PROGRAM MANAGEMENT. Writes and publishes formal evaluation plan; assigns responsibilities to

staff/publishes orders; monitors evaluation team progress; trains evaluation team/contracts training; coordinates with top manager.

6. EVALUATION OF PERSONNEL MANAGEMENT PROGRAM. Compiles information, completes fact-finding; analyzes information; compares conclusions with goals; identifies need for, and implements change in emphasis; provides periodic feedback to management as required by FPM and TPR 250.

7. PROGRAM EVALUATION REPORT. Compiles statistical information; prepares written comment; finalizes report; writes transmittal letters.

8. SURVEYS. Completes administrative details/makes travel and hotel accommodations; coordinates with labor organizations; conducts interview; prepares and disseminates questionnaire; evaluates response; advises management; advises labor organization; conducts team meeting; reviews/edits written input; assists with implementation.

9. FOLLOW-UP ON EVALUATION REPORT. Contacts installation evaluated; monitors status of report implementation; meets with installation manager; prepares interim letter; prepares closeout letter.

10. TRAVEL. Performs local travel collecting information, fact-finding; performs TDY travel to perform official, evaluation related duties, fact-finding.

2-13. Recruitment and Placement - Work Center Description

DIRECT FUNCTIONS:

1. PLANS. Prepares staffing plan; prepares merit placement plan; prepares Federal Equal Opportunity Recruitment Program (FEORP) plan; develops affirmative action program plan for hiring, placement and advancement of handicapped individuals.

2. POLICY DEVELOPMENT. Develops policy or procedure to implement recruitment and placement procedures and programs; reviews draft directives and regulations from higher authority on proposed regulations or regulatory change and provides reply.

3. PERSONNEL RECRUITMENT ADMINISTRATION. Processes temporary and permanent recruitment actions; recruitment/placement actions (Excepted/Competitive); administers priority placement programs; requests Office of Personnel

Management (OPM) Certificate; reviews list of eligible and qualified candidates from all sources, prepares and forwards referral list to selecting official; processes selection; provides placement assistance; reconstructs personnel actions; determines suitability.

4. LOCAL AND TDY TRAVEL. Performs local and TDY travel as required.

5. AUTHORITY DELEGATION. Requests delegated examining authority from OPM; prepares job announcement; administers test under delegated authority; receives applications and establishes roster of applicants; rates applications; reviews rating to provide second opinion; ranks application in accordance with FPM 332; notifies and counsels candidate of application status; establishes register card; prepares register of eligibles; prepares certificate of eligibles; prepares report; responds to audit on delegated examining authority.

6. DIRECT HIRE AUTHORITY DELEGATION. Requests direct hire authority from OPM; prepares job announcement; establishes roster; rates application; reviews ratings to provide second opinion on eligibility; ranks application in accordance with FPM 332; notifies and counsels candidates of application status; prepares and forwards referral to selecting official; prepares report; responds to audit on direct hire authority from OPM.

7. SPECIAL EMPLOYMENT PROGRAM ADMINISTRATION. Administers Federal Equal Opportunity Recruitment Program (FEORP); administers Affirmative Action Program for hiring, placement and advancement of handicapped individuals; administers summer employment program; performs local and TDY travel to perform official, job-oriented duties.

8. PAY ADMINISTRATION. Prepares and submits request for special salary rate for hard-to-fill position to approval official; develops data for annual, special salary rate review or new proposal; requests superior qualification hiring rate.

9. REDUCTION IN FORCE AND TRANSFER OF FUNCTION IMPLEMENTATION. Plans for action; informs workforce; prepares or provides input to request approval of major RIF to higher headquarters; prepares and forwards request for authority for early retirement; conducts RIF; conducts transfer of function; counsels personnel on appeal rights, benefits, entitlements and job opportunities; provides placement assistance; performs local and TDY travel to perform official job-oriented duties.

10. RECRUITING AND PLACEMENT GUIDANCE AND TRAINING. Develops and implements recruitment and placement guidance and training.

11. FORMAL TRAINING. Reviews existing training material; develops new training material; provides group instruction.

12. INFORMAL TRAINING. Reviews request form functional manager or identifies need to present information recruitment and placement matters; prepares training material; provides group instruction.

13. RECRUITMENT AND PLACEMENT INFORMATION. Researches and analyses information; provides information and advice to individuals.

14. RECRUITMENT MATERIAL. Develops recruitment brochures, bulletins and other recruitment material; conducts staff assistance visits to discuss recruitment and placement matters; performs local and TDY travel to perform official, job-oriented duties.

