

**BY ORDER OF THE COMMANDER  
65TH AIR BASE WING (USAFE)**

**LAJES FIELD INSTRUCTION 36-101**

**26 OCTOBER 2009**

**Personnel**

**PORTUGUESE CIVILIAN PERSONNEL**



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**ACCESSIBILITY:** Publication and forms are available on the e-Publishing site at [www.e-publishing.af.mil](http://www.e-publishing.af.mil) for downloading or ordering.

**RELEASABILITY:** There are no releasability restrictions on this publication

---

OPR: 65 FSS/FSMC

Certified by: 65 MSG/CC  
(Colonel Roderick E. Dorsey, Jr.)

Supersedes: LAJESFIELDI 36-4, 1 October 1998

Pages: 68

---

This instruction implements Air Force Policy Directive (AFPD) 36-1. This instruction is provided in accordance with Article (Art) 1.3 of the Agreement On Cooperation and Defense Between The United States Of America and Portugal-Labor Agreement (hereinafter Labor Agreement) and Article 3 of the Agreement On Cooperation and Defense Between The United States of America and Portugal-Work Regulation (hereinafter Work Regulation). Its purpose is to provide guidance on applicable provisions of the Labor Agreement (LA) and the Work Regulation (WR), applicable to employment of all 65th Air Base Wing (65 ABW) Portuguese Civilian employees. No provision within this instruction will conflict with any requirement established in the current LA or WR. Any matter that is considered to be in conflict will be submitted to the Labor Committee for determination. References to the LA or WR are made where appropriate by showing the specific regulation and article number next to the applicable provision within the instruction. Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publications*; route AF Form 847s from the field through the Lajes Field publications/forms manager. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>.

***SUMMARY OF CHANGES***

This publication has been substantially revised and must be completely reviewed. This version clarifies, updates and streamlines previous guidance. Renumbering of sections, paragraphs required throughout the revision. 1.1 Purpose was changed to introduction removing references of the Labor Agreement or Work Regulation and the reference to applicable provisions of the documents removed from the Lajes Field Instruction (LFI) revision. 1.3-1.6 were removed and replaced with 1.3 Distribution, 1.4 Administration. Section 2.3 was rewritten to combine sections 2.3 and 2.4 of the previous LFI. Section 3.2 was expanded to clarify the types of actions requested by the supervisor. Section 3. Removed references to Standard Form 52 with electronic request for personnel action. Section 3.9 Examples of Actions was deleted. Section 4 rewritten to include required documentation for submitting a classification appeal. Section 5 establishes the use of USAFE 119 for security background checks and USAFE 110, Request for Placement Consideration for in-service placements. Section 6 expanded to include the nomination procedures for the types of awards and the approving authority level. Section 7 expanded to include procedures for Portuguese employees attending off base training requiring HAAZ approval. Section 8 expanded to include meal and transportation subsidies, and firefighter pay and entitlements. Section 9 expanded to include procedures for change in work schedules for coordination with HAAZ. Section 13 expanded to include procedures for the suspension of privilege cards and reinstatement.

1.	Introduction. ....	3
2.	Maintenance of Employee Records - Supervisor's Employee Work Folder and Automated Supervisor Brief .....	3
3.	Request for Personnel and Position Actions .....	5
4.	Classification Appeals (Art 12, WR; Art 3, LA) .....	7
5.	Personnel Staffing .....	8
6.	Performance Evaluation .....	14
7.	Employee Training and Development .....	22
8.	Pay Administration .....	25
9.	Work Schedules, Overtime, Weekly and Complementary Day Off, and Holiday Work Approval .....	30
10.	Language Bonus System (Art .....	36
11.	Reduction-in-Force (RIF) .....	37
12.	Leave Administration .....	38
13.	Employee Identification Cards .....	44
14.	Conduct and Discipline .....	45
15.	Employee Complaints .....	50
16.	On-the-Job Accidents .....	51

17.	Social Welfare .....	52
18.	Special Programs .....	53
19.	Committee of Employee Representatives (CRT) .....	54
<b>Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>		<b>57</b>
<b>Attachment 2—TABLE OF OFFENSES AND PENALTIES GUIDELINES ONLY PENALTIES [ART 74, 80-82, WR]</b>		<b>60</b>
<b>Attachment 3—RELEVANT FACTORS</b>		<b>64</b>
<b>Attachment 4—65 ABW MERIT PROMOTION PLAN</b>		<b>65</b>

**1. Introduction.** Scope. The provisions of this instruction are applicable to Portuguese employees paid from appropriated and non-appropriated funds.

1.1. Content. The guidance within is provided to assist operating officials and supervisors in the day-to-day management of Portuguese civilian employees.

1.2. Responsibilities. The Civilian Personnel Flight (CPF) will keep this instruction up-to-date. The CPF is the 65 ABW liaison with the Azores Air Zone Portuguese Civilian Personnel Recruitment Section (SRPC), and will handle routine matters relating to the employment of Portuguese civilian personnel.

1.3. Distribution. (Art 3, WR) This instruction will be publicized and distributed as follows:

1.3.1. To all key management officials who are responsible for personnel administration of Portuguese employees within their respective organizations.

1.3.2. To all base and tenant organizations in sufficient quantity to assure immediate accessibility to Portuguese civilian employees and their supervisors.

1.4. Administration. Changes to this instruction must be submitted for review and comment to Commander, Headquarters Azores Air Zone (HAAZ) prior to issuance. If the Commander, HAAZ considers the proposed changes to be outside the scope of the LA, WR or applicable Portuguese law, then it will be submitted to the Labor Committee for decision. (Art 3, WR)

1.4.1. Approved changes to this instruction will be made as required and distributed to all key management officials. How to effect the change, whether by removal of a page or an entire chapter, will be specified in the written notice of change. Changes are to be filed in the back of the instruction in numerical order after annotations have been made and/or revised pages inserted.

**2. Maintenance of Employee Records - Supervisor’s Employee Work Folder and Automated Supervisor Brief**

2.1. Policy. AF Form 971, *Supervisor’s Employee Brief*, will be maintained by the immediate supervisor.

2.2. Purpose. The purpose of the Supervisor's Employee Work Folder is to provide a medium for recording data on each assigned employee for reference, locator, and performance evaluation purposes.

### 2.3. Responsibilities and Procedures

2.3.1. Supervisors: First-level supervisors maintain the records and files on each assigned employee and ensure that records are safeguarded to protect employee privacy.

2.3.2. Operating Official: Organizational commanders or second-level supervisors ensure that (1) records are kept at the lowest supervisory level within the organization, and (2) that each supervisor knows and fulfills his or her responsibility for keeping records of supervised employees.

2.3.3. Civilian Personnel Flight (CPF): The CPF provides supervisors with required employee automated records; issues instructions for upkeep and use; and trains and assists supervisors in their use. The following guidance is provided to assist you in keeping your employee work folder manageable.

2.3.3.1. CPF recommends the use of a six-section folder labeled "Supervisor's Employee Work Folder," set up in the following manner:

2.3.3.2. Tab 1 contains information regarding employee leave and may include: OPM Form 71, *Request for Leave or Approved Absence*, Leave Schedule for current year, doctor's certificates.

2.3.3.3. Tab 2 contains the AF Form 971, *Supervisor's Employee Brief* (Computer Generated). The AF Form 971 is provided by the CPF for each new employee. Certain personnel actions generate a new AF Form 971, e.g., promotion, reassignment, change to lower grade, etc., which is then forwarded on to the supervisor. Supervisors may also request a new AF Form 971 by contacting the CPF. Upon request, an employee is permitted to review the AF Form 971 record. The contents of the AF Form 971 follows:

2.3.3.3.1. Part A contains current personal employee data. The supervisor will enter employee's home address, home telephone and necessary emergency information.

2.3.3.3.2. Part B of the brief is an area for supervisors to record comments and remarks (positive and negative) occurring during the year. Supervisors should record discussions with employees on performance, emergency-essential responsibilities, debt complaints, duty and travel restrictions, conduct of employee and other pertinent data. All annotations should be annotated by the supervisor and initialed by the employee. Initialing by the employee does not indicate concurrence but only knowledge of the entry. Counseling entries or admonishments may be deleted any time the supervisor feels they are no longer necessary, but in no case will they be maintained longer than two years (Letters of Reprimand become part of the Official Personnel Folder for two years from the date of issuance and are then removed). Suspensions are entered in ink or typed, as they are a permanent part of the employee's record. When more space is required, a separate sheet of paper (bond or lined) may be used to continue the

comments and remarks.

2.3.3.4. Tab 3 is for training records, which may consist of the following:

2.3.3.4.1. SF 182, *Authorization, Agreement and Certification of Training*.

2.3.3.4.2. Training Plans.

2.3.3.4.3. Copies of certificates or SF 182 certifying completed training.

2.3.3.4.4. Employee requests for training consideration.

2.3.3.4.5. Supervisory notes regarding identified need for training.

2.3.3.4.6. Handwritten notes pertaining to training, etc.

2.3.3.4.7. Other information relevant to training.

2.3.3.5. Tab 4 is for miscellaneous documents, which may include:

2.3.3.5.1. Emergency-Essential Agreement.

2.3.3.5.2. AF Form 55, *Employee Safety and Health Record*.

2.3.3.5.3. Complaints of indebtedness and the employees reply.

2.3.3.6. Tab 5 is for the *Civilian Personnel Position Description* (AF Form 1378) or the *Air Force Core Personnel Document* (AF Form 1003), copies of *Civilian Progress Review Worksheet* (AF Form 860B) and other performance-related documents. If the employee has an AF Form 1378, *Civilian Personnel Position Description*, in lieu of the AF Form 1003, this tab will also contain the AF Form 860, *Civilian Performance Plan*.

### 3. Request for Personnel and Position Actions

3.1. Responsibility. The supervisor is responsible for initiating personnel and position actions, since supervisors are responsible for maintaining an adequate workforce and maximum utilization of authorized personnel. Actions that affect the entire Portuguese workforce (i.e., scheduled longevity increases, pay adjustments based on a new wage schedule, completion of requirements for English language premium pay) are initiated by the CPF.

3.2. Types of Action. The following actions may be requested by a supervisor:

3.2.1. Position actions - those which affect a position (i.e., cancel, establish, and/or position review).

3.2.2. Personnel actions - those which affect the employee (i.e., appointment, reassignment, pay change, or separation).

3.2.3. Combined actions - those which affect both the position and the employee (i.e., establish and fill a new position, reclassification and promotion of an incumbent, or the abolishment of a position along with the movement of the incumbent).

3.3. An electronic *Request for Personnel Action* (RPA), SF 52, will be used by appropriated and non-appropriated fund activities to request actions shown in paragraph 3.2.

3.4. Purpose of the RPA. The RPA is the authority document allowing the CPF to carry out management's request.

3.5. Disapproved Requests. When it is necessary to disapprove a request, the RPA will be returned to the requesting official with an explanation of the disapproval.

3.6. Source of Information for Preparation of RPA. AF Form 971 may be used as a basic source of information for preparing the RPA, other than requests for new positions where no identical type position exists.

3.7. Requests Requiring Manpower Review. The Manpower approval will be obtained prior to forwarding the RPA to the CPF for actions regarding position reviews and recruit fill requests.

3.8. Approval of Overhire Positions. A USAFE Form 243, *Request for Temporary/Seasonal/Supplemental Civilian Overhire*, must be completed for Temporary/Seasonal/Supplemental civilian over-hires+. The unit will provide justification pertaining to the need of the over-hire requirement; including answers to questions in the footnote of the form. The request must be coordinated by manpower, finance and coordinated through key management officials prior to submission to the Corporate Board. For processing requirements contact the CPF.

### 3.9. Examples of Actions

3.9.1. Fill. Used to recruit for and fill a previously established position. Special recruitment requirements of the position should be entered on the RPA.

3.9.2. Cancel, Establish and Fill. Used to cancel an existing position, and then establish and recruit for a new position.

3.9.3. Position Review. Used when the duties of a position have changed significantly to warrant rewriting the position description/core document. An electronic copy of the proposed core document and a justification of change requirements are required. There is a minimum of two years between position reviews unless the position is affected by a major reorganization or mission change.

3.9.4. Change to Lower Grade. Used when an employee is being changed to a lower grade in accordance with Art 9, WR. If the change is at the request of the employee, the reason(s) should be shown in Part "D" of RPA, printed and signed by the employee.

3.9.5. Name Change. Used when an employee's name changes. A copy of substantiating documentation must be attached.

3.9.6. Detail. Used when an employee is temporarily assigned to another position. Details of more than 30 days must be documented in the Official Personnel Folder. A temporary assignment to a higher-graded position for more than 30 days is a temporary promotion. (Art 11, WR)

3.9.7. Removal or Suspension. Used for removal or suspension of employee. A specific statement of reasons for the action must be shown in Part "D".

3.9.8. Abolish Position. Used for cancellation of a position due to reduction in force or similar action.

3.9.9. Resignation. In case of resignation, a RPA should be completed and forwarded to the CPF at the earliest possible date in order that recruitment action may be initiated. The reason(s) for resignation must be shown in Part “E” of RPA, and signed by the employee.

#### **4. Classification Appeals (Art 12, WR; Art 3, LA)**

4.1. Objective. To establish procedures for an employee to appeal the classification of their position. An employee can only appeal the classification of a position (Pay Plan, Series, Title and/or Grade) to which s/he is officially assigned to. The provisions of this chapter are the only means available for an employee to appeal the classification of a position where there is no disagreement as to the duties performed. S/he cannot appeal the assignment of duties and responsibilities under Art 12. However an appeal may be filed under WR, Art 86 (See Chapter 15 of this LFI). The following processes will be used to appeal the classification:

4.2. Informal Process. In situations where an employee disagrees with the classification of his/her current position, s/he should notify the supervisor and attempt to resolve the issue. The supervisor will ensure the accuracy of the duties and responsibilities shown in the position description. The supervisor will explain the basis of the classification of the position. A position classification specialist from the CPF will be available for consultation with either the employee or the supervisor. A position audit may be performed by the classification specialist to resolve the issue(s). This audit may entail the development by the supervisor of a new Air Force Core Personnel Document, or a review of whatever portions of the current position description that may be in dispute. The supervisor will provide a written response to the employee not later than 30 days from the date the supervisor became aware of the employee’s dissatisfaction.

4.3. Formal Process. If an employee disagrees with the classification decision following the informal process, the employee may file a formal appeal with the CPF in accordance with the WR, Art 12. This formal appeal must be filed within 14 days of the classification decision in paragraph 4.1. The formal appeal must be submitted to the CPF in writing and contain the following:

4.3.1. Full name and badge number.

4.3.2. Employee’s organization and office symbol.

4.3.3. Present title, series, grade, and pay plan of the position being appealed.

4.3.4. A statement by the employee indicating what s/he believes to be the correct pay plan title, and grade along with justification to support his/her beliefs. The justification must address specific classification criteria found in the applicable classification standard(s).

4.3.5. The employee may request comments from the Technical Commission on Professional Classification (TCPC). The TCPC must submit recommendations to the CPF within 14 calendar days of the date of the employee appeal.

4.3.6. On the position description’s last page, or as an attachment, a verification of duties statement must be attached to the position description that includes the major duties and responsibilities assigned to the position.