15. JOB INFORMATION. Provides oral job information on employment opportunities, eligibility for consideration, OPM procedures, application procedures, status of application and accepts application; provides written information; publicizes job information; provides assistance and counsels family member.

16. COMPLAINT PROCESSING. Researches, develops and provides information orally on complaint; reviews written complaints; performs local and TDY travel to perform official job-oriented duties.

17. MOBILIZATION PLANNING. Prepares mobilization staffing plan; prepares intake requirements list; prepares standby emergency job order; conducts survey of civilian and military retirees to determine availability during mobilization; participates in the mobilization planning activities of local recruiting area staffing committee.

18. TECHNICIAN MILITARY COMPATIBILITY. Interprets and applies policy; monitors military assignment; maintains computer (VS100) Data Base; requests exceptions to policy and/or criteria and makes recommendations to change criteria.

2-14. Labor Management Relations - Work Center Description

DIRECT FUNCTIONS:

1. PLAN, POLICY, AND GUIDANCE. Determines required change based on all applicable policy changes, regulations, or case law decision; develops short and long range plans for the labor relations program to include management's philosophy and LMR goals;; prepares review, approval and publication; drafts, coordinates and publishes a strike contingency plan.

2. MANAGEMENT. Conducts research into a variety of subjects dealing with labor relations issues; provides technical advice and assistance on all matters relating to labor relations; procures through outside sources or prepares, presents, and evaluates labor relations courses for managers (at all levels), supervisor and management negotiating team members; monitors all matters relating to collective bargaining, grievances, ULPs and contractual; supervises policy changes, on negotiations and other union dealings.

3. STATE LABOR RELATIONS PLAN. Reviews and analyzes existing plan; certifies current plan as correct; prepares or revises state plan; coordinates plan with managers and supervisors; advises management and supervisors of their responsibility under the plan; advises management and supervisors of what action they need to take in implementing the labor plan.

4. AGENCY'S REPRESENTATIVE IN PETITION FOR ELECTION. Analyzes union petition requesting an election; researches information on the proposed bargaining unit to include case decisions; provides a response to the request for an election; coordinates, supervises, and certifies notice posting; serves as primary agency representative in dealing with involved unions and FLRA personnel; provides requested information to FLRA; trains managers and supervisors on responsibilities, rights and limitations on speech and activities.

5. HEARINGS. Prepares management's case for a hearing; attends hearing in the capacity of management representative or technical advisor; prepares applications or oppositions to applications for FLRA review of decisions.

6. PREPARE ELECTION. Compiles input from various sources concerning the election; provides a response in line with data collected; determines the eligibility of those who will be voting; attends pre-election conferences with the Federal Labor Relations Authority and union representatives; assures sufficient quantity and diverse locations of polling places to assure access by all B.U. members; monitors pre-election campaigning by the unions involved in the petition.

7. ATTEND ELECTION. Attends election; makes necessary arrangements for the elections; determines the eligibility of those voting in the election; monitors the polls.

8. ELECTION CHALLENGE. Researches challenge from the union; prepares a response to the challenge based on research and forwards to the Federal Labor Relations Authority.

9. HEARINGS RELATED TO ELECTION CHALLENGES. Prepares the case with appropriate exhibits; does witness preparation; prepares hearing outline/book; attends hearing and serves as management representative or technical advisor to the primary representative; prepares and presents any applications for/oppositions to applications for FLRA review; files any necessary briefs; implements whatever decision comes from the FLRA.

10. AGENCY'S REPRESENTATIVE IN CLARIFICATION OF UNIT PETITIONS. Researches positions involved by interviewing supervisors and obtaining necessary documentation; prepares and files management petitions; provides information to management concerning the petition; analyzes relevant material concerned with the union petition; researches the subject and provides a response to the FLRA and union concerning the petition; implements whatever decision the FLRA makes; removes individual from dues.

11. MANAGEMENT UNFAIR LABOR PRACTICE CHARGE. Initiates charge against the union; arranges for management witnesses to meet with the investigator; files decision with FLRA.

12. UNION INITIATED CHARGE. Reviews charge with any pertinent documents connected with the charge; prepares management's position statement; makes every attempt to resolve the charge informally.

13. UNION INITIATED FORMAL CHARGE. Reviews FLRA Form 22; prepares management's case; makes an effort to resolve the charge informally; forwards management's formal response to the FLRA; meets and deals with the investigator; files an answer to the complaint with the FLRA.