- 4.3.6.1. *“The undersigned hereby certifies that the foregoing is an accurate and complete description of the major duties and responsibility assigned to this position”*. The statement must be signed and dated by the appellant(s), their supervisor and the CPF classifier.
- 4.3.6.2. If the employee, supervisor or CPF classifier does not accept and sign the position description; the employee cannot proceed with the formal appeal process. The classification of the position description is interrupted and the employee may proceed with a WR Art 86 complaint. At the conclusion of the Art 86 complaint process, the employee may restart the formal process provided in paragraph 4.3.
- 4.3.7. The Civilian Personnel Officer will issue a decision on the classification appeal and include the TCPC recommendations within 30 days of receiving the formal appeal or the TCPC comments, whichever is later. If the employee is dissatisfied with the CPF’s decision s/he may further appeal the classification through the established US classification channels outlined in 4.3.
- 4.4. Required Documentation to File the Classification Appeal Through the US Classification Procedures. If an employee disagrees with the classification decision following the formal complaint process, the employee may file an appeal through Office of Personnel Management (OPM) through the CPF in accordance with LA, Art 3 and WR, Art 12. The appeal must contain the following information in writing:
- 4.4.1. Name, mailing address and commercial duty phone number.
  - 4.4.2. The present classification of the position and the requested classification.
  - 4.4.3. The name of the department or agency in which the employee works.
  - 4.4.4. The installations mailing address.
  - 4.4.5. A copy of the official position description and either a statement affirming that it is accurate or a detailed explanation of the inaccuracies and an explanation of the efforts made to correct the position description.
  - 4.4.6. Any additional information about the position that will aid OPM to understand.
  - 4.4.7. Arguments supporting the requested classification by referencing the appropriate classification standards.
  - 4.4.8. Address for OPM appeals: OPM Atlanta Field Service Office; 75 Spring Street, SW; Atlanta, GA 30303.
- 4.5. Reduced Classification. If the classification appeal process results in a downgrade, provisions in Art 10, WR, Change in Position Classification, apply.

## **5. Personnel Staffing**

### **5.1. Utilizing Portuguese Citizens .**

- 5.1.1. Purpose. Portuguese citizen positions are authorized and filled in accordance with the LA, WR, 65 ABW Merit Promotion Plan Attachment 4, and OPM Qualification Standards.



5.1.2. CPF Responsibility. CPF will monitor and ensure personnel staffing procedures are followed as outlined in this chapter. In addition, they will oversee the control and collection of employees' identification passes and schedule appointments to examine applicants for employment to ensure that physical and health requirements are met.

## 5.2. Employment Policies and Practices

5.2.1. Filling Positions. Supervisors may fill vacant positions by recruitment outside the installation or by in-service placement of employees currently on the rolls.

5.2.2. Outside Recruitment (Art 22-24, WR). The following rules apply to outside recruitment:

5.2.2.1. Priority placement will be given to qualified employees who have been separated by reduction-in-force (RIF), see Chapter 11. Names of employees who have been separated under RIF are maintained by the CPF on a Reemployment Priority List by title and grade of last position held.

5.2.2.2. If no former employees with priority placement entitlement are available, CPF will request referral of qualified candidates from the Civilian Personnel Recruitment Section (SRPC) where registers are maintained. Off-base candidates, who are not registered by SRPC, cannot be considered for employment.

5.2.2.3. Former 65 ABW employees with good work records may be requested by name without regard to order of standing, provided they had performed the same type of work and were not discharged for cause.

5.2.2.4. Local National Background Checks and US Security Requirements after Selection.

5.2.2.4.1. Candidates must meet basic US security requirements upon their selection and before their appointment. These requirements include the following:

5.2.2.4.1.1. To comply with the Host Nation Agency Check (HAC) requirement, candidates must provide CPF a background check (Certificado do Registo Criminal) from the Ministry of Justice.

5.2.2.4.1.2. A records check will be performed by the Security Manager at 65th Security Forces Squadron (65 SFS).

5.2.2.4.1.3. Candidates are also required to complete USAFE Base Form 119, *Residency Check for Employment with 65 ABW and Tenant Units, Lajes Field, Azores, Portugal (Verificação de Residência para Contrato de Trabalho no 65 ABW e Unidades Militares, Base das Lajes, Açores, Portugal)*. This form is used by the Civilian Personnel Office to verify residency, determine if the candidate lived in the US for one year or more and receive authorization to obtain candidate's US criminal file, if applicable. If the candidate lived in the United States for at least 1 year after their 18th birthday, a Federal Bureau of Investigation check will be conducted. USAFE Base Form 119 will be kept on file at the Civilian Personnel Office in the employee's Security Folder for the duration of employment at Lajes Field.

5.2.2.4.2. After this process is complete and if there is no derogatory information, the candidate will then be placed in the position. If derogatory information is received from any of the above investigations, the candidate will not be hired.

5.2.3. Qualification Requirements. Qualification requirements are established prior to recruitment for a position, and constitute the minimum criteria for a candidate to be rated eligible for the specific position. The basic qualification requirements are patterned after those in the Office of Personnel Management Operating Manual, Qualification Standards for General Schedule Positions, as used in the U.S. program, with the exception of the time-in-grade restriction and the Job Qualification System for Trades and Labor Occupations. Both standards are supplemented with the special qualification requirements and should be fully justified and added to the position description or core document. For requirements not included in these documents, the supervisor must coordinate with the staffing specialist prior to recruitment.

### 5.3. Probationary Period (Art 32, WR)

5.3.1. Probationary Periods (Art 32 & 75, WR). The probationary period is identified in the employee's work contract and on the appointment SF 50, *Notification of Personnel Action*. The probationary period applies to new employees only as defined in Art 6, LA. New employees normally will serve the following probationary periods during which time they can be separated without justification or job protection rights.

5.3.1.1. Permanent employees in unskilled jobs such as laborer, custodian, etc, are on a probationary basis for the first 60 days of employment. For skilled crafts and trade positions, supervisors, firefighters, technicians, etc., a probationary period of up to six (6) months is required.

5.3.1.2. Temporary employees with appointments for more than six (6) months are on a probationary basis for the first 30 days of employment regardless of the type of position.

5.3.1.3. Temporary employees with appointment for 6 months or less are on a probationary basis for the first 15 days of employment regardless of the type of position.

5.3.2. Responsibilities. When an individual is re-employed into a different position than previously assigned, the employee may be required to serve an additional Probationary Period. The CPF will determine at the time of the new appointment whether or not the employee must complete the additional period and coordinate the date of expiration of such period in accordance with the terms and limits of Art 32, WR. The probationary period will be recorded on the appointment documents. Supervisors are responsible for:

5.3.2.1. Observing the employee's conduct, general character traits, and performance.

5.3.2.2. Evaluating the employee's performance and potential to determine suitability for retention.

5.3.2.3. Approving continued employment on CPF follow-up checklist or initiating action to separate the employee if it becomes apparent that the employee's conduct, general character traits, or capacity do not indicate potential for satisfactory service. Separation action will be initiated when these facts become apparent. Notification must be given to the employee at least 5 workdays prior to the expiration of the probationary period.

5.3.3. Promotion Consideration During the Probationary Period. Employees cannot be considered for promotion during their probationary period.

#### **5.4. Placement Follow-Up**

5.4.1. Objectives. The placement follow-up is a part of the supervisor's responsibility to continually evaluate the performance of subordinates. This essential management device is designed to:

5.4.1.1. Ensure that the employee is being properly oriented and fully understands the duties and expected performance requirements of the position.

5.4.1.2. Determine whether the employee is satisfactorily performing the duties of the position and should be retained.

5.4.1.3. Determine whether there is a need for additional or special training.

5.4.2. Procedures. The placement follow-up must be completed during the probationary period in accordance with the following procedures:

5.4.2.1. The CPF will send a notification for placement follow-up to supervisors within two (2) weeks of the expiration of the established probationary period.

5.4.2.2. The placement follow-up consists of a discussion of job performance with the employee that will be conducted by the supervisor using a follow-up checklist, which will be filed in the employee's Official Personnel Folder (OPF.)

5.4.2.3. The supervisor will document comments concerning the evaluation and pertinent findings of the placement follow-up on the AF Form 971.

#### **5.5. Merit Promotion Program**

5.5.1. Policy. Both appropriated and non-appropriated fund employees compete for promotion under the provisions established in this instruction. The area of consideration can be determined by the organization in conjunction with the CPF.

##### **5.5.2. In-Service Placement**

5.5.2.1. Vacancies may be filled by promotion, reassignment or change to lower grade. No employee will be considered for a change to lower grade or professional category unless the individual has filed a written request with the CPF. The written request must be approved by the Regional Labor Inspection Office (IRT.)

5.5.2.2. Vacancies may be filled non-competitively by re-promotion of an employee downgraded or reassignment when the employee was previously displaced by reduction-in-force.

5.5.3. Procedures. When a vacancy is to be filled by other than a noncompetitive placement action, the following steps are taken:

5.5.3.1. Management has the right to select from any recruitment source available to them. The CPF will confirm the qualification requirements of the position. Minimum education, experience, training, English language requirements and any additional special skill or physical requirements pertinent to the position can be found on the job vacancy announcement.

5.5.3.2. USAFE Base Form 110, *Request for Placement Consideration (Requerimento de Candidatura)*, will be used to apply for consideration to vacancies. This form is provided by and used at the Civilian Personnel Office. Once completed, USAFE Base Form 110 will be placed in the CPF recruitment files and maintained for 5 years.

5.5.3.3. The CPF screens records to identify candidates eligible for priority placement/consideration such as employees scheduled for reduction-in-force, previously downgraded due to RIF, or those who are on reemployment priority lists. The CPF refers candidates entitled to priority consideration to the supervisor for selection.

5.5.3.4. If no priority candidates are available or selected, the CPF prepares a Reassignment List and/or Promotion Certificate of qualified candidates. If there are fifteen or fewer eligible candidates on the Promotion Certificate, all candidates will be certified to the supervisor. Ranking is not necessary.

5.5.3.5. An employee selected for promotion will normally be released at the beginning of the pay period that most nearly approximates the two-week notice period. In unusual circumstances, the release period may be extended to a maximum of 30 calendar days by mutual agreement of the operating officials concerned. A release will not be conditional upon the ability to obtain a replacement.

5.5.4. Non-Competitive Promotions. Normally, employees must compete for promotion. However, under certain circumstances, employees may be promoted without competition. These circumstances include promotion of an employee downgraded due to RIF, and authorized exceptions as follows:

5.5.4.1. Classification of a position to a higher grade, either by re-evaluation, change in standards, or gradual job enlargement other than through deliberate planned management action.

5.5.4.2. Completion of approved training programs provided the employee was selected for entry into the trainee position under the competitive procedures of the Merit Promotion Plan.

5.5.4.3. Promotion under the above-authorized exceptions is neither automatic nor mandatory.

## **5.6. Temporary Performance of Duties not Included in the Position Description (Details) (Art 11, WR)**

5.6.1. Definition. An employee may be temporarily assigned duties not included in the position description (detail) when 65th Air Base Wing interests so require it, provided this change does not entail reduction in pay or substantial changes in the employee's position.

5.6.2. Use of Temporary Performance of Duties not Included in the Position Description (details). Authority to assign temporary duties to an employee not included in the position description provides management with a means of meeting certain temporary operating needs. This is appropriate only when necessary services cannot be obtained by other means. An employee is entitled to a temporary promotion whenever the performance of higher graded duties lasts more than 30 consecutive days. After 6 months, this promotion becomes permanent unless the position is obligated to another absent employee. The following circumstances may justify the use of temporary assignment:

- 5.6.2.1. A temporary shortage of military and/or civilian personnel exists.
  - 5.6.2.2. An exceptionally heavy workload surge seriously interrupts the organization's regular work schedule and the use of overtime employment or additional temporary employees will not provide a satisfactory solution.
  - 5.6.2.3. An emergency work situation; a special project or other work is required for a short time or for intermittent periods of time; or a need exists to replace another employee on extended absence.
  - 5.6.2.4. An employee has been given a proposed notice of separation, and his/her continued performance in the current assignment is not in the best interest of the 65 ABW.
  - 5.6.2.5. It may be a part of an established training or career development plan. Supervisors and operating officials must observe the provisions of the Merit Promotion Program in selecting employees for temporary assignment when the assignment may lead to a promotion.
- 5.6.3. Procedures. During all periods of temporary assignment to perform duties not included in the position description (detail), the employee remains assigned to his/her official position. The temporary duties must be recorded on the AF Form 971. For periods of performance of duties (details) in excess of 30 calendar days, but less than 180 days, the following will apply:
- 5.6.3.1. Losing supervisor will:
    - 5.6.3.1.1. Submit an electronic Request for Personnel Action (RPA) , to the CPF for approval, with a reason for the request in Part "D". If the temporary assignment of duties (detail) is to other than an established position, attach a description of the duties to be performed sufficient to classify the position.
    - 5.6.3.1.2. Terminate the temporary duties (detail) at the end of the authorized period, and ensure the employee returns to the official position of record.
  - 5.6.3.2. Gaining supervisor will:
    - 5.6.3.2.1. Discuss the following with employees selected for the temporary duties: the reasons for the action, nature of the duties to be performed, and approximate length of the temporary assignment.
    - 5.6.3.2.2. Complete time and attendance reports, act on requests for leave and provide normal administrative services.
- 5.6.4. Termination of Performance of Duties not Included in the Position Description (detail). The temporary assignment must be terminated when the need no longer exists, and in no case, later than the expiration of the approved period. The employee will return to his/her official assignment at the end of the assignment. The supervisor must submit a RPA for the termination prior to the original expiration date. The request should be submitted at least 7 calendar days in advance of the termination date to allow for processing and employee notification.

5.6.5. Disposition of Requests. The approved request for the performance of duties not included in the positions description (detail) and termination documentation will be placed in the employee's OPF.

## 5.7. Obligated Positions

### 5.7.1. Reemployment Rights (Arts 67 & 68, WR)

5.7.1.1. An employee separated in order to perform mandatory military or civic service or to serve in an elected or appointed political office is entitled to restoration to the position from which separated or an equivalent position at the same grade level. The employee must have been on a permanent appointment at the time of separation, and must notify the CPF in writing, not later than 15 calendar days following completion of the service, of the desire to exercise the return rights.

5.7.1.2. An employee separated due to reasons beyond his/her control, such as illness or accident, is entitled to restoration to the position from which separated or to an equivalent position at the same grade level provided the employee:

5.7.1.2.1. Was on a permanent appointment.

5.7.1.2.2. Exercises his/her return right within 15 days from the date 65 ABW received notice of the employee's availability.

5.7.1.3. After employee's notification, 65 ABW must rehire him/her within 15 days.

5.7.2. Replacement (Art 68, WR). The position vacated by an employee under the above circumstances becomes an obligated position and will normally be filled by a conditional or temporary appointment. Before an individual is conditionally appointed, the employee must sign a statement of understanding that he or she may be separated from the position without advance notice when the former employee returns. For an employee in a temporary appointment, the employee must be given at least eight (8) days advance written notice that the appointment will not be renewed. In the case of an indefinite appointment lasting more than one year, the employee will be given thirty (30) calendar days notice of termination. If the obligated position has been identified as misclassified, the person assigned in substitution to perform these duties will be temporarily assigned, temporarily promoted, appointed, etc., to the correctly classified position and grade. When justified, the supervisor may opt to establish a different position to be filled during the employee's absence, i.e., if no qualified candidates can be found to temporarily fill the job, or if the supervisor opts to assign different tasks.

## 6. Performance Evaluation

### 6.1. Performance Evaluation

6.1.1. Purpose. The performance appraisal rating is used as a basis for decisions regarding employees' rewards, assignments, training, promotions, retention and/or removal.

6.1.2. Annual Evaluation. The annual performance appraisal period is 1 April through 31 March. Each employee will be evaluated at the end of this period using performance criteria established in a Performance Plan (AF Form 860, *Civilian Performance Plan*, or

AF Form 1003, *Air Force Core Personnel Document*). Performance evaluations will be accomplished on AF Form 860A, *Civilian Rating of Record*.