14. PRE-HEARING AND HEARING. Attends hearing and serves as management representative or technical advisor to the primary representative; researches case; prepares exhibits; prepares hearing book; prepares management's witnesses for hearing; prepares and files all necessary briefs

15. UNION INITIATED EXCEPTIONS. Researches all pertinent cases; coordinates research with the primary representative; prepares and coordinates management's position; files the opposition brief.

16. INITIATE EXCEPTIONS. Researches pertinent materials; coordinates with primary representative; prepares management's position; files the exception brief.

17. FLRA DECISION. Requests NGB to take court action with full documentation, case precedence, grounds for court action; serves as source person on the court action.

18. MANAGEMENT NEGOTIATING TEAM. Orients and trains or arranges for training of team members; serves as advisor to chief negotiator and the team.

19. MANAGEMENT'S PROPOSAL. Solicits management's input; reviews input from management; researches pertinent documents and cases; analyzes information collected; consolidates materials.

20. MANAGEMENT'S POSITION TO UNION PROPOSALS. Solicits management's input; reviews input from management; researches pertinent materials and cases; analyzes information collected; consolidates materials.

21. CONTRACT NEGOTIATIONS. Meets with the union; engages in the negotiation of the contract; coordinates with higher management positions on union proposals and agreements; obtains necessary signatures; prepares contract for NGB-PR; coordinates printing and distribution of approved contract.

22. WRITTEN ALLEGATIONS OF NON-NEGOTIABILITY. Researches pertinent material and case law; coordinates management's position with NGB-PR on the proposals; obtains request for Allegation of Non-negotiability from the union; issues written allegation of non-negotiability.

23. APPROVED CONTRACT. Trains supervisor/organization on the approved contract; develops training to provide interpretation and intent of contract; conducts training.

24. INTERPRET CONTRACT. Conducts research as appropriate on contract and its meaning; provides managers and supervisors information or interpretation of contract as necessary.

25. UNION REQUESTS FOR MID-TERM BARGAINING. Reviews changes in law, Executive Order, regulation, local policy, practice, or working condition; coordinates with commander of serviced activity; develops unified management position; engages in collective bargaining.

26. INDIVIDUAL'S ELIGIBILITY FOR DUES CHECKOFF. Reviews Official Personnel Folder (OPF); reviews individual's job description; notifies union of noneligibility; notifies USPFO of results of eligibility.

27. PRINTOUT OF DUES CHECKOFF. Reviews printout from the USPFO; verifies technician's eligibility; notifies USPFO of results of review.

28. UNION REPRESENTATIVE'S TIME. Identifies need to obtain information on man-hours and costs; contacts organization/representative's supervisor to obtain information; compiles information obtained and maintains up-to-date file; uses information bargaining in evaluation of problem, or feedback to commander.

29. CLARIFICATION OF UNITS AND OTHER PETITIONS. Prepares revised narrative description of bargaining unit; submits petition to the Regional Director requesting decision on the proposed change; participates in fact finding conference and/or hearing; implements decision.

30. UNION'S REQUEST FOR INFORMATION. Evaluates request from union; furnishes or denies information to the union.

31. STATE JOB ACTION. Reviews and analyzes existing plan and certifies as current.

32. CONTINGENCY PLAN. Prepares or revises contingency plan for work stoppage or job action; coordinates plan with management; advises management of responsibilities and necessary action; reviews contingency plan.

33. LABOR RELATIONS TRAINING FOR SUPERVISORS. Analyzes need for training; determines which supervisors should be trained and when; provides necessary training or directs supervisors to outside sources for courses needed.

34. LABOR MANAGEMENT RELATIONS. Maintains currency in the development and changes in the LMR program; reviews case decisions of the FLRA, FSIP and the courts; advises top management of trends and case law impacting on collective bargaining, personnel management, and program policy; participates in local labor relations seminars, meet-

ings and conferences; attends courses of instruction to maintain program knowledge.

35. NATIONAL GUARD BUREAU. Coordinates all questions of negotiability; coordinates grievances going to binding arbitration; reviews ULP's on which a complaint has been issued; provides representation for questions such as petitions for recognition, Clarification of Unit (CU) etc.; performs local and Temporary Duty (TDY) travel.

2-15. Technical Services - Work Center Description

DIRECT FUNCTIONS:

1. PERSONNEL ACTION TRACKING SYSTEM. Receives/reviews request for personnel action; validates request; logs in request; logs out request when action has been completed.

2. PERSONNEL ACTION. Reviews request for personnel action or other source document; computes or verifies computations; codes and inputs data into automated system to produce computer generated personnel action or manually generates personnel action; reviews personnel action for regulatory compliance; validates personnel action; signs and distributes personnel action.

3. GRADE INCREASE. Receives/reviews computer generated personnel action; coordinates with Finance and accounting to identify excess leave without pay to modify effective date; modify effective date, if required; validates personnel action; signs and distributes personnel action.

4. PERFORMANCE MANAGEMENT RECOGNITION SYSTEM (PMRS). Receives/reviews appraisal on employee; computes pay entitlements; codes and inputs data into automated system to produce computer generated personnel action or manually generates personnel action; reviews personnel action regulatory compliance; validates personnel action; signs and distributes personnel action.

5. PAY SYSTEM CHANGE. Reviews new grade and pay chart; determines exemptions; computes pay changes for employees in retained grade, pay retention, tariff increase, PMRS, and special rate employees; codes and inputs data into automated system; requests mass change personnel action from system; validates personnel action; signs and distributes personnel action for all pay system changes;

reviews, validates personnel action; signs and distributes personnel action.

6. SERVICE COMPUTATION DATE (SCD).

Requests, receives, reviews verification; n of Federal and military service; computes SCD; adjusts all SCD variables; codes data; inputs data into automated system to produce computer generated personnel action or does it manually; validates personnel action; signs and distributes personnel action for all pay system changes; reviews, validated personnel action; signs and distributes personnel action.

7. TECHNICIAN PERSONNEL MANAGEMENT INFORMATION SYSTEM (TPMIS). Receives TPMIS output; validates data; requests reconciliation report; purges errors; makes corrections; batches shipments; nputs data; performs data bbase maintenance; pulls report; receives error notice or listing; re-searches, purges, corrects error; batches and submits data input.

8. IN-PROCESS EMPLOYEE. Develops pre-employment and processing package; receives, welcomes and briefs employee; establishes Official Personnel Folder (OPF); completes processing forms for employee; obtains employee signature; administers oath of office; distributes processing forms; requests OPF from losing Personnel Office or from the National Personnel Records Center; verifies citizenship; co; completes Employment Eligibility Verification form.

9. NATIONAL AGENCY CHECK INVESTIGATION (NACI). Reviews data for nonsensitive or noncritical sensitive position form with employee; completes form; prepares form for fingerprinting; fingerprints employee and forwards form; conducts follow-up action to provide additional information on NACI form or to refingerprint employee.

10. OUT-PROCESS EMPLOYEE. Completes forms for terminating or transferring benefits; provides information to employee; distributes forms.

11. MISCELLANEOUS ACTION. Prepares application for technician identification card and informs employee where to obtain identification card; provides verification of employment orally or prepares verification of employment orally or prepares verification of employment and forwards to requestor; completes and forwards request for pre-employment data to requestor; prepares and forwards suspense date list to appropriate office indicating suspense item pending on employee; receives and prepares request for wage and separation information; coordinates with Finance and Accounting Office; completes request for wage and

separation information and other related forms for resigning or separating employee; forwards to Department of Labor.

12. RATING. Reviews performance rating; inputs rating into automated system; files appraisal.

13. DELINQUENT LIST. Prepares list of delinquent performance ratings; maintains follow-up.

14. EXTENSION. Reviews request for extension; approves/disapproves request for extension on performance rating due; provides guidance and assistance to supervisor; manager, employee and Incentive Awards Committee.

15. INCENTIVE AWARDS COMMITTEE MEETING. Establishes committee; prepares or renews appointment orders; prepares and conducts Incentive Awards meeting; provides read ahead package; arranges for facility; prepares minutes; records committee action.

16. MONETARY AWARD. Logs incentive award nomination and approval; reviews nomination and supporting documentation for regulatory compliance; prepares award data for monetary award; presents nomination to Incentive Awards Committee for action; presents nomination to Incentive Awards Committee for action; distributes approved incentive award nomination and approval form and logs action.

17. HONORARY AWARD. Logs incentive award nomination and approval and reviews nomination and supporting documentation for regulatory compliance; prepares award data for honorary award and forwards to Incentive Awards Committee for action; processes award; distributes approved incentive award nomination and approval form and logs action; returns disapproved nomination to nominating official with explanation or returns for change and logs action.