6.1.3. General. Performance plans (AF Form 860) or Core Personnel Documents (AF Form 1003) must be in place within 30 days of an employee's entrance on duty. A discussion of the performance plan at the beginning of the appraisal period is required. The supervisor will accommodate an interpreter if requested by the employee to ensure he/she fully understands their performance plan.

#### 6.1.4. Performance Plans

6.1.4.1. A performance plan consists of written performance elements and standards developed and documented on AF Form 860 by the supervisor. It is an important document for both the employee and supervisor because it defines responsibilities and expectations for the annual appraisal cycle, and serves as the foundation for evaluating an employee's performance.

6.1.4.2. Each performance plan must contain sufficient elements (generally 5-7 are sufficient) to describe performance requirements of the position. They may be derived from the employee's official position description. Performance elements describe what needs to be done to perform a particular job.

6.1.4.3. All performance elements in a performance plan are designated as "critical". A critical element is sufficiently important so that not performing one element at an acceptable level requires corrective action.

6.1.4.4. Performance standards are written to clarify performance expectations for employees. They should permit a supervisor to accurately evaluate job performance and describe contributions by the employee.

6.1.4.5. Standards should be written at a level of expectation of the average employee performing in the position. Performance standards prescribe how a particular element is to be accomplished.

6.1.5. Core Personnel Documents. The core personnel document is a position description, performance plan and job description all in one document; therefore, the performance plan (AF Form 860) is not needed if the employee is covered by this document.

6.1.6. Types of Annual Ratings. Performance will be rated as Acceptable or Unacceptable. An unacceptable rating documents performance where an employee is not performing at an acceptable level in one or more of the elements of the performance plan. When an unacceptable rating is rendered, the supervisor must identify the deficiencies in the employee's performance and establish a performance improvement plan (PIP) (the PIP must be coordinated with the Civilian Personnel Flight (CPF)) to bring the employee's performance up to an acceptable level. The PIP will specify the tasks requiring improvement, describe the level of performance required and provide a reasonable amount of time (normally 90 days), for the employee to improve. **NOTE:** Immediately contact CPF when faced with an employee-related performance problem.

6.1.7. Out-of-Cycle Ratings. Performance must be evaluated more often than annually in the following circumstances:

6.1.7.1. Anytime an employee's performance deteriorates to an unacceptable level.

6.1.7.2. At the completion of a performance improvement period resulting from unacceptable performance.

#### 6.1.8. Changes in Rating Officials

6.1.8.1. If the rating official (immediate supervisor) changes or departs between the beginning of the rating period and 31 December, he/she prepares an informational evaluation and leaves it and the performance plan for the new supervisor. This is not a rating of record for official purposes, but serves as information for the new supervisor to consider.

6.1.8.2. If the rating official changes or departs between 1 January and 31 March, and **supervised the employee fewer than 90 days**, the reviewing official prepares annual rating of record with input from departing supervisor.

6.1.8.3. If the rating official changes or departs between 1 January and 31 March, and supervised the employee for 90 days or more, departing supervisor prepares annual rating of record and leaves it for processing by reviewing official.

#### 6.1.9. Employee Transfers/Changes Positions

6.1.9.1. If an employee moves within 65 ABW between the beginning of the performance appraisal cycle (1 April) and 31 December, the losing supervisor will prepare an informational appraisal and forward it to new supervisor as a courtesy. The new supervisor considers the informational appraisal and renders the annual rating of record on the employee at the end of the appraisal cycle.

6.1.9.2. If an employee moves within the 65 ABW between 1 January and 31 March, the losing supervisor renders the annual rating of record on that employee. NOTE: If an employee is approved for an award, the losing organization is responsible for paying award amount.

#### 6.1.10. Temporary Promotion or Temporary Assignment to a Different Position (detail)

6.1.10.1. When an employee is serving on a temporary promotion or a temporary assignment to a different position (detail) for 120 days or more, the temporary rating official gives the employee a written performance plan reflecting the temporary promotion or a temporary assignment to a different position (detail) as soon as possible. At the end of the temporary promotion or a temporary assignment to a different position (detail), the temporary rating official rates the employee's performance on the elements and forwards the information to the permanent rating official. The permanent rating official considers the input received from the temporary rating official in completing the employee's rating of record.

6.1.10.1.1. When an employee is on a temporary promotion or a temporary assignment to a different position (detail) for 90 days or more and the annual appraisal is due, the temporary rating official completes the rating of record.

6.1.10.1.2. If an annual appraisal is due and the employee's temporary promotion or a temporary assignment to a different position (detail) has lasted for less than 90 days, the permanent rating official completes the rating, but consults with the



temporary rating official.

#### 6.1.11. Progress Review

6.1.11.1. Supervisors are required to provide their employees' with a progress review (normally) at the midpoint of the appraisal period. The progress review is documented using the AF Form 860B, *Civilian Progress Review Worksheet*, and is filed in the Supervisor's Employee Work Folder upon completion. Although completion of this form is mandatory, it is kept by the supervisor and is not sent to the CPF. The annual rating is forwarded to the CPF.

6.1.11.2. The CPF highly encourages quarterly informal feedback sessions between supervisors and employees. This is helpful both to employees and to supervisors. Quarterly feedback lets employees know how they are doing and minimizes surprises at performance rating time. Giving quarterly feedback to employees enables supervisors to more easily recall specific performance examples at the end of the performance cycle.

6.1.12. Quality Control Reviewers (QCR). Each Squadron commander or equivalent will appoint a QCR. The QCR will assure evaluations are procedurally correct and award justifications are fully supported. Also the QCR is responsible for obtaining and forwarding the final appraisal packages to CPF. Evaluations that reach the CPF without adequate documentation or award justification will be returned to the QCR.

#### 6.1.13. Evaluation Process

6.1.13.1. The rater/supervisor rates the elements, assigns an annual rating, writes award justification and recommends award amount (if applicable). Award amounts should be in Euros for Portuguese employees. S/he signs the AF Form 860A, recertifies the performance plan, completes the promotion appraisal factors, and forwards the appraisal package to the reviewing official (rater's immediate supervisor). (Note: Part B of AF Form 860A, "Impact on Mission Accomplishment," is not used at Lajes Field)

6.1.13.1.1. The reviewing official reviews the appraisal package, then:

6.1.13.1.2. Signs and dates AF Form 860A if s/he agrees with the ratings/justification,

6.1.13.1.3. Recertifies the performance plan and, forwards the package to the designated QCR.

6.1.13.2. If the reviewing official disagrees with the ratings/justification, s/he should discuss the disagreement with the rating official. If the reviewing official still disagrees after consulting with the rating official, s/he changes the rating, signs and dates the form and forwards to the QCR. NOTE: Due to possible changes by the reviewing official, the rating official should not discuss ratings or awards with employees prior to approval.

6.1.13.3. The QCR reviews the packages and ensures that all requirements are met.

6.1.13.4. If there are any packages with discrepancies, the QCR returns those to the rater or requests additional information from the rater/reviewer.

6.1.13.5. Forwards appraisal packages without award recommendations back to the raters so that they may discuss with employees and,

6.1.13.6. Forwards appraisal packages with award recommendations to the commander/award approving official, who will forward the final package back to the rater for discussion with the employee.

6.1.13.7. The rating official then discusses the appraisal with the employee for the first time, then:

6.1.13.7.1. Obtains employee's signature on a printed AF Form 860A and on performance plan.

6.1.13.7.2. Provides a copy to the employee.

6.1.13.7.3. Documents AF Form 971.

6.1.13.7.4. Places the original performance plan and a copy of the AF Form 860A in the Supervisor's Employee Work Folder.

6.1.13.7.5. Forwards the original AF Form 860A to the QCR.

6.1.13.7.6. The QCR is responsible for obtaining and forwarding the final AF Form 860A (original), to the CPF by the date determined annually.

## 6.2. Service and Performance Recognition

### 6.2.1. Performance Awards

6.2.1.1. A Performance Award is a monetary recognition for outstanding performance that substantially exceeds normal expectations. This award is only awarded in conjunction with the annual evaluation. To be eligible for a Performance Award the employee must receive a performance rating of "acceptable".

6.2.1.2. Monetary amount for a performance award is based on a percentage of the employee's annual salary (monthly salary + language bonus x 14), excluding meals, transportation, premium pay, or overtime except for firefighters whose base pay includes 48 hours with applicable premium pay. The maximum amount authorized is 5 percent of the annual base pay; however, the maximum amount may not be available due to budget constraints. Corporate Board determines the award limits and the CPF will notify supervisors of the limits annually.

6.2.1.3. A recommendation and justification for a performance award must be documented on AF Form 860A, Part C and is limited to a maximum of 9 lines in bullet format. **Note:** Squadron/CC approves performance awards. Performance awards are not mandatory.

6.2.1.4. Time off awards (TOA) may also be recommended during the annual appraisal cycle using the AF Form 860A. Supervisors may recommend a combination of both a performance cash award and a TOA. **Note:** Squadron/CC approves TOAs when recommended in conjunction with the annual appraisal.

## 6.3. Other Awards/Recognition

### 6.3.1. Notable Achievement Award

- 6.3.1.1. Notable Achievement Awards recognize a special achievement that resulted in a noteworthy contribution to the Air Force, but does not warrant a Special Act or Service Award. The amount of this award can be recommended for the equivalent of \$25 and cannot exceed the equivalent of \$500 US dollars.
- 6.3.1.2. Recommendations must be submitted on a *Staff Summary Sheet*, AF Form 1768. Recommendations should be submitted no later than one month after the achievement for which the award is recommended.
- 6.3.1.3. Recommendations will be reviewed by the QCR or designated Award Approving Official. The resource advisor must certify availability of funds for tenant organizations only.
- 6.3.2. Special Act or Service Award
- 6.3.2.1. Special Act or Service Awards recognize a singular special achievement resulting in verifiable, significant, tangible or intangible benefits to the government. This award should be recommended only when the achievement is truly exceptional, and not merely to recognize work for which the employee was already compensated, i.e., with overtime pay.
- 6.3.2.2. Recommendations must be submitted on an AF Form 1768, *Staff Summary Sheet*, within 60 days of the special act or service.
- 6.3.2.3. The Unit QCR or the designated Award Approving Official will review recommendations. The resource advisor must certify availability of funds.
- 6.3.3. Time-Off Award
- 6.3.3.1. Time-off awards grant time off from duty without loss of pay or charge to leave, and are awarded for superior accomplishment that contributes to the quality, efficiency, or economy of government operations. The intent of a time-off award is to provide an alternate means of recognition in lieu of granting a monetary award.
- 6.3.3.2. Supervisors may approve time-off awards of no more than one working day without review and approval of a higher level official.
- 6.3.3.3. Only the 65th Air Base Wing Commander (65 ABW/CC), or an official designated by 65 ABW/CC, may approve time-off awards in excess of one workday.
- 6.3.4. Time-Off Award Limits
- 6.3.4.1. Full-time employees may be awarded a maximum of 80 hours time-off during any one calendar year. The maximum amount of time-off that can be approved for any single contribution is 40 hours.
- 6.3.4.2. Part-time employees or employees with unusual tours of duty may in any one calendar year be granted an amount of time-off equal to the average number of work hours in the employee's biweekly scheduled tour of duty. The maximum award for a single contribution is one-half the maximum amount of time that can be granted during the year.

### 6.3.5. Documenting Time-Off Awards

6.3.5.1. Justification for time-off awards must be submitted on an AF Form 1768 (when not recommended in conjunction with the annual appraisal), within 30 days of the accomplishment, explaining why the employee merits the award. Approved time-off awards are submitted to the CPF for processing.

6.3.5.2. AF Form 1768 granting time-off awards must include the employee's name, badge number, organization, and number of hours of time-off granted. All time off awards must include the following: "I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule time-off, in addition to other projected leave no later than (date). I also considered other available forms of recognition in determining the amount of this time-off award".

### 6.3.6. Recording Scheduled Time-Off

6.3.6.1. An employee's use of time-off award is documented on the time and attendance reports with the appropriate code. Meal and transportation subsidies are not included.

6.3.6.2. Employee must get supervisory approval to schedule and use a time-off award. An employee must request the time-off far enough in advance to use it without disrupting the unit's work.

6.3.6.3. Supervisors who want to approve the scheduling of an employee's time-off before receiving the SF 50 will contact the CPF to verify that regulatory requirements were met.

### 6.3.7. Length of Service Recognition

6.3.7.1. Upon completion of at least 10 years of loyal service with 65 ABW, CPF will identify eligible employees, prepare certificates, and forward to the appropriate organization for presentation to the employee. Each subsequent 5 years of service, up to 50 years of service, will be recognized with a certificate.

6.3.7.2. Retiring employees may qualify for service recognition if they have completed at least 10 years of loyal service with 65 ABW. The CPF will determine the employee's eligibility and prepare a certificate with the employee's name, number of years of service and date of retirement. The certificate should include an appropriate statement, "Presented on the occasion of retirement after \_\_\_ years of loyal service to 65 ABW." The certificate may be presented to the employee in an appropriate ceremony.

6.3.8. Letters of Appreciation. Letters of appreciation are used to recognize individuals for a variety of accomplishments that do not meet the criteria for other awards. They may be used at any time. Letters of appreciation are not filed in the OPF.

### 6.3.9. Letters of Commendation

6.3.9.1. Letters of Commendation are used to recognize an employee for unusual achievement or contribution that does not meet the criteria for other awards. Such letters are considered during performance evaluation. The following procedures apply:

6.3.9.2. The letter will be prepared and signed by the supervisor or any other official aware of the achievement for which the recognition is appropriate. It should contain a concise description of the achievement being recognized.

6.3.9.3. The commander should endorse the letter and it should be presented to the employee.

6.3.9.4. A copy of the letter should be maintained in the Supervisor's Employee Work Folder (Tab 2). Copies of the Letter of Commendation are submitted to CPF for inclusion in the Employee's Performance File.

### 6.3.10. Air Force Civilian Achievement Award

6.3.10.1. Air Force Civilian Achievement Award recognizes an individual or group for clearly outstanding service for a single, specific act or accomplishment in support of the unit's mission goals.

6.3.10.2. Recommendations must be submitted on AF Form 1768, describing accomplishments and draft citation (90 words or less).

6.3.10.3. The approval authority is the Wing Commander (may be delegated one level to Group Commander)

6.3.10.4. CPF will document award in the civilian data system and file a copy of AF Form 1768 and justification in the Employee's Performance File.

### 6.3.11. Exemplary Civilian Service Award

6.3.11.1. Exemplary Civilian Service Award recognizes an individual or group for clearly outstanding service in support of the command mission goals.

6.3.11.2. Recommendations must be submitted on AF Form 1768, with narrative justification that includes specific examples of the employee's accomplishment with draft citation (90 words or less).

6.3.11.3. The approval authority is the Wing Commander.

6.3.11.4. CPF will document award in the civilian data system and file a copy of AF Form 1768 and justification in the Employee's Performance File.

### 6.3.12. Outstanding Civilian Career Service Award

6.3.12.1. Outstanding Civilian Career Service Award recognizes outstanding career service meriting recognition.

6.3.12.2. Employee demonstrated significant accomplishments, leadership, unusual competence, and significant impact upon the Air Force mission throughout the employee's career.

6.3.12.3. This type of award is used only when an employee retires.

6.3.12.4. Recommendations must be submitted on AF Form 1768 with narrative describing employee's accomplishments.

6.3.12.5. Approval authority is the Wing Commander.

#### 6.3.13. Meritorious Civilian Service Award

6.3.13.1. Meritorious Civilian Service Award recognizes an individual or group for outstanding service to the Air Force in the performance of duties in an exemplary manner, setting a record of individual achievement and serving as an incentive to others to improve the quality and quantity of their work performance. This award is not appropriate for an employee about to retire.

6.3.13.2. Recommendations must be submitted on AF Form 1768, which describes specific accomplishments with draft citation (90 words or less).

6.3.13.3. Approval authority is MAJCOM Commander (CC) or Vice Commander (CV).

#### 6.3.14. Exceptional Civilian Service Award

6.3.14.1. Exceptional Civilian Service Award recognizes exceptionally meritorious service of major significance to the Air Force in the performance of duties in a manner clearly exceptional to others. This award is the highest recognition granted an individual or group within the Air Force and serves as an incentive. It is not appropriate for employee about to retire.

6.3.14.2. Recommendations must be submitted on AF Form 1768, which describes specific accomplishments with draft citation (90 words or less).

6.3.14.3. Approving Authority is Secretary of the Air Force.

## 7. Employee Training and Development

7.1. Policy and Scope. The professional training and development of Portuguese employees of 65 ABW complies with LA, Art 9 and follows Air Force policy for civilian training and education.

7.2. Training Programs. The training and career development of Portuguese employees may involve formal classroom training, workshops, seminars, conferences, local training courses, on-the-job training (OJT), correspondence courses, computer-based instruction (CBI) courses and/or self-development.

7.3. On-Base Training Programs. When available, local training courses, including OJT, will be used to fill identified training needs whenever this approach has been identified as the most efficient and economical method of training.

7.3.1. OJT is planned, organized and conducted at the work site. OJT is one form of training that will be considered for any displaced employees affected by downsizing or reassignment.

7.4. Required Supervisory Training. The CPF Training Section, (65 FSS/FSMC) ensures that newly assigned Portuguese Supervisors and Supervisors of Portuguese employees receive required supervisory training.

7.4.1. The on-site supervisory training consists of the following classes:

7.4.1.1. Portuguese Civilian Personnel Management Course – for supervisors of the Portuguese work force

7.4.1.2. United States Air Force (USAF) Supervisors Course – For all newly assigned civilian supervisors

7.4.1.3. Military Personnel Management Course – For all newly assigned civilian supervisors of military members

7.4.2. 65 FSS/FSMC schedules, tracks attendance for the Portuguese Civilian Personnel Management Course, and conducts the training. The course is designed to help supervisors understand the LA and WR in relation to Portuguese civilian employees. All newly assigned first-level supervisors must attend this course either before they assume their new duties or within 6 months after assignment to a supervisory position.

7.5. Formal Training (Off-Base). Off-base training may be considered when training is not available locally; or justified on the basis of economy, feasibility and timeliness. When supervisors are considering Formal Off-Base Training, they must contact 65 FSS/FSMC prior to any commitments. Portuguese employees may be nominated to attend formal off-base training provided they meet the course prerequisites. Employees must have sufficient language proficiency for courses offered in English.

7.5.1. If required, 65 FSS/FSMC administers the American Language Course Placement Test (ALCPT) to Portuguese employees prior to their attendance at a course.

7.5.2. HAAZ requires a minimum of three (3) weeks to process requests for authorization to travel (per COMUSFORAZORES INST 5216.2). 65 FSS/FSMC processes required paperwork to request authorization to travel and forwards to HAAZ for approval. Employees are not authorized to contact HAAZ on this matter. The HAAZ approval is not required for temporary duty (TDY) in Portugal. All training requests must be coordinated with 65 FSS/FSMC, regardless of the training location, so that TDY insurance coverage can be attained.

7.5.3. An SF 182, *Authorization, Agreement, and Certification of Training*, must be accomplished for all training requests prior to class attendance.

7.5.4. The training section briefs all Portuguese employees prior to their attendance at a training event overseas to make sure that the employee fully understands the process.

7.5.4.1. 65 FSS/FSMC is the point-of-contact (POC) between the employee and the American Consulate. Employees should not contact the Consulate themselves. The Training section will explain the Visa process and coordinate the interview with the American Consulate if a Visa is required.

7.5.4.2. A Visa is not required if the employee is going TDY and authorized commercial flight. A Visa is required if the employee is flying on an Air Mobility Command (AMC) flight or if the training is over 90 days in length.

7.5.4.3. 65 FSS/FSMC will advise the insurance company an employee is TDY, off-island, to ensure insurance protection is extended during the TDY period away from their assigned

7.5.4.4. 65 FSS/FSMC will inform the employee of the process to obtain European Insurance Card when TDY is within Europe.

7.6. Self-Development. Self-development may provide the knowledge, skills and abilities needed to improve performance.

7.6.1. Employees are encouraged to participate in self-development or training. Upon completion of a self-development course or program, employees must furnish pertinent information on the training to 65 FSS/FSMC in order to ensure inclusion in training record.

#### 7.7. Supervisory Responsibilities

7.7.1. Use performance appraisals to determine training needs for employees.

7.7.2. Review technology shifts. Anticipate and identify actual mission, program, weapon, or system changes. Prioritize needs and the methods used in evaluating training. Develop impact statements if training is not funded.

7.7.3. Discuss employee training/development needs with 65 FSS/FSMC for suggestions on the most economical and efficient sources of training.

7.7.4. Evaluate subordinates' job performance following formal training, on-the-job training (OJT), and developmental assignments for effectiveness, and provide written evaluations to the Employee Development Specialist (EDS) as required.

7.7.5. Prior to training, submit the completed SF 182, to 65 FSS/FSMC. Early submission of this form to 65 FSS/FSMC is especially critical when a TDY is involved.

7.7.6. Ensure employees are released to attend training as scheduled.

7.7.7. Adhere to merit principles when selecting employees for training or developmental assignments that may serve to enhance promotional opportunities.

7.7.8. Mentor and inform subordinates concerning self-development opportunities and encourage career development activities.

7.7.9. Coordinate with the CPF and the installation safety office when procuring training activities with physical requirements, which may adversely affect the safety and health of 65 ABW employees.

#### 7.8. 65 FSS/FSMC Training Specialist Responsibilities

7.8.1. Monitor compliance with legal and regulatory requirements. Ensures data system is accurate with training, education and development programs.

7.8.2. Review and approve (or disapprove) all requests for training (except centrally managed training) according to statutory, legal, and administrative requirements, regardless of funding source.

7.8.3. Ensure competitive procedures are used in selecting employees for training and development that may serve to enhance promotion potential.

7.8.4. Ensure a system is in place to manage effective course planning, registration and documentation of training.



7.8.5. Assist managers and supervisors in identifying the most economical and efficient means to meet training needs.

7.8.6. Evaluate the overall training and development program.

7.8.7. Keep abreast of developments in the field of training sources and instructional technology.

7.8.8. Prepare and distribute the installation training guide (ITG) to inform managers and employees of methods and programs for employee training and development.

7.8.9. Assist supervisors in developing, approving, and monitoring formal training plans (FTP).

7.8.10. Plan, organize and conduct training for newly assigned supervisors of Portuguese employees.

#### 7.9. Employee's Responsibilities

7.9.1. Maintain the necessary competence to perform the job and help the organization meet its mission.

7.9.2. Participate in directed training and development activities.

7.9.3. Share knowledge gained from such training activities with co-workers.

7.9.4. Assist in training other employees.

7.9.5. Discuss training needs with supervisors and obtain approval before applying for training.

7.9.6. Assume responsibility for self-development activities and assure his/her personnel records reflect current training and development accomplishments.

7.10. English Language and Typing Tests. 65 FSS/FSMC is responsible for determining English language and typing proficiency of 65 ABW employees, as well as off-base job applicants.

7.10.1. Tests. 65 FSS/FSMC administers the American Language Placement Test. The resulting score determines the English Language level:

7.10.1.1. A – Basic

7.10.1.2. B – Intermediate

7.10.1.3. C – Advanced

7.10.2. The waiting period for repeating any test is 3 months.

### 8. Pay Administration

8.1. Purpose. To establish policies and guidelines for payment of Portuguese employees of 65 ABW.

#### 8.2. Setting Rates of Pay for Portuguese Employees

8.2.1. Pay Rates for Portuguese Employees (Art 15, WR). Portuguese employees are paid in accordance with a wage schedule (monthly rates) established annually in accordance with Art 13, WR. Base pay is defined as salary, plus longevity (step

increases in 5 year increments) and language bonus. Employee pay rates are determined by the CPF.

8.2.2. Determining Creditable Service. All periods of employment in appropriated and non-appropriated fund activities will be treated as creditable service, and shall be computed as though there were no distinction between them. Periods of service for which an employee was separated during his/her probationary period are not considered creditable service if the individual is subsequently re-employed.

8.2.2.1. Time that an employee is in a non-pay status due to prolonged illness or accidents, mandatory Portuguese military or civic service, elected or appointed to political office (Art 67 and 68, WR) or Leave Without Pay (Art 65, WR) is creditable for length of service purposes.

8.2.3. Determining Pay Rates. For appointments, transfers, or reassignments, pay will be set at the rate for the grade level of the position to which assigned.

8.2.3.1. Promotion. An action is determined to be a promotion if step "0" in the new pay grade is higher than step "0" of the previous pay grade. Pay will be set at the higher grade using the same longevity step as the employee earned at the lower grade.

8.2.3.2. Change to Lower Grade. Pay retention for involuntary change to lower grade will follow the provisions of Art 9, WR. For a voluntary change to lower grade, pay will be set at the lower grade using the same longevity step the employee previously held.

8.2.3.3. Reemployment. When an employee returns to duty after a break in service, all creditable service under previous appointments will be used in determining service computation date. Pay will be set at the step last held.

### 8.3. Special Rates of Pay

#### 8.3.1. Responsibilities

8.3.1.1. 65 ABW/CC reviews requests for overtime before they are submitted to HAAZ for IRT approval. This authority may be delegated to the appropriate unit commander or staff officer (Art 43-48, WR).

8.3.1.2. CPF provides technical assistance to assure compliance with the WR concerning hours of work and pay entitlements.

#### 8.3.2. Overtime, Night Work and Holiday Pay

8.3.2.1. Overtime. Overtime work performed on a regular workday is paid at a premium rate of 100% of the basic hourly rate (100% + 100% = 200%).

8.3.2.2. Overtime work performed on a weekly or complementary day off is paid at a premium rate of 200% of the basic hourly rate (100% + 200% = 300%).

8.3.2.3. Overtime work performed on a holiday is paid at a rate of 200% of the basic hourly rate (100% + 200% = 300%).

8.3.2.4. Employees cannot be granted compensatory time off in lieu of overtime pay (Art 46 and 48, WR).

8.3.2.5. Call Back Overtime Work. When an employee is required to return to his/her place of employment for unscheduled overtime work, the employee becomes entitled to a minimum of at least two (2) hours pay at the overtime rate for each time s/he is called back to duty, even if the employee's services are not required for the full two hours.

8.3.2.6. Night Work. A night differential premium of 25 percent of the employee's basic hourly rate of pay is established for all work performed between 2000 and 0700 hours by other than day shift employees. Those employees who have been permanently assigned to shift work between 2000-0700 hours since 1972 for which night differential is appropriate, shall be entitled to a 50 percent differential. Regular work day and day shift employees required to work between 2000 and 0700 hours will receive a night differential of 50 percent for those hours worked. (For shift definitions, see Chapter 9)

8.3.2.7. **Holiday Pay.** An employee is entitled to holiday pay when regularly scheduled work is performed on a holiday (Art 48, WR). Holiday pay is paid at a rate of 300% of the basic hourly rate (100% + 200% = 300%).

8.3.2.8. When an employee is not scheduled to work on a holiday that falls within his workweek, the employee will be paid at their normal rate of pay for that holiday.

8.3.2.9. When an employee is in a pay status, either the day before or after the holiday, s/he is entitled to pay for the holiday. If the employee is in a non-pay status both the day before and after the holiday, the employee has no entitlement to holiday pay.

8.3.3. Environmental Differential Pay (EDP). First level supervisors are responsible for reporting hazardous working conditions, which cannot be eliminated from the job, to the Classification Section of Civilian Personnel. A hazardous condition is to be determined by the appropriate authorized agency officials only, following prescribed procedures. Employees exposed to hazardous conditions identified below will be entitled to a minimum of one hour of premium pay for the exposure. EDP will be paid in one-hour increments. All other premium pay entitlements are computed separately. The following hazardous conditions and premium rates are examples of situations that have been approved in the past for EDP for Lajes Field:

8.3.3.1. Fifty percent of the basic hourly rate for work on energized electrical lines suspended from utility poles of approximately 50 feet.

8.3.3.2. Fifty percent of the basic hourly rate for work on underground systems in manholes, to inspect, maintain, troubleshoot and repair cables, oil filled switches and transformers.

8.3.4. Daylight Savings Time. During the transition to or from daylight savings time, pay for shift workers is computed as follows:

8.3.4.1. Daylight Savings Time. An employee working on a shift when daylight savings time goes into effect will work a full 8 hour shift if there is sufficient work. If sufficient work is not available the employees will be placed on administrative

leave with no loss of pay for 1 hour. This choice will be at the supervisor's discretion.

8.3.4.2. Return to Standard Time. An employee working on a shift when standard time goes into effect will be credited with the number of hours he is actually on duty. The hour beyond the normal work period shall be paid as overtime.

#### 8.4. Subsidies

8.4.1. Christmas Subsidy (Art 17, WR). Computation of the Christmas subsidy will be proportionate to time spent in a duty status during the year.

8.4.2. Vacation Subsidy (Art 57, WR). In addition to remuneration owed for earned vacation days, an employee is entitled to a vacation subsidy equal to 100 percent of said remuneration. An employee may request payment of vacation subsidy at any time by giving at least 10 days written notice to the appropriate Portuguese Civilian Pay Office. An employee does not have to take leave in order to request payment of the vacation subsidy. The vacation subsidy amount will be computed starting with the first day of the pay period after the date of receipt in the payroll office. Vacation time may not be charged on an official holiday.

8.4.2.1. The entitlement to earn leave as of 1 January is based upon work performed in the previous calendar year.

8.4.2.1.1. Upon termination of the forced absence, the employee is entitled, after three months of effective service, to a vacation period and corresponding subsidy that he would have earned on January 1 of that year, as if he had been working.

8.4.2.1.2. However, on 1 January of the year during which the work contract is interrupted, the employee has already earned the full entitlement for annual leave and subsidy based on uninterrupted work performed during the previous year. Therefore, unused leave (and subsidy) the employee may have when the interruption starts, will be compensated at that time.

8.4.2.2. If the employee does not take his/her annual leave and carries it over to the next year, and if the employee does not request payment of vacation subsidy during the year will receive his/her vacation subsidy on the first pay period of the new calendar year. Computations will be made by computing back from the last day of the pay period that includes 31 December of the previous year.

8.4.2.3. An employee on a temporary appointment will be entitled to a vacation subsidy for the total number of leave days accrued through the pay period in which the vacation subsidy is paid.

8.4.3. Fund Transfers. When, during the year, an employee transfers from one fund entity to another, the prorated amount of Christmas subsidy entitlement earned will be transferred by the losing payroll office to the gaining payroll office at the time of the employee's transfer.

8.4.4. Meal Subsidy (Art 14, WR). Requirements and Conditions. Meals are authorized as follows:

8.4.4.1. Portuguese employees who work at least four (4) hours on their scheduled workday are entitled to a meal or its equivalent.

8.4.4.2. Employees may request a cash payment in lieu of meals. Requests must be submitted to CPF for appropriate coordination. Employees must work four (4) hours on the scheduled workday for entitlement to payment for meal on that day.

8.4.4.3. Shift workers are also authorized one meal or equivalent.

8.4.4.4. Hourly rate employees are only entitled to one meal or equivalent after five (5) hours of work or more on any given day.

8.4.4.5. Employees scheduled to work overtime for two or more hours are entitled to one additional meal or equivalent. The meal will be furnished upon presentation of a written request from the employee's section signed by the supervisor.