18. CERTIFICATE OF SERVICE. Processes and forwards Certificate of Service to organization for preparation and presentation.

19. EXCEPTIONAL PERFORMANCE. Reviews exceptional performance rating for compliance and forwards certificate of organization for preparation and presentation.

20. CERTIFICATE OF APPRECIATION. Prepares and forwards certificate of appreciation for signature and presentation.

21. REPORT. Compiles data; prepares report; forwards report to appropriate official on incentive awards.

22. AUDIT. Prepares checklist; selects actions to be reviewed; conducts audits of personnel actions; records discrepancies and violations.

23. CORRECTION OF DISCREPANCY AND VIOLATION. Prepares and refers report to functional element for correction of discrepancy and violation.

24. CENTRAL TECHNICIAN PUBLICATION LIBRARY. Reviews directive or publication; posts change, revision or new requirement; files copy; forwards to appropriate staff element.

25. OFFICIAL PERSONNEL FOLDER (OPF). Updates OPF; files item in OPF; refiles OPF; purges obsolete and duplicative material; consolidates OPF; returns documents to employee; files OPF; pulls and forwards OPF and other related documents to gaining personnel office or to the National Personnel Records Center; schedules employee for personal review of OPF.

26. SERVICE CONTROL FILE. Establishes service control file on each employee; posts change to the service control file.

27. CHRONOLOGICAL JOURNAL FILE. Establishes file; files chronological copy of personnel action.

28. SPECIAL FILE. Establishes and maintains special files.

29. PRIVACY ACT OR FREEDOM OF INFORMATION ACT RELEASE OF INFORMATION. Researches and compiles data; prepares reply; forwards reply for approval and signature.

30. TRAINING. Conducts formal training; provides informal training.

31. TECHNICAL SERVICES. Researches information; analyzes information; provides information and advice to managers and employees.

32. REPORTS PREPARATION. Compiles and consolidates data; prepares and forwards required report.

33. MOBILIZATION PLANNING. Surveys status of current employees to identify employees in reserve components, military retirees, and potential inductees to update automated system; updates Management Information System with data obtained

from survey; maintains and updates list of retired federal technician employees and re-employment eligibles in the commuting area.

34. DISTRIBUTION. Processes incoming distribution; processes automated distribution.

35. LOGISTICAL REQUESTS. Processes equipment request; conducts inventory; maintains Hand Receipt Document; obtains supplies.

36. TRAVEL. Performs local travel between Technical Services and serviced activity; performs TDY travel to perform official, job-oriented duties.

2-16. Incentive Awards - Work Center Description

DIRECT FUNCTIONS:

1. TECHNICIAN INCENTIVE AWARDS/SUGGESTION PROGRAMS. Develops written regulation for the State Incentive Awards program; publicizes the Incentive Awards and Recognition Program to technician population; provides written advice and guidance to supervisors or managers in the form of formal and informal publications; coordinates recognition ceremonies.

2. PROGRAM EFFECTIVENESS. Researches and compiles data on awards; analyzes data for trends and program impact; informs management of findings and makes recommendations for program improvement.

3. AWARDS. Incentive awards committee; writes up reasons of notification of award disapproval prior to submission to TAG; reviews documentation to ensure thoroughness and regulatory compliance.

4. SUGGESTION PROGRAM. Supervises program administration; prepares statistical analysis of the Suggestion Program.

5. TRAINING. Conducts formal training; provides informal training.

6. TRAVEL. Performs local travel between job site and serviced activity; performs TDY travel to perform official, job-oriented duties.

2-17. Employee Benefits Program Administration - Work Center Description

DIRECT FUNCTIONS:

- 1. CIVIL SERVICE RETIREMENT SYSTEM (CSRS) LAND FEDERAL EMPLOYEES RETIREMENT SYSTEM.** Processes Thrift Savings Plan (TSP); processes retirement; prepares and forwards certificate of retirement for signature and presentation; processes deposits.
- 2. HEALTH BENEFITS PROGRAM.** Processes health benefits enrollment or change action; publicizes and distributes information on open season or other health benefit change to the work force; conducts health fair or seminar on health benefit changes or open season; administers Federal Employees Group Life Insurance Program (FGLI).
- 3. DEATH CLAIM.** Prepares letter of condolence to family members of deceased employee; provides advice and assistance on survivor benefits; prepares and forwards claim.
- 4. TRAVEL AND TRANSPORTATION REQUEST FOR PERMANENT CHANGE OF STATION.** Notifies employee to obtain information and determines travel and transportation entitlement and allowance; provides advice and assistance on travel and transportation entitlement and allowance; requests or provides fund cite; prepares, obtains signature and distributes travel order for PCS; provides advice and assistance to employee on real estate claim for PCS and completes form for submission of payment; processes relocation service action.
- 5. TRAVEL.** Performs local travel between Technical Services and serviced activity; performs TDY travel to perform official, job-oriented duties.

2-18. Federal Employees Compensation Act Program - Work Center Description

DIRECT FUNCTIONS:

- 1. CLAIMS.** Reviews claims; forwards claims.
- 2. LONG-TERM COMPENSATION CASE.** Reviews long-term compensation case; forwards forms to obtain medical evidence; determines employee status for possible return to duty; coordinates job offers through the Liaison with DOL.
- 3. OVERPAYMENT AND BUY BACK OF LEAVE.** Processes actions for overpayment and buy back of leave.

4. LIGHT DUTY PROGRAM. Coordinates efforts within the personnel office and with supervisor in returning employee to work on light/limited duty; coordinates job offers through the Liaison with DOL; publicizes State Light Duty Program.

5. PROGRAM ANALYSIS. Monitors report; maintains statistics on claims; analyzes statistical data for program impact; publicizes findings; advises personnel officer and management of findings.

6. PROGRAM ADMINISTRATION. Assures proper administration of COP; provides advice, guidance and assistance to supervisors and managers; publicizes procedures and responsibilities of State program; establishes and maintains appropriate files.

7. OWCP COMMITTEE. Establishes committee; prepares claims for committee review; prepares and conducts OWCP committee; arranges for facility; prepares minutes; distributes minutes to appropriate officials.

8. TRAINING. Provides training to supervisors and managers; arranges for DOL OWCP training through OWCP Liaison.

9. TRAVEL. Performs local travel between job site and serviced activity; performs TDY travel to perform official, job-oriented duties.

2-19. Federal Employees Compensation Act Program (Liaison Only) - Work Center Description

NOTE: For the States who have the FECA Liaison requirement, the following duties relate only to the Liaison.

DIRECT FUNCTIONS:

1. OWCP PROGRAM ADMINISTRATION. Provides advice, assistance and guidance to State OWCP Specialist; coordinates program requirements between State and DOL OWCP District Office; coordinates program requirements between State and NGB representative; sets cost reduction goals; maintains reporting system.

2. OWCP PROGRAM ASSESSMENT. Evaluates State light duty program; evaluates State program procedures; conducts analysis of achievements of one state to another; monitors achievement of cost reduction goals.

3. CLAIMS. Monitors OWCP claims; manages long term compensation cases; follows up on status of medical bills; assists with management of new case create file; establishes and maintains appropriate case files.

5. TRAVEL. Performs local travel to perform official, job-oriented duties; performs TDY travel to perform official, job-oriented duties.

4. COORDINATES TRAINING. Conducts formal training; provides informal training; arranges for DOL OWCP training.

Technician Personnel Management Branch, SPMO							
Workload Factor: Total Auth ARNG/		1	192	293	426	595	727
ANG Military Technician Strength		191	292	425	594	726	1060
Manpower Requirement		8	9	10	11	12	13
Line	Title	Distribution of Positions					
1	Supv Pers Mgmt Spec	1	1	1	1	1	1
2	Note 1	2	2	2	3	3	4
3	Personnel Clerk (Typing)	2	3	4	4	5	5
4	Personnel Assistant	1	1	1	1	1	1
5	Labor Relations Spec	1	1	1	1	1	1
6	Labor Relations Asst	-	-	-	-	-	-
7	Personnel Mgmt SP (PDSC)	1	1	1	1	1	1

NOTE:

1 / Combination of the following determined by the State:

- A. Position Classification Sp
- B. Employee Relations Sp
- C. Employee Dev Sp
- D. Personnel Staffing Sp

Technician Personnel Management Branch, SPMO (CONTINUED)							
Workload Factor: Total Auth ARNG/		1061	1368	1704	2092	2536	3041
ANG Military Technician Strength		1367	1703	2091	2535	3040	3610
Manpower Requirement		14	15	16	17	18	19
Line	Title	Distribution of Positions					
1	Supv Pers Mgmt Spec	1	1	1	1	1	1
2	Note 1	4	4	4	5	6	7
3	Personnel Clerk (Typing)	6	7	7	7	7	7
4	Personnel Assistant	1	1	1	1	1	1
5	Labor Relations Spec	1	1	1	1	1	1
6	Labor Relations Asst	-	-	1	1	1	1
7	Personnel Mgmt SP (PDSC)	1	1	1	1	1	1