8.4.5. Transportation Subsidy (Art 50, WR). Requirements and Conditions. Transportation is authorized as follows:

8.4.5.1. All employees are entitled to a round-trip from established transportation routes in the area of their legal residence to Air Base 4 (AB4) on each day of scheduled work.

8.4.5.2. Employees may request cash payment in lieu of transportation. In this case, transportation subsidy is awarded and annually adjusted in accordance with the amount established for the public administration (Portuguese Government Employees) as published in Diário da República.

8.4.5.3. Requests must be submitted to CPF for appropriate coordination.

## 8.5. Firefighters (Art 49, WR)

8.5.1. Work Schedules. Firefighters are scheduled to work two (2) 24-hour days per week.

8.5.2. Meals. Firefighters are entitled to four (4) meals during a 24-hour scheduled work period or the equivalent.

8.5.3. Pay. Firefighters are entitled to receive premium pay after completion of 40 hours of work in the workweek as follows:

8.5.3.1. Premium pay will be paid at a rate of 50% of the basic hourly rate for those hours worked between 40 and 44. (100% + 50% = 150%)

8.5.3.2. Premium pay will be paid at a rate of 75% for the hours worked between 44 and 48. (100% + 75% = 175%)

8.5.4. Overtime Pay. All work performed in excess of the scheduled workday (24 hours) or basic workweek (48 hours).

8.5.4.1. Overtime work performed on a regular workday is paid at a premium rate of 100% of the basic hourly rate. (100% + 100% = 200%)

8.5.4.2. Overtime work performed on a weekly or complementary days off is paid at a premium rate of 200% of the basic hourly rate. (100% + 200% = 300%)

8.5.5. Holiday Pay. Firefighters are entitled to holiday pay for work on a holiday.

- 8.5.5.1. Holiday pay is paid at a rate of 300% of the basic hourly rate. (100% + 200% = 300%)
- 8.5.5.2. Hours worked between 40 and 44 are paid at a rate of 200% of the hourly rate in addition to the remuneration to which the employee would be entitled. (100% + 200% + 50% = 350%).
- 8.5.5.3. Hours worked between 44 and 48 are paid at a rate of 200% of the hourly rate in addition to the remuneration to which the employee would be entitled (100% + 200% + 75% = 375%).
- 8.5.6. Overtime Work on a Holiday
- 8.5.6.1. Overtime work performed on a holiday is paid at a rate of 200% of the basic hourly rate. (100% + 200% = 300%)
- 8.5.6.2. The hours in excess of 48 are paid at a rate of 200% of the basic hourly rate in addition to the remuneration to which the employee would be entitled. (100% + 75% + 200% = 375%)
- 8.5.7. Night Work. All work performed between 2000 hours of one day and 0700 hours of the following day is considered night work.
- 8.5.7.1. Firefighters receive night differential premium of 25% of the basic hourly pay when work is performed between the hours identified above.
- 8.5.8. Compensatory Time for Firefighters. Compensatory time for firefighters is scheduled in accordance with the following:
- 8.5.8.1. For overtime worked on the weekly day off, compensatory time off with pay must be taken within the next scheduled 3 days of work in the firefighter's approved work schedule.
- 8.5.8.2. For overtime worked on a complementary day off, compensatory time off with pay must be taken within the next 22 workdays in the firefighter's approved work schedule.
- 8.5.8.3. For work on a holiday that is not overtime, compensatory time off must be taken within the next 22 workdays on the firefighter's approved work schedule.

## **9. Work Schedules, Overtime, Weekly and Complementary Day Off, and Holiday Work Approval**

### **9.1. Work Schedules**

- 9.1.1. Purpose. To establish policy and procedures for developing work schedules, and requesting overtime and holiday work.
- 9.1.2. Policy. Requests for approval of overtime or holiday work will be held to the absolute minimum, and must be fully justified.
- 9.1.3. 65 ABW Approval. Squadron and tenant unit commanders are designated to act for 65 ABW/CC in reviewing and recommending approval of uncommon tours of duty, shifts, overtime in excess of two hours per day or 220 hours per year, and holiday work. Overtime work on a holiday, weekly day off, or complementary day off must be

approved at the group commander or tenant activity commander/director level, prior to submission to the Inspeção Regional do Trabalho (IRT) (Art 44, WR).

9.1.4. Labor Delegate Approval. Prior approval of the IRT is required for Portuguese employees to work overtime in excess of two hours per day or 220 hours per year, on a Portuguese holiday, or on an employee's complementary or weekly day off. Approval is also required to establish any uncommon tour of duty or working in shifts as defined in Art 38, WR.

9.1.5. Preparation of Work Schedules. The following should be considered when establishing work schedules:

9.1.5.1. Work schedules definitions:

9.1.5.1.1. Regular work hours for 65 ABW are 0800 – 1700, Monday through Friday.

9.1.5.1.2. Uncommon work hours: any hours scheduled outside of the regular work hours.

9.1.5.1.3. Day shift: is defined as any shift scheduled between 0700 and 2000 hours.

9.1.5.1.4. Shift hours: work schedules that are organized due to special circumstances in such a way to maintain continuous coverage greater than eight consecutive hours up to 24-hour manning.

9.1.5.2. Supervisors schedule working hours, lunch, and rest periods for employees, and secure approval for such schedules when required (Art 38, WR)

9.1.5.3. For activities requiring round-the-clock coverage, operations will normally be organized into three daily shifts of eight consecutive hours of duty, allowing a 30-minute paid lunch break on the job (Art 45, WR).

9.1.5.4. To the extent possible, shifts will be organized to coincide with available transportation.

9.1.5.5. Lunch periods should be established to coincide with the dining hall schedule. (Refer to 9.1.8)

9.1.5.6. Employees will have a weekly day-off, normally Sunday, with a contiguous complementary day off, normally Saturday. They may be separated only by mutual agreement of supervisor and employee. The weekly day-off is coded "W" on the work schedule, and the complementary day off is coded as "C".

9.1.5.7. For schedules where weekly and complementary days do not fall on Saturday and Sunday, the supervisor must indicate which of the two days off per week are the weekly and complementary days.

9.1.5.8. A change in shift can only be made following the employee's weekly day off. Under special circumstances, shift changes without a day off in between may be scheduled as long as the difference between the start hours of the new shift does not exceed 2 hours.

9.1.5.9. Employees on shifts will have at least four Sundays off per year.

- 9.1.5.10. Compensatory time for work during the five holidays (Art 46, WR), for which it is authorized, should be scheduled into the original work schedule with code "A" (administrative leave).
- 9.1.5.11. Employees required to work on a holiday will be identified on the reverse side of the schedule. Employees scheduled, but not required to work, will be paid straight pay for that day.
- 9.1.5.12. When an unexpected absence of an employee occurs, an employee who normally works an assigned shift may be assigned to relieve that employee on a different shift or schedule without an intervening day off (relief worker). This relief may not exceed one work week for each situation, without prejudice to Art 43.
- 9.1.6. Work Schedule Approval. Where possible, requests for changes or uncommon tours of duty must reach CPF not later than 30 days prior to the date proposed for establishment of the schedule.
- 9.1.6.1. The following information must be provided by requesting office:
- 9.1.6.1.1. Full justification for proposed deviation from the prescribed workweek or revision to an already approved work schedule.
  - 9.1.6.1.2. A statement indicating clearance by the resource manager if the proposed schedule involves a requirement for night differential.
  - 9.1.6.1.3. One original plus four copies of the proposed work schedule, along with employee's concurrence or non-concurrence, with specific reasons.
- 9.1.6.2. Employee non-concurrence must be based on his/her personal work schedule, work contract (position description and other documents) and specific provisions of the LA and/or WR.
- 9.1.6.3. The CPF will send requests for change of work schedule or uncommon tour of duty to the Committee of Employee Representatives (CRT) for comment, and to the IRT, through HAAZ, for approval. Copies of the approved work schedules will be retained by IRT (one copy), HAAZ (one copy); Payroll Office (one copy); CPF (one copy); and Originator (one copy). Approved work schedules cannot be changed, revised or amended without resubmission except as provided in paragraph 9.1.6.4.
- 9.1.6.3.1. When a position becomes vacant and is subsequently filled, management must submit a schedule for approval for the newly assigned employee within 30 days of assignment. In the interim, the new employee's schedule will be assigned by the supervisor using the previous employee's approved schedule.
  - 9.1.6.3.2. When a new position is established and filled, the work schedule will be established following procedures outlined in 9.1.6.4.
  - 9.1.6.3.3. Approved work schedules must be posted in a location for review by employees and competent Portuguese authorities.



9.1.6.3.4. Work Schedules submitted for review and coordination to the CPF will be provided to CRT, for their review and comments within 7 workdays of submission to CPF. CRT will have 7 days to review and submit comments to CPF.

9.1.6.4. Short notice changes to an approved work schedule are described as changes with less than 30 days advance notice. This procedure will be used only for exceptional situations. It is management's responsibility to notify CPF as soon as the requirement for a change to the work schedule is required. Justification for the short notice change must be provided by the Squadron Commander in writing. Procedures outlined in 9.1.6.1. are still required.

9.1.6.4.1. CPF will:

9.1.6.4.1.1. Provide CRT a copy of the short notice change for review and comment.

9.1.6.4.1.2. Obtain "P" number and signature from the Political Affairs office.

9.1.6.4.1.3. Fax the request for work schedule change to IRT and HAAZ simultaneously.

9.1.6.4.1.4. The fax request will have the "P" number clearly identified for future reference.

9.1.6.4.1.5. Forward the original request as outlined in 9.1.6.3. for official signatures.

9.1.6.4.1.6. Upon concurrence from IRT, a confirmation will be faxed to CPF.

9.1.6.4.1.7. Upon faxed receipt of approval for change from IRT, management may implement work schedule change.

9.1.7. Rest Periods. Supervisors may grant rest periods and will notify employees of the established policy within the organization. Rest periods may be established for:

9.1.7.1. Protection of an employee's health by relief from hazardous work or work which requires continual or considerable physical exertion.

9.1.7.2. Reduction of accident rates by reducing fatigue.

9.1.7.3. Work in confined spaces or in areas where physical mobility is restricted.

9.1.7.4. Possible increase or maintenance of high quality or quantity production is attributable to the rest period.

9.1.8. Lunch Periods. Lunch periods, normally one hour, during which the employee is entirely free of duties connected with his/her job, may not be considered as duty for which compensation is payable (Art 40, WR). When an employee who works in shifts cannot be released for a one-hour lunch period (due to work requirements), a half-hour, compensated lunch period may be scheduled. The following guidelines control lunch periods:

9.1.8.1. An unpaid lunch period of one hour will be scheduled after 4 or 5 consecutive hours of work, unless approved otherwise, in the terms of Art 40.2, WR.

9.1.8.2. Where shifts are in operation, an overlapping of shifts to permit time off for lunch may not be possible. A lunch period of 30 minutes is counted as time worked for which compensation is payable. Where a 30-minute on-the-job lunch period is in effect, workers must spend this time near their workstation. If the lunch period is longer than 30 minutes, the time spent at lunch is not compensable time.

9.1.8.3. Where one or two shifts are in operation, the supervisor will normally schedule a one-hour unpaid lunch period, unless this conflicts with transportation or dining hall meal schedules.

9.1.8.4. Lunch periods during periods of overtime work are included as part of the compensable duty hour, if they do not exceed 30 minutes for every four (4) hours of continuous work.

## 9.2. **Holiday Work**

9.2.1. Requests for Approval of Holiday Work. Supervisors of employees not working on a shift schedule will submit requests to the appropriate official within squadron for approval no later than fifteen (15) workdays preceding the holiday. A copy of the approved request will be provided to the CPF. The following information will be required:

9.2.1.1. Name of organization.

9.2.1.2. Name of holiday and the names and badge number of the employees to work.

9.2.1.3. Justification of the mission necessity.

9.2.1.4. Statement indicating clearance by the resource manager for expenditure of funds.

9.2.1.5. Statement from the employee concurring to work the holiday.

## 9.3. **Overtime Work**

9.3.1. Requests for Approval of Overtime Work (Art 44, WR). Overtime should be approved in advance where possible.

9.3.1.1. Foreseen Overtime. Except for firefighters, requests for employees to work overtime in excess of two hours in one day, or 220 hours per calendar year must be in writing and reach CPF at least fifteen (15) workdays preceding the overtime in order to obtain IRT approval through HAAZ. The request letter must contain the following information:

9.3.1.1.1. Dates, time, and number of overtime hours to be worked by each employee

9.3.1.1.2. Badge number, and name of each employee.

9.3.1.1.3. Cumulative overtime hours worked by each employee during the calendar year.

9.3.1.1.4. Justification for overtime.

9.3.1.1.5. Statement from the resource manager indicating availability of funds.

9.3.1.1.6. Statement from employees concurring or non-concurring to work the overtime.

9.3.1.2. Unforeseen Overtime. An emergency increase in working hours due to mission surge, serious accident, or from imminent danger of property loss or damage, will be reported to the organization commander on the following workday. Documentation of the overtime worked, including the information in paragraph 9.3.1.1 must be submitted to CPF as soon as possible to be forwarded to IRT through HAAZ. (Art 44, WR).

#### **9.4. Overtime Work on Weekly or Complementary Day Off**

9.4.1. Requests for Approval. Requests must be approved by the group or tenant activity commander/director and are processed using the same procedures used for regularly scheduled overtime. (Art 42, WR)

#### **9.5. Compensatory Days Off**

9.5.1. COMPENSATORY Time Off. Compensatory time off is earned in accordance with Art 46, WR. Compensatory time is time off with pay that should be scheduled and recorded on the time card as administrative leave.

9.5.1.1. Personnel required to work overtime during their weekly day off will be entitled to a day off with pay on one of the next three days.

9.5.1.2. Personnel required to work overtime during their complementary day off are entitled to a half day off with pay when the hours worked accumulate to equal their normal workday. This time must be taken within thirty days.

9.5.1.3. Personnel required to work on the following holidays are entitled to an additional day off which must be taken within thirty days:

9.5.1.3.1. New Year's Day – 1 January

9.5.1.3.2. Day of Portugal – 10 June

9.5.1.3.3. Day of the Worker – 1 May

9.5.1.3.4. Espírito Santo Monday – Variable date

9.5.1.3.5. Christmas Day – 25 December

9.5.2. SCHEDULING Compensatory Time Off. Compensatory time off should be scheduled as soon as possible, and in accordance with the employee's request where possible. The supervisor is the approval authority for any leave request including compensatory days off.

9.5.2.1. Foreseen Overtime. The compensatory time off for foreseen overtime should be scheduled at the time the overtime request is submitted.

9.5.2.2. Unforeseen Overtime. The compensatory time off for unforeseen overtime should be scheduled as soon as is practical after the requirement for overtime becomes apparent.

9.5.2.3. Designated Holidays. The compensatory time off for working the designated holidays, when such work is not overtime, should be scheduled when the work schedule is originally submitted.

## **10. Language Bonus System (Art 20, WR)**

10.1. Policy and Authority. An English Language Bonus (ELB) is authorized for qualified employees on the basis of official position requirements.

10.2. Responsibilities. Responsibility for the ELB program is divided as follows:

10.2.1. The supervisor will:

10.2.1.1. Submit in writing, as part of the core document, specific justification for the language requirement, specifying the degree to which an employee is required to speak, read, write and/or understand English to accomplish the duties of the position. The language requirement must be fully justified to merit assignment of the ELB level.

10.2.1.2. Notify the CPF, in writing, of any proposed change in the language requirements of a position. Justification for such proposed changes must relate position requirements to the language designation criteria.

10.2.1.3. Ensure that employees fully utilize the language skill for which they are being paid.

10.2.1.4. Require employees whose language proficiency is below position requirements to improve their ability.

10.2.2. The CPF will:

10.2.2.1. Determine the appropriate ELB classification of positions and document such in the core document.

10.2.2.2. Administer tests to determine language ability.

10.3. Where English Language Requirement Differ From Ability. The employee's language ability may be different than the requirement of the position.

10.3.1. If the language ability of an employee is below the language designation of the position to which assigned, the employee will be paid the bonus on the basis of the individual's language ability.

10.3.2. If the supervisor believes that an employee's ability has retrogressed to the point that the employee no longer meets job requirements, the supervisor should contact the CPF for assistance on the performance problem and for language training for the employee as required.

10.4. ELB Designation Criteria. The following defines the three ELB categories:

10.4.1. Language Category A. Positions which require a basic knowledge of the English language. This level is typical of most trade positions, such as asking and answering simple questions or directions; reading simple work orders, signs in shops, simple instructions; copying and writing simple English statements, phrases and sentences; and following simple directions, etc.

10.4.2. Language Category B. Positions which require an intermediate knowledge of the English language. This level is typical of most clerical and technical positions, including 1st level supervisors. Positions require the use of technical or specialized vocabulary connected with the job, such as discuss procedural changes, explain the requirements of the job; read and technical orders, regulations, complex work orders, standard operating procedures; write statements about the work and related matters, compose endorsements and simple letters, prepare reports; use the telephone effectively, discuss employee performance, work procedures, technical procedures, etc.

10.4.3. Language Category C. Positions which require an advanced knowledge of the English language. This level is typical of managerial and specialist positions, section and branch-level supervisory positions. Positions require the use of technical vocabulary in several different subject matter areas, such as discuss and interpret policy matters and changes, explain interrelated functions, organizational procedures; teach complex material, answer questions related to procedures; read, edit, and interpret technical directives and regulations; originate and compose regulations, policies, directives, correspondence, etc.; and participate in conferences and discuss policies, technical work procedures etc.

## **11. Reduction-in-Force (RIF)**

11.1. Pre-Reduction-in-Force. Prior to a RIF, 65 ABW may use pre-RIF placement of employees to ensure the least impact across the installation. If pre-RIF placement doesn't satisfy the placement needs, the RIF procedures below will be utilized.

11.2. Procedures (Art 76, WR). Reduction-in-force is used whenever it is necessary to release employees by separation, reassignment, or change to lower grade as a result of lack of funds or work, organizational realignment, or other mission changes. When a position has been identified for abolishment, the reduction-in-force process is initiated to determine the impact on employees. Based upon the criteria below, the CPF will determine employee placement/release, and issue necessary advance notices to affected employees.

11.3. Scope of Competition (Art 76, WR).

11.3.1. Competitive Area. When it is necessary to abolish positions by reduction-in-force, all employees within 65 ABW compete for the remaining positions.

11.3.2. Competitive Levels. Names of employees are grouped according to competitive levels. A competitive level is defined as all positions in the competitive area which are similar in kind and grade and between which employees could be readily interchanged without undue interruption to the work.

11.3.3. Retention Registers. When an activity finds it necessary to reduce the number of employees doing a particular kind of work, all employees holding positions of similar kind and grade compete for the remaining jobs. Retention within a competitive level will be based on length of service.

11.4. Release of Employees. When it becomes necessary to separate employees by reduction-in-force, those employees with the least service time will be the first to be separated. All ties will be broken by badge number, with the employee with the lowest number given priority in retention.

11.4.1. When an employee is separated by reduction-in-force, the AF Form 971, Automated Supervisor Employee Work Folder, will be forwarded to the CPF for filing, and the employee will receive priority placement to positions for which qualified up to one year from the date of separation. After one year, a separated employee will receive priority consideration for future vacancies for which qualified. Selection of candidates referred with priority consideration based on separation under RIF will be mandatory, unless justification for non-selection is submitted by the selecting supervisor and approved by the Civilian Personnel Officer. Separated employees will complete an application stating the conditions of employment acceptable to them, i.e., grade level, hours of work, etc.

11.4.2. Employees who are identified for reduction-in-force have placement rights to any vacant position at or below their current grade for which they qualify. They will also be considered along with other eligible for promotion to higher-grade vacancies.

11.5. Notice Period. The CPF will give a 30-day advance notice to employees who are to be affected by reduction-in-force. The separation may not take place before the 30-day notice period has elapsed. If 65 ABW fails to comply with the notice period, the employee will be entitled to receive the wages corresponding to the advance notice period unless the parties mutually agree to an earlier release date. During the advance notice period, the employee is entitled to 64 hours, with pay, to look for alternative employment. The hours can be taken at the employee's option, subject to supervisory approval, based on mission requirements.

11.6. Termination Indemnity (Art 13, LA). The termination indemnity is determined in accordance with Art 13, LA. Indemnity is paid at the rate of one month's pay including language bonus for each full year of creditable service. Fractions of a year will be rounded up to the next full year, i.e., 9 years and 4 months will be credited as 10 years. Termination indemnity is paid only once for any period of service.

11.7. Grievance Rights (Art 86, WR; Art 15, LA). Employees being separated, reassigned or changed to lower grade, as a result of reduction-in-force, have the right to examine records pertaining to their own case and grieve any action they believe to be improper. The advance notice of separation, reassignment or change to lower grade will contain instructions concerning grievance procedures.

11.8. Creditable Service for Indemnity. The following procedures are used to determine how much service time is creditable toward the indemnity:

11.8.1. The CPF will review the employees' records to determine the amount of creditable service (appropriated and non-appropriated) for indemnity purposes and will attach this information to the SF 50 in triplicate. Creditable service is all time of employment by 65 ABW, for which no previous indemnity has been paid, unless the employee has voluntarily returned the amount of that previous indemnity.

11.8.2. The total amount of severance payment will be paid by the fund, appropriated or non-appropriated, releasing the employee. The severance payment will then be divided between the responsible funds in proportion to the amount of time worked for each fund with reimbursement being made accordingly.

## **12. Leave Administration**

### **12.1. General**

12.1.1. Purpose. To establish policy and procedure for implementing leave entitlements for all 65 ABW Portuguese employees.

12.1.2. Responsibilities. Authority to approve leave will be assigned at the lowest practical level, and will normally be given to those supervisors who are authorized to certify time and attendance reports. Supervisors who are authorized to approve leave will:

12.1.2.1. Inform employees under their supervision of policies and regulations governing leave.

12.1.2.2. Determine that all absences of employees under their supervision are charged in accordance with applicable policies and regulations.

12.1.2.3. Schedule and monitor annual leave ensure that employee leave entitlement is used by the end of the leave year (Art 54 and 56, WR).

## 12.2. Annual Leave

12.2.1. How Annual Leave is Earned and Credited (Art 55, WR). Leave is earned and credited based upon work performed in the previous calendar year. The maximum leave amount earned is 192 hours (24 days) in any leave year and is determined by the length of service of the employee.

12.2.1.1. Permanent full-time employees. Leave is credited on 1 January to all employees based on employment from the previous calendar year.

12.2.1.2. Permanent part-time employees. Leave is credited on 1 January for part-time employees and is proportional to time in a pay status, not to exceed 24 days per work year.

12.2.1.3. For temporary employees, refer to Art 55, WR.

12.2.1.4. Granting of annual leave before it is earned and credited to the employee's account is not authorized.

### 12.2.2. Approval of Annual Leave

12.2.2.1. Annual leave must be requested and the schedule approved in advance and documented on an OPM Form 71 by 15 Apr each year.

12.2.2.2. While annual leave is a right of the employee, the final determination as to the time and amount of leave granted, at any specific time, is made by the supervisor. During a military emergency the employee may be denied the right to take all his/her accrued leave prior to the end of the calendar year. The group or tenant activity commander/director must approve the denial of annual leave in writing. (Art 59 & 60, WR)

### 12.2.3. Employment/Leave Interruption (Art 67 & 78, WR)

12.2.3.1. If an employee is unable to take earned leave during a leave year due to prolonged absence, under Art 67, WR, the individual shall be entitled to use the leave upon return to duty, as mutually agreed, or receive a remuneration equivalent to the unused vacation period and any corresponding unpaid vacation subsidy. If the employee elects to take the leave, but there are insufficient duty days remaining in the

year to use all the leave, employee must request transfer of excess leave to be used during the first three months of the following year unless the employee and supervisor can mutually agree to schedule the leave within the first six months of the year.

12.2.3.2. When the employee is on prolonged forced absence on 1 January, but returns to work later that year, the individual will be entitled to the vacation period and corresponding subsidy that would be earned in January of that year as if not absent from work.

12.2.4. Vacation Schedules (Art 54, WR). Supervisors must complete and post a vacation schedule by 15 April of each year. If the supervisor and employees cannot agree on a vacation period, the supervisor may schedule the employee's vacation between 1 May and 31 October after advising the Committee of Employee Representatives. All possible efforts should be made to allow members of the same household to take their yearly vacation period at the same time.

12.2.5. Absence Due to Illness (Art 61 & 62, WR). Absence for the first three days of illness is not covered by Social Welfare and may be charged to leave without pay, or annual leave. The specific type of leave to be used is up to the employee, based on supervisory approval. A medical certificate will be required for absences of more than three days. When there is reason to believe that an employee is abusing leave for illness, a medical certificate may be required for absences of three days or less. This requirement will be limited to individual cases of suspected abuse, and guidance from CPF should be obtained before initiating any such action. (Refer to Chapter 16 for absence due to on the job accidents/injuries).

### 12.3. Charges to Leave

12.3.1. Charges to Leave. The minimum charge to annual leave is one hour. Additional charges are made in multiples of one hour. Leave is only chargeable for days of work. Leave cannot be charged for holidays when the employee is not scheduled to work or other non-work days.

12.3.2. Charging Absences in Non-pay Status (Art 62, WR). Unauthorized absences will be charged to absence without leave (AWOL). If circumstances warrant, the supervisor may change the charge of AWOL to annual leave or leave without pay before the attendance report is forwarded to the payroll office. Exact records of periods of AWOL must be maintained for justification of appropriate administrative actions.

### 12.4. Lump Sum Leave Payments

12.4.1. Lump sum annual leave payments will be made when the employee:

12.4.1.1. Is separated.

12.4.1.2. Has been accepted for disability retirement under Social Welfare.

12.4.1.3. Goes into active military service.

12.4.1.4. Is granted leave without pay (LWOP) for extended periods (6 months or more).



12.4.2. An employee who is transferred from one fund activity to another shall have accrued annual leave transferred between appropriated and non-appropriated fund activities or within non-appropriated fund activities. Payment for the leave will be made by check to the gaining activity and will include the deduction for the employer's contribution to the social welfare fund and any appropriate vacation subsidy. In addition, a SF 1150, *Record of Leave Data*, will be prepared by the losing activity and sent to the gaining activity itemizing leave hours and subsidy credited to the employee at the time of the transfer.

12.4.3. Personnel who are separated will receive a lump sum payment for all accrued leave and that prorated portion of leave and leave subsidy earned during the current year through the date of separation.

## 12.5. Policies Relating to Specific Types of Absences

12.5.1. Portuguese Holidays (Art 51 & 52, WR). All employees, except those required to remain on duty to carry out essential operations, will be excused without charge to leave on all specified holidays. 65 ABW will determine those employees required to work on a holiday. Shift workers required to work on a holiday (Religious and Local holidays) will be identified on the work schedule. Only those religious/local holidays outlined in Art 51 & 52, WR are considered official holidays for employment purposes. Employees who wish to observe unofficial holidays may be permitted annual leave or leave without pay for observance with supervisor's approval.

12.5.2. Absence Due to Emergency Conditions. Employees who have been designated as mission essential may be directed to remain on duty when other employees are released. Designation of employees as mission essential will be done in writing or may be noted in the position description. The installation commander may excuse non-essential employees from duty with pay when conditions warrant. Conditions that may require non-mission essential employees to be excused from duty include:

12.5.2.1. Normal operations are interrupted by events beyond the control of management or employees, such as fire, flood, severe storm conditions and other natural disasters.

12.5.2.2. Closing an establishment or portions thereof is required for short period of time for managerial reasons such as breakdown of equipment or essential services.

### 12.5.3. Brief Periods of Absence and Tardiness (Art 63, WR)

12.5.3.1. Unavoidable absence of less than one hour and tardiness may be excused by the supervisor for adequate reasons or charged to annual leave. If the absence or tardiness is charged to annual leave, the charge must be in multiples of one hour. If the leave charge exceeds the period of absence or tardiness, the employees will not be required to work the additional time covered by the leave charge. Unauthorized absence during the workday may also be charged as AWOL if the circumstances do not justify an excused absence or the approval of annual leave. Repeated tardiness or unauthorized absences during the workday may warrant disciplinary action and/or refusal of service for part or the entire work period. Such cases will be referred to CPF to determine whether disciplinary action is appropriate.

12.5.3.2. 65 ABW/CC may excuse employees for short periods to participate in or to attend certain ceremonies or official functions at the installation when their attendance is in the interest of the 65 ABW.

12.5.4. Absence for Treatment of On-the-Job Injuries (Art 90, WR). An employee injured in the performance of duty will be considered in a duty status during the initial examination or emergency treatment, and for the remainder of the duty day, if unable to return to duty. When additional absence from work it is necessary because of the injury, leave without pay will be granted when compensation is received under the provisions of the Portuguese Insurance Program. For additional information regarding on-the-job injuries, refer to Chapter 16.

12.5.5. Medical Examinations. Employees required having a medical examination to determine their fitness for employment, or who obtain chest x-rays or similar medical services administered as part of the health program, will be considered in duty status during the time necessary to obtain the examination and/or treatment.

12.5.6. Training. No charge will be made to leave for training, whether on or off the installation, which is approved as job related and attended during the employee's duty hours. Training taken by an employee on his/her own initiative must be taken outside duty hours or during periods of approved annual leave or leave without pay.

12.5.7. Hearings. Employees who are required or authorized to attend hearings conducted within the US Air Force on such matters as grievances, complaints of discrimination, and performance rating appeals will be considered in an official duty status for the time required. Employees who are personally affected will be allowed up to eight hours to prepare for such hearings without charge to leave or loss of pay.

12.5.8. Official Appointments. Appointments required by the installation or other official activities are considered official duty and will not be charged to leave.

12.5.9. Consultation with CPF Staff. An employee will not be charged leave for a reasonable amount of time required to consult with the CPF staff on questions affecting duties, working conditions, employment status, or similar matters. Arrangements satisfactory to the employee, immediate supervisor, and the official to be consulted must be made in advance.

12.5.10. Court Summons. When an employee is called as a witness in his/her official capacity or to testify in connection with a matter pertaining to the U.S. Government, the witness service is considered official business.

12.5.11. Maternity Reasons (Art 69, WR). 65 ABW is liable under Portuguese law to retain an employee in pay status during maternity leave if the employee is not fully covered by the Social Welfare Program. An employee becomes fully vested in the Social Welfare Program health insurance after six (6) months of contributions.

12.5.12. Special Absence. Upon completion of maternity leave as outlined in WR, Art 69, employees may request and will be entitled to an additional 30 days of absence. The employee must request the additional absence prior to the end of the first 60 days of maternity leave. The absence will be paid by Social Welfare and charged as sick without pay on the time card.