NOTE:

1 / Combination of the following determined by the State:

- A. Position Classification Sp
- B. Employee Relations Sp
- C. Employee Dev Sp
- D. Personnel Staffing Sp

APPENDIX A

Index of Army Functional Dictionary (AFD) Codes

<u>CODE</u>	<u>OFFICE</u>	<u>WORK CENTERS</u>
PBQ	SPMO	Military Duty (AGR) Management Branch
PDA	SPMO	Office of the Support Personnel Management Office
PDBB	SPMO	Technician Personnel Management Branch
PDBD	SPMO	Labor Management Relations
PEB	SPMO	Equal Employment Opportunity Office

APPENDIX B
Index of Type Standards

<u>TYPE</u>	<u>OFFICE</u>	<u>WORK CENTERS</u>
II	SPMO	Equal Employment Opportunity Office
II	SPMO	Military Duty (AGR) Management Branch
II	SPMO	Technician Personnel Management Branch
V	SPMO	Office of the Support Personnel Management Office

APPENDIX C

Type Standard - Requirements

Standards are classified by the following information:

DATA SOURCE AND STATISTICAL REQUIREMENTS			
A Standard Classification	B at least 80% of Data Based on	C With the Following Requirements	D *Criteria for the Standard Equation
TYPE I (AT LEAST ONE OR A COMBINATION OF ALL)	Work Sampling	95% confidence level Complete work cycle(s) sampled At least 2 work weeks sampled Minimum number of input locations used	Regression analysis used to obtain equation and.... R2 > .75 V < .15 F > F .95, m-1 n-m (N/A if N<5)
	Time Study	95% confidence level Complete work cycle sampled	
	Standard Time Data	Approved engineered standard time data that is documented and the statistical parameters identified.	
TYPE II (AT LEAST ONE OR A COMBINATION OF ALL)	Work Sampling	95% confidence level Complete work cycle sampled At least 1 work week sampled Minimum number of input locations used	Regression analysis used to obtain equation and R2 > .50 V < .25 F > F .90, m-1 n-m (N/A if N<5)
	Time Study	95% confidence level Minimum number of input locations used	
	Operational Audit	Operational Audit with minimum number of input locations.	
TYPE III		A baseline standard issued in the absence of historical data or mission refinement to allow workcenter activity to begin or resume.	
TYPE IV		A standard adopted from another agency, examined, and found to be applicable.	
TYPE V		A directed standard.	

* As defined in AR 570-5.

APPENDIX D

**Support Personnel Management Office
Work Center Description**

Standard Indirect Categories

11. SUPERVISION.

- 11.1. Administers personnel.
 - 11.1.1. Indoctrinates personnel.
 - 11.1.2. Rates performance.
 - 11.1.3. Nominates personnel for award.
 - 11.1.4. Monitors Management Improvement Program.
- 11.2. Supervises personnel.
 - 11.2.1. Schedules personnel.
 - 11.2.2. Develops directives.
 - 11.2.3. Directs work center activity.
 - 11.2.4. Counsels personnel.
 - 11.2.5. Prepares correspondence.
- 11.3. Reviews incoming/outgoing distribution.
- 11.4. Reviews report and statistical data.
- 11.5. Develops budget estimate.
- 11.6. Inspects facility.
- 11.7. Receives and assists visiting official.
- 11.8. Investigates accident or incident.

12. ADMINISTRATION.

- 12.1. Types communication.
- 12.2. Processes unclassified distribution.
 - 12.2.1. Processes incoming distribution.
 - 12.2.2. Processes outgoing distribution.
- 12.3. Maintains unclassified correspondence file.
 - 12.3.1. Establishes file.
 - 12.3.2. Files correspondence.
 - 12.3.3. Maintains suspense file.
 - 12.3.4. Disposes of records.
 - 12.3.5. Maintains log and register.
 - 12.3.6. Maintains security file.
 - 12.3.7. Maintains personnel locator file.
- 12.4. Maintains classified material.
 - 12.4.1. Controls material.
 - 12.4.2. Safeguards material.
 - 12.4.3. Destroys material.
- 12.5. Maintains unclassified publication file.
- 12.6. Operates copying machine.
- 12.7. Maintains stock of blank forms.
- 12.8. Receives telephone calls.
- 12.9. Maintains status chart or bulletin board.
- 12.10. Provides stenographic service.
- 12.11. Maintains time and attendance card.
- 12.12. Maintains appointment calendar.
- 12.13. Acknowledges visitor.