12.5.13. Elections. When notified by the Town Hall to work in an official capacity on the voting table, the employee is entitled to be excused from duty status on the election day and on the following day. The employee must provide proof of his/her election duties. If an employee is assigned to be an election official, this is a mandatory function under Portuguese Law. When an employee is a candidate, the candidates are entitled to be released from work for the period of time in accordance with the current electoral law of Portugal. The candidates need to provide management with official certification of participation in the election that meets Portuguese law at the time of the election

## 12.6. Justified Absence (Art 64, WR)

12.6.1. Justified Absence (Art 64, WR). The following defines procedures for paid excused absences.

12.6.1.1. Absence without charge to leave or loss of pay will be allowed for those situations identified in Art 64, WR. The allowable period of absence will begin on the date of the occurrence of the justified absence. Shift workers will be excused from the entire shift even if it extends into the next calendar day. The supervisor will require the employee to furnish proof of eligibility for the absence. Certification for all justified absences will be provided to the supervisor within 5 working days of the absence.

12.6.1.2. When an employee requests leave pursuant to Art 64 for the reason that assistance to a member of his/her immediate household is essential, the following criteria should be used in considering the employee's request for up to three consecutive calendar days:

12.6.1.2.1. The employee must be required to provide medical documentation to support the absence.

12.6.1.2.2. The assistance to be provided must be for a permanent resident of the employee's immediate household.

12.6.1.2.3. The assistance must be "essential" and could not be fulfilled by another household member.

12.6.1.2.4. The employee must provide a signed, written acknowledgement that meets the criteria as enumerated in 12.6.1.2.2. and 12.6.1.2.3.

12.6.1.2.5. The individual will not automatically be entitled to the entire three (3) days. Only the amount of time actually required will be granted.

12.6.1.3. Justified absence of an employee without loss of pay for essential care of an immediate household member will not exceed a total of 15 days per calendar year.

12.6.1.3.1. In addition to the 15 days of absence without loss of pay for the reason stated in 12.6.1.3., above, employees will be granted a total of 30 additional days of justified absence without pay in the cases of sickness or accident to children, adopted children and step-children who are less than 10 years of age. In the event an employee needs to take leave without pay for such reason, the employee will have the option of applying for reimbursement for the absence from Social Welfare.

12.6.1.3.2. In cases of justified absence that exceeds 3 consecutive days, the supervisor must coordinate the request with the CPF.

### 13. Employee Identification Cards

13.1. Purpose. The purpose of this chapter is to establish procedures for initial issue and renewal of Portuguese employee identification and privilege cards. The identification card allows all 65 ABW Portuguese employees to arrange for access to the AB4 and to the appropriate 65 ABW facilities thereon. The Army Air Force Exchange Service (AAFES) privilege card allows Portuguese civilian employees access to AAFES facilities.

#### 13.2. Identification Cards Issuance Responsibilities.

##### 13.2.1. Responsibilities.

13.2.1.1. CPF. Identification cards for Portuguese employees of 65 ABW are prepared in the CPF for issuance by AB4. Upon notification the card is approved, the CPF notifies the employee to pick up the card at AB4, Identification Section.

13.2.2. Initial Issuance. Identification cards are prepared during the initial processing of new employees. It takes a minimum of one week for cards to be completed and ready for employee's use. The CPF will provide proof of employment for employees to submit to AB4 Security Police for issuance of temporary base access.

13.2.3. Renewal. Employees should make an appointment with the CPF at least 30 days prior to expiration of identification card(s). This allows processing time for issuance of a new card. If the card expires prior to completion of the replacement, the employee must obtain appropriate documentation of employment from the CPF and to get a temporary pass from AB4 Security Police.

13.3. Privilege Cards (AAFES Access). The current version of NEP/ADM-005, *Purchases at USFORAZ-Sponsored Facilities*, establishes that certain host nation military and civilian personnel, active and retired, may receive a privilege card (cartão de privilégio) allowing them access to specified AAFES and other facilities at Lajes Field. Among those entitled to a privilege card are Portuguese employees of 65 ABW and their immediate dependents. NEP/ADM-005 further delineates purchasing limitations and caps for different classes of privilege cards. Refer to the NEP for specific eligibility and shopping limitation statements.

13.3.1. Issuance of privilege cards to 65 ABW personnel: The process for issuing privilege cards to Portuguese employees of 65 ABW and their eligible dependents begins at the CPF, where eligibility is verified and an application completed. A current ID-size photo is required for each card. Sponsors typically are to apply for privilege cards for themselves and their eligible dependents at the same time, as a group, and a common expiration date will apply to all the cards in the family group.

13.3.2. Turn-in of privilege cards: Upon termination of a sponsor's base employment, or under circumstances of extended absence from work which would warrant suspension of employment benefits while the absence continues, the affected sponsor's/dependent's privilege cards must be turned in to the CPF, as a group.

13.3.3. Retiree privilege cards: Upon retirement from base employment, those who remain eligible will be reissued a privilege card appropriate to retired status, in accordance with the revision of NEP/ADM-005 in force at the time.

13.3.4. Renewal of privilege cards: Through the CPF, privilege card holders should request renewal of their cards and submit the required photos for themselves and eligible dependents at least 30 days prior to the expiration date. Sponsor and dependent cards should typically be renewed as a group.

13.3.5. Revocation/suspension of privilege cards: Privilege cards may be revoked/suspended for shoplifting, violation of NEP-imposed shopping limitations, purchasing for resale to individuals not entitled to privilege card benefits, allowing use of one's privilege card by another, or other serious abuses judged on a case-by-case basis. 65 Mission Support Group Commander (MSG/CC) is the final arbiter in cases of alleged privilege card abuse. When serious abuse is substantiated, MSG/CC will issue a letter detailing the reason for the revocation/suspension, its length, and the terms for reinstatement of shopping privileges.

13.3.5.1. Shoplifting: In the event a privilege card bearer is detained for shoplifting, the responding joint patrol, will pull the individual's privilege card and turn it over to the CPF for safekeeping until MSG/CC completes review of the case and determines appropriate disposition. If shoplifting is substantiated, MSG/CC will either permanently revoke the privilege card or impose a period of suspension appropriate to the gravity of the case. MSG/CC's decision will be presented in writing to the individual. Copies of the letter will be provided to the CPF, the commander (or senior official) of the unit where the individual is employed, or, in the case of a dependent, to his/her sponsor. Card revocations or suspensions do not preclude other law enforcement or judicial actions from being pursued as deemed appropriate by competent authority.

13.3.5.2. If the card bearer whose privileges are revoked or suspended is a sponsor, s/he must also turn in to the CPF the privilege cards of his or her dependents for the period of the penalty imposed.

13.3.5.3. Reinstatement of privileges: When the period of suspension of a privilege card is nearing completion, the employee who desires to regain his/her privileges must request it in a letter to MSG/CC, endorsed by the employee's unit commander (or senior official), and submitted via the CPF. The request must reference the original letter that suspended his/her shopping privileges. In the case of reinstatement of dependent privileges, the dependent should write the letter and the sponsor endorses it and submits it via the CPF. In the case of outright revocation of a privilege card, the former bearer may petition MSG/CC for reinstatement, however not prior to 18 months from the effective date of the revocation. The procedures for seeking reinstatement of a revoked privilege card are otherwise the same as for suspensions. MSG/CC will respond to such petitions with a decision, in writing, to the involved party, with courtesy copies to the CPF and commander (or senior official) of the unit where the employee (or sponsor) works. All approved re-issues of privilege cards will be processed by the CPF.

## **14. Conduct and Discipline**

14.1. Purpose. To provide guidance to supervisors and employees regarding conduct, discipline and procedures for disciplinary actions/adverse actions.

14.2. Policy Governing Employee Conduct. Supervisors are responsible for maintaining good employee-supervisor relationships and will ensure that employees are fully informed of the rules, and regulations, affecting their employment. Supervisors are responsible for discussing this information on a periodic basis with their employees. Employees are required to discharge assigned duties conscientiously and their conduct should reflect credit upon 65 ABW and themselves.

14.3. Rules of Conduct. The following rules apply:

14.3.1. Safeguarding Information. An employee will not disclose official records and business at any time except as required to discharge official duties.

14.3.2. Private Employment and Interests. Employees may engage in private employment or acquire private interests in business, provided such employment and/or business do not interfere with the performance of duty or create a conflict of interest.

14.3.3. Gratuities. Employee will not accept any favor or gratuity, directly or indirectly, from anyone conducting procurement activities or business transactions with 65 ABW.

14.3.4. Gifts and Services. Employees will not solicit contributions of any type from other employees or applicants for the purpose of obtaining a position or service.

14.3.5. Government Vehicle Operation. Employees will operate U.S. Government vehicles (GOV) for official purposes only. While operating a GOV, employees will wear seatbelts and observe all traffic rules and laws. Negligence or willful misconduct may result in loss of US Government Motor Vehicle Operators Identification permit and disciplinary action up to and including removal.

14.4. Responsibilities (Art 83, WR)

14.4.1. Commanders and supervisors are responsible for the fair, impartial, and uniform administration of disciplinary actions taken under the provisions of this chapter.

14.4.2. The CPF is responsible for providing advice and assistance to supervisors, operating officials, and employees on disciplinary matters and for ensuring that proposed disciplinary actions are consistent with the LA, WR, and governing regulations and policies.

14.4.3. The immediate supervisor is responsible for the maintenance of proper conduct and discipline among employees, such as:

14.4.3.1. Maintaining an office or shop atmosphere conducive to good employee-management relations and efficient work production.

14.4.3.2. Informing employees of rules, regulations, and standards of conduct.

14.4.3.3. Taking all possible steps to prevent situations that might lead to disciplinary action.

14.4.3.4. Consulting with the CPF prior to initiating disciplinary action.

14.4.3.5. Gathering and analyzing all the facts and carefully considering circumstances and principles before initiating disciplinary action.

14.4.3.6. Constructively counseling employees individually whenever necessary.

14.4.3.7. Initiating disciplinary action promptly and uniformly in accordance with the established procedures.

14.4.3.8. Maintaining complete records of employee's work performance and conduct on the AF Form 971.

#### 14.5. Disciplinary Actions (Art 80, WR)

14.5.1. Policy. 65 ABW may take the disciplinary actions listed below without prejudice to the employee's rights and guarantees. Disciplinary action must be taken within 60 days from the time the proposing official initiating the action learned of the offense. This time limit may be extended for an additional 45 days to allow for a formal investigation. All disciplinary/adverse actions must be coordinated with the CPF before issuance.

14.5.1.1. Admonishment. A counseling by the supervisor regarding the employee's unacceptable conduct or failure to observe a rule, regulation, or administrative instruction. An oral admonishment is annotated in the AF Form 971 and maintained for two years.

14.5.1.2. Official Reprimand. This is a formal letter to an employee on the subject of misconduct or repeated infractions of a lesser nature. A reprimand is maintained in the AF Form 971 and official personnel folder for two years.

14.5.1.3. Suspension (Non-pay Status). A suspension is a forced temporary absence from duty in a non-pay status that may be imposed for significant misconduct or repeated infractions of a lesser nature. It is an adverse action that is made a matter of permanent record.

14.5.1.4. Removal. This is the most severe type of adverse action. Before a removal is initiated, the facts and circumstances in an individual case must be carefully analyzed and must support the conclusion that the employee has clearly demonstrated unwillingness or refusal to conform to the rules of conduct. Normally, except where the WR specifies otherwise, a progression of recorded disciplinary measures will be applied in an effort to rehabilitate an employee before a determination is made to remove the employee (Art 81-83, WR).

14.5.1.4.1. Based on initial findings and if deemed necessary, an employee may be immediately suspended from work, **with** pay for a maximum of 10 days, if a supervisor has lost confidence in an employee or the employee poses a physical menace (Art 83.3, WR). This time will permit the supervisor to complete an investigation and proceed with further disciplinary action if warranted. The employee must be notified of the non-duty status in writing. This action must be worked closely with the CPF.

14.5.1.4.2. Following an investigation, the proposing official may determine a preventive suspension without loss of pay is warranted as a precautionary measure (Art 83.4, WR). In this case, the supervisor will notify the employee within the written notice of proposed removal that he/she is being placed in a non-duty status with pay until a final decision regarding the removal is made. This must be worked closely with the CPF.

## 14.6. Procedures for Administering Discipline (Art 83, WR)

### 14.6.1. General Procedure:

14.6.1.1. During the investigation of an allegation, if the supervisor questions an employee or other witnesses, the supervisor will paraphrase any oral comments in a written statement and include the time and date of the interview. The employee should acknowledge the statement with a signature and that it contains their true intent. If the employee refuses to acknowledge the statement, the supervisor will indicate on the statement: "Employee Refused to Sign". The acknowledged statement will be considered when determining the appropriate penalty.

14.6.1.2. The employee may request that an interpreter of their choice be present.

### 14.6.1.3. Admonishment

14.6.1.3.1. Gather all the facts and give the employee the opportunity to explain the situation;

14.6.1.3.2. If the admonishment is warranted, conduct the counseling with the employee in private;

14.6.1.3.3. State all the reasons for the admonishment;

14.6.1.3.4. Explain the reasons why the employee's explanation is not acceptable and the specific ways to correct the deficiency;

14.6.1.3.5. Make annotation on AF Form 971 and have the employee initial and date the entry.

### 14.6.1.4. Official Reprimand and Suspensions

14.6.1.4.1. As soon as the supervisor becomes aware of possible misconduct, he/she gathers, analyzes and carefully considers available facts and circumstances before taking or recommending disciplinary action.

14.6.1.4.2. Supervisor prepares an incident report, considering all circumstances and facts involved in any act of misconduct.

14.6.1.4.3. Supervisor completes relevant factors (attachment 3). The factors assist the supervisor in selecting the appropriate penalty and involve a responsible balancing of the factors based on the individual case. Some of the factors may weigh in the employee's favor while others may not.

14.6.1.4.4. CPF prepares the notice of proposed action considering all the circumstances and facts involved in the act of misconduct and indicate to the employee the second level supervisor (deciding official) that will make the final decision.

14.6.1.4.5. CPF coordinates proposed action with Legal Office before being issued.

14.6.1.4.6. The supervisor initiating the proposal presents the notice of proposed action to the employee.



14.6.1.4.7. When the employee receives the notice of proposed disciplinary action s/he has the right to answer the charges and to request copies of the evidence used to support the proposed action from the CPF.

14.6.1.4.8. The employee's response must be in writing and submitted within five (5) workdays and may request the deciding official to listen to witnesses. The response must present all supporting evidence and all elements considered relevant for clarification of the facts, including witnesses, documents and /or requesting other actions be taken. If needed, the employee may request additional time to complete the information in his/her response. This extension shall be granted but may not exceed 5 (five) workdays and the employee may not include any information not originally identified in the initial response. The request and approval for the extension must be in writing.

14.6.1.4.9. The employee may attach any supporting documentation to the response. 65 ABW is not obligated to hear more than three (3) witnesses for each charge, nor more than a total of ten (10) for any proposed action. If the employee does not provide written witness statements, the deciding official will generate a memo for record (MFR) paraphrasing the oral comments of the witnesses. The witnesses should acknowledge that the MFR contains their true intent. The acknowledged MFR will be made a permanent part of the case file.

14.6.1.4.9.1. At the employee's request, a copy of the proposal and decision letter will be forwarded to the CRT, who shall have two (2) days in which to present a written reply.

14.6.1.4.9.2. A final decision will not be issued until the time limits for response from the employee and CRT, as required, have elapsed.

14.6.1.4.9.3. After reviewing the proposal and any response from the employee and/or the Committee of Employee Representatives (CRT), the deciding official considers and prepares relevant factors and informs the CPF of decision.