13. MEETINGS.

- 13.1. Prepares for meeting.
- 13.2. Conducts or attends meeting.

14. TRAINING.

- 14.1. Administers training.
- 14.2. Develops training material.
- 14.3. Conducts training.
 - 14.3.1. Prepares for training.
 - 14.3.2. Instructs training.
 - 14.3.3. Administers test.
- 14.4. Receives training.
 - 14.4.1. Receives instruction.
 - 14.4.2. Takes test.
 - 14.4.3. Read publication.

15. SUPPLY.

- 15.1. Processes equipment request.
- 15.2. Conducts inventory.
- 15.3. Maintains custodian document.
- 15.4. Obtains expendable supplies.

16. EQUIPMENT MAINTENANCE.

- 16.1. Maintains office equipment.
- 16.2. Maintains shop equipment.
- 16.3. Maintains assigned vehicle.

17. CLEANUP.

- 17.1. Prepares work area.
- 17.2. Puts work away.
- 17.3. Cleans work area.

GLOSSARY

AAP

Affirmative Action Plan

ADAPCP

Alcohol and Drug Abuse Prevention and Crime Program

ADCO

Alcohol and Drug Control Officer

ADSW

Active Duty for Special Work

AEP

Affirmative Employment Plan

AFD

Army Functional Dictionary

AGR

Active Guard/Reserve

ANG

Air National Guard

APFT

Army Physical Fitness Test

ARNG

Army National Guard

B.U.

Bargaining Union

CAPR

Capability Request

CMF

Career Management Field

COOP

Contingency of Operating Plan

COP

Continuation of Pay

CSRS

Civil Service Retirement System

CU

Clarification of Units

CVS

Cardio Vascular Screening

DA

Department of the Army

DOL

Department of Labor

DEERS

Defense Enrollment Eligibility Reporting System

EEO

Equal Employment Opportunity

EEOC

Equal Employment Opportunity Commission

EO

Equal Opportunity

ETS

Expiration of Term of Service

F&AO

Finance and Accounting Office

FECA

Federal Employees Compensation Act

FEGLI

Federal Employee Group Life Insurance

FEORP

Federal Equal Opportunity Recruitment Program

FLRA

Federal Labor Relations Authority

FSIP

Federal Service Impasses Panel

FY

Fiscal Year

HQ

Headquarters

HR

Human Relations

IAW

in accordance with

ID

Identification

IDP

Individual Development Plan

ISA
Intra-service Support Agreement

LES
Leave and Earning Statement

LMR
Labor Management Relations

MD
Manning Document Number

MOB
Mobilization

MOU
Memorandum of Understanding

MOS
Military Occupational Specialty

MPMO
Military Personnel Management Office

MRD
Mandatory Removal Date

MSPB
Merit System Protection Plan

NACI
National Agency Check Investigation

NCO
Noncommissioned Officer

NGB
National Guard Bureau

OPF
Office Personnel Folder

OPM
Office of Personnel Management

OPR
Office of Primary Responsibility

OWCP
Office of Workers Compensation Program

PCS
Permanent Change of Station

PD
Position Description

PDP
Professional Development Program

PDSC
Personnel Data System Civilian

PI
Pacific Islanders

PMRS
Performance Management Recognition System

POC
Point of Contact

RIF
Reduction-In-Force

SA
Social Actions

SCD
Service Computation Date

SEP
Special Emphasis Program

SHP
Sexual Harassment Prefention

SJA
Staff Judge Advocate

SPMD
Support Personnel Manning Document

SPMO
Support Personnel Management Office

SOP
Standing Operating Procedures

TAG
The Adjutant General

TAP
Technician Assistance Program

TASO
Terminal Area Security Office

TDA
Table of Distribution and Allowance

TDY
Temporary Duty

TPMIS
Technician Personnel Management Information
System

TSP
Thrift Savings Plan

ULP
Unfair Labor Practice

USPFO
United States Property and Fiscal Office

VHA
Variable Housing Allowance

WCD
Work Center Description

3 September 1991

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By Order of the Secretary of the Army:

JOHN B. CONAWAY
Lieutenant General, USAF
Chief, National Guard Bureau

Official:

E. DARDEN BAINES
Chief
Administrative Services

Distribution: C