14.6.1.4.9.4. CPF prepares decision letter and coordinates with Legal Office before being issued.

14.6.1.4.9.5. Deciding official presents final decision to the employee.

14.6.1.5. Removals. Procedures for removals are specified in Art 83.2, WR.

#### 14.6.2. Uniformity in Disciplinary Actions (Art 83, WR)

14.6.2.1. The Table of Offenses and Penalties (Attachment 2) contains a list of the most common offenses. For offenses not listed, penalties imposed will be consistent with penalties shown in the table for offenses of comparable gravity. Determination of appropriate disciplinary action will be made in accordance with this table to assure that throughout the base, equitable penalties are imposed and comparable action is taken in similar cases. The table is not to be applied mechanically. In evaluating offenses and penalties, careful consideration must be given to the circumstances. Consider such aspects as elements of enticement and provocation, the individual's work history, contribution to the base, reputation, the opportunity for rehabilitation,

background, and the extent to which the penalty will serve as a constructive example to other employees.

14.6.2.2. When an employee commits a series of unrelated recorded offenses over a period of time or combination of different offenses at the same time, a greater penalty than listed for a single offense may be considered. Whether to apply a penalty within the range for a second or third offense will be determined by the total number of recorded offenses committed.

## **15. Employee Complaints**

15.1. Policy (Art 15, LA; Art 86, WR). All 65 ABW employees will be free of restraint, interference, coercion, discrimination or reprisal when/after presenting complaints over any matter related to conditions of employment or disciplinary actions.

### **15.2. Responsibilities**

#### **15.2.1. CPF will:**

15.2.1.1. Provide advisory services to supervisors and employees.

15.2.1.2. Explain the complaint process.

15.2.1.3. Explain the options for using Alternative Dispute Resolution (ADR).

15.2.1.4. Assist employees in evaluating the areas of dissatisfaction and in determining appropriate options available.

15.2.1.5. Assist employees and supervisors in resolving dissatisfactions informally.

15.2.1.6. Assure that all properly filed complaints are processed in accordance with the provisions of the LA, the WR and this chapter.

15.2.1.7. Translate complaints, grievances, proposed notices and final decisions as required.

15.2.2. Supervisors will investigate verbal and/or written complaints submitted by an employee and attempt to resolve them in a fair and equitable manner. Employee complaints will be answered in accordance with the time limits prescribed in Art 86, WR.

15.2.3. Employee complaints should be settled informally, promptly, and equitably at the first level of supervision whenever possible. Efforts of both employees and supervisors will be directed toward that objective. Employees are encouraged to provide a full and detailed explanation of their complaints to their immediate supervisors.

15.2.4. In accordance with the provisions of Art 86, WR, an employee may submit a complaint to the first level, HAAZ and 65 ABW/CC simultaneously and the following procedures will be followed:

15.2.4.1. Whenever an employee complaint is received, the 65 ABW will immediately send the case to the Staff Judge Advocate. The Staff Judge Advocate will contact the HAAZ legal office to discuss the complaint with each other as well as hear the complainant, the supervisor, the CRT, CPF, or others who could help clarify the matter or reach a solution which is acceptable to all parties involved.

15.2.4.2. The 65 ABW should schedule a meeting with the Commander, HAAZ to discuss the matter unless a justified situation requires a delay. If a delay is required, a notification to the employee will be provided in writing.

15.2.4.3. This meeting can result in one of the following solutions, however any resolution reached will be provided to the grievant in writing:

15.2.4.3.1. 65 ABW agrees with the employee – in this case the matter is considered closed.

15.2.4.3.2. 65 ABW does not agree with the employee and does not get concurrence from the Commander, HAAZ.

15.2.4.3.3. 65 ABW does not agree with the employee and obtains concurrence from the Commander, HAAZ.

15.2.5. If the employee is not satisfied with the determination by the first level of dispute resolution, s/he may submit the complaint to the Labor Committee within fourteen (14) days of receipt of notification by the Commander, 65 ABW. Submission may be made simultaneously to the Regional Representative of the Azores serving on the Labor Committee and the Chief, Civilian Personnel Flight (65 FSS/FSMC).

## 16. On-the-Job Accidents

16.1. General (Art 9, LA; Art 89 & 90 WR). Portuguese employees paid from both appropriated and non-appropriated funds are covered by accident insurance. The insurance company provides initial treatment for work-related injuries; it does not provide care for routine illnesses not related to work (e.g., colds, headache, upset stomach). All on-the-job injuries that occur during duty hours at or away from the work site in which the employee is in an official duty status are covered by the insurance contract.

16.2. Procedures. The standard procedure will be for employees to report to the emergency room at Praia or Angra Hospital for initial treatment of work related injuries. The employee is entitled to first aid and full medical care for the effects of the injury, including hospitalization, without cost to the employee.

16.2.1. Ambulance Services. The 65th Medical Group (65 MDG) ambulance services will respond to all calls, however, transportation will not normally be provided if required care is determined by on-scene medical authorities as routine or non-urgent. In these cases personal vehicle, government vehicle, taxi or bus shall be used for transportation at the discretion of the employee and supervisor. In the event medical personnel determine that life, limb, or eyesight is threatened, a 65 MDG ambulance will transport the injured employee directly to Angra Hospital. At the discretion of medical authorities on the scene of the accident, 65 MDG ambulance transportation may also be provided.

16.2.2. **Fatal Accident.** The body of a Portuguese worker suffering a fatal accident at the work site cannot be removed without the presence and authorization of the appropriate Portuguese authorities. Management officials must immediately notify the Wing Safety Office and the Political Advisor, 65 ABW/CCL, who will then notify HAAZ and the following Portuguese authorities: (1) District Attorney (Ministério Público); (2) Public Health Officer (Delegado de Saúde); (3) City Police (Polícia de Segurança Pública); and (4) Inspeção Regional do Trabalho (IRT).

16.2.3. USAFE BASE IMT 50. The supervisor will complete USAFE BASE IMT 50, *Report of Injury for Portuguese Employees*, in three (3) copies. The original is forwarded to the Civilian Personnel Office Employee Management Relations section (65 FSS/FSMC), one copy to the Safety Office (65 ABW/SE), and one copy is faxed to the insurance company office within 24 hours of the accident.

16.2.4. Medical Appointments. If follow up medical appointments are required after the Insurance Company receives USAFE BASE IMT 50 and the employee received care at the Hospital, the employee needs to inform the Insurance Company. The company in-turn will advise the employee who will be the doctor assisting him, date and time. Please note that if this procedure is not followed the Insurance Company will not be able to work the case and, if the injury results in lost time, the employee will not be reimbursed.

16.3. Basic Financial Benefits. Compensation and/or death benefits are paid by the insurance company to Portuguese employees or their dependent(s) as a result of work-related injuries. The amount is determined by standards contained within Portuguese Law and are paid by the insurance company. The injured employee will be carried in a leave without pay status during any period in which compensation benefits are being received from the insurance company.

#### 16.4. Responsibilities

##### 16.4.1. CPF will:

16.4.1.1. Monitor the insurance contract.

16.4.1.2. Coordinate with the clinic commander, contracting officer, wing comptroller, and safety officer on contract specifications.

16.4.1.3. Advise new employees and supervisors on employee accident compensation benefits and requirements.

16.4.1.4. Provide counseling to employees concerning their specific cases.

16.4.1.5. File copies of all pertinent forms in the employee's medical folder.

16.4.1.6. Fax one copy of the USAFE BASE IMT 50 to IRT within 48 hours for any accidents/injuries that required medical care.

##### 16.4.2. Supervisors will:

16.4.2.1. Arrange for the employee to be sent to the emergency room at Praia or Angra Hospital for all on-the-job injuries.

16.4.2.2. Complete USAFE BASE IMT 50 as outlined in 16.2.3.

16.4.3. The wing safety office will be responsible for all health and safety matters and the chief of safety is designated as the "Safety Officer" in accordance with the requirement in the WR.

16.4.4. See 12.5.4. for information regarding absence due to on-the-job injuries.

## 17. Social Welfare

17.1. Purpose. This chapter addresses the Social Welfare for Portuguese employees.

17.2. Authority. As part of the Portuguese-American Labor Regulation of 1965, retirement coverage under the Portuguese Social Welfare was extended to all 65 ABW Portuguese employees. The Social Welfare also provides the written guidelines on how to apply for retirement.

17.3. Employee Benefits Under Social Welfare. Employees are entitled to the benefit established in the Social Welfare rules and regulations.

17.3.1. Supervisors should refrain from advising Portuguese employees on the Social Welfare. Employees with questions regarding their rights and benefits under this program should be encouraged to contact Social Welfare officials for proper counseling and advice.

17.4. Retirement Annuity. There is no mandatory retirement age for Portuguese employees. The minimum retirement age for retirement other than disability within the Social Welfare is 65 years of age.

17.4.1. Upon learning that an employee is receiving an annuity from the Social Welfare, their employment can be terminated. Management must notify the employee within 30 days of the date they become aware Social Welfare benefits are being received. The employee must be provided at least 60 days notice prior to the termination. Retired employees may continue to work after age 65 upon mutual agreement and provided the conditions of employment are changed to a temporary appointment not to exceed (NTE) six (6) months (Art 72, WR). Retired employees may be re-employed by conversion to the temporary appointment only after the approval of the Corporate Board.

17.4.2. Employee(s) may be terminated at age 70 whether or not they are receiving an annuity. When an employee reaches 70 years of age, 65 ABW has the option of terminating his/her employment after giving the employee a 60-day advance notice (Art 72, WR).

17.5. Contributions to the Fund (Art 19, WR). 65 ABW and its employees will submit appropriate contributions to Social Welfare. Changes in Portuguese law relating to Social Welfare will be communicated to 65 ABW through HAAZ. Contributions that are made to the Social Welfare Fund on a monthly basis are levied against earnings for the month. Format of the report and data transmittal are in accordance with an agreement reached between the 65th Comptroller Squadron, fund custodians, and Social Welfare personnel.

17.6. Reporting Sick Leave. Days off as sick leave are to be shown on the time card as Sick Without Pay (SWOP). Social Welfare will only start paying for sick leave on the fourth day of the any sick leave report. Employees may request use of annual leave for the first three days of absence due to illness.

## **18. Special Programs – Syndicate Dues**

18.1. Authority (Art 19, WR.) This chapter establishes requirements for withholding Portuguese employees' syndicate dues by payroll deductions and remitting such withholdings to designated syndicates.

18.2. Responsibilities

18.2.1. CPF will:

- 18.2.1.1. Inform employees at the time of employment that syndicate affiliation is optional. Obtain a written statement from employees affiliated with a syndicate to determine whether payroll deduction is the preferred method of payment for dues.
- 18.2.2. Forward a copy of the employee's election to the appropriate payroll office to authorize payroll deduction.
- 18.2.3. Enter the appropriate syndicate election code in the remarks section of the SF 50 whenever the personnel action indicates syndicate membership.
- 18.2.4. X - No Syndicate Affiliation
- 18.2.5. C – Syndicate of Technicians and Workers of the Chemical and Milling Industries of the District of Lisbon
- 18.2.6. F – Syndicate of Professionals of Food and Drink Industries
- 18.2.7. I - Syndicate of Professionals of the Transforming Industries.
- 18.2.8. O - Syndicate of Office Workers and Sales Clerks
- 18.2.9. T - Syndicate of Transports, Tourism and Other Services.
- 18.2.10. P - Syndicate of Photographers
- 18.2.11. Other codes will be established as required.
- 18.3. Payroll Procedures. The Payroll Office will establish procedures for withholding syndicate dues and remitting them to the respective syndicates
- 18.3.1. An employee(s) who desires to resign from his/her syndicate will be required to notify both the syndicate and payroll office in writing. The CPF will provide a form letter for the employee's use to notify all concerned. Copies of the employee's letter will be filed in his/her Official Personnel Folder.

## **19. Committee of Employee Representatives (CRT)**

19.1. Purpose. To establish procedures and responsibilities for supervisors and members of the Committee of Employee Representatives (CRT). These processes apply when a legitimate CRT is formed and functioning. The exercise of military and administrative requirements on the part of 65 ABW, or its operations, cannot be prejudiced by the exercise of the committee's rights and duties.

19.2. Use of Work Time for Committee Activities (Art 35, WR). Committee members are entitled up to 20 hours of duty time per month for exercise of committee activities. Any unused hours remaining at the end of the month may not be carried over to the next month under any circumstances. Under unusual circumstances, committee members may be granted duty time in excess of 20 hours per month but never to exceed 40 hours of per month. Before granting requests for use of hours in excess of 20 per month must be justified in writing and submitted to the CPF for coordination before being submitted to 65 ABW/CC.

19.3. Work Time Release Procedures. Keeping in mind administrative and military requirements, committee members will provide a minimum of 48 hours advance notice to their supervisors when they wish to leave their assigned work areas. If committee members are unable to provide 48 hours advance notice, they will advise their supervisors as soon as

they become aware of an appointment. The following procedures shall apply to committee members who wish to leave their assigned work area on committee business:

19.3.1.1. When a committee member desires to conduct committee business, the member must request the time from the immediate supervisor stating the nature of the function to be performed, destination, and the estimated time required.

19.3.2. Supervisors of CRT members will keep a detailed log of time used for committee activities. The log must be used to show the function being performed, the date, location, and duration for each absence during the month. A copy of the completed monthly log must be submitted to 65th Force Support Squadron, Civilian Personnel Flight, Employee Management Relations (65 FSS/FSMC) no later than the 10th of the following month.

19.4. Committee Review and Comments. The committee has the right to review and comment on specified management proposals, as stipulated in Art 34, WR. The CRT must justify and request in writing extensions of the review time periods established by the WR. Such extensions are not automatic and will be approved only when fully justified by events outside the control of the CRT members. Requests for extensions must be submitted to CPF prior to the expiration of the established time periods. The CPF is the only office authorized to approve extensions of review time periods.

19.5. Meetings with 65 ABW/CC (Art 34, WR). The CRT will initiate the request for the monthly meeting with 65 ABW/CC or his/her designated representative. Requests by the CRT to be accompanied by other individuals will be considered on a case-by-case basis. Requests will consist of specific agenda items to be discussed and must be submitted to the CPF at least five workdays prior to the requested date of the meeting. Agenda items should be presented with enough detail to allow the 65 ABW/CC to research the responses if necessary. The CPF will arrange the meeting time and date with 65 ABW/CC and will notify the CRT. Normally, items not presented on the advance agenda will not be discussed at the meeting.

19.6. Communications with 65 ABW Organizations. All CRT communication (oral or written) with 65 ABW organizations is to be initiated by contacting the CPF. The CPF will coordinate appropriate responses or meetings in reply to the CRT request.

19.7. CRT Elections. In accordance with the WR, Art 37, CRT elections will be held every other year with a minimum notice of 15 workdays prior to its occurrence, by the CRT or by a minimum of 10% of permanent employees.

#### 19.8. **Prescribed and Adopted Forms** .

##### 19.8.1. **Prescribed Forms:**

USAFE Base Form 110, *Request for Placement Consideration (Requerimento de Candidatura)*

USAFE Base Form 119, *Residency Check for Employment with 65 ABW and Tenant Units, Lajes Field, Azores, Portugal (Verificação de Residência para Contrato de Trabalho no 65 ABW e Unidades Militares, Base das Lajes, Açores, Portugal)*

##### 19.8.2. **Adopted Forms** :

AF Form 55, *Employee Safety and Health Record*

AF Form 860, *Civilian Performance Plan*

AF Form 860A, *Civilian Rating of Record*

AF Form 860B, *Civilian Progress Review Worksheet*

AF Form 971, *Supervisor's Employee Brief*

AF Form 1003, *Air Force Core Personnel Document*

AF Form 1378, *Civilian Personnel Position Description*

AF Form 1768, *Staff Summary Sheet*

OPM Form 71, *Request for Leave or Approved Absence*

SF 50, *Notification of Personnel Action*

SF 52, *Request for Personnel Action*

SF 182, *Authorization, Agreement and Certification of Training*

SF 1150, *Record of Leave Data*

USAFE BASE Form 50, *Report of Injury for Portuguese Employees*

USAFE Form 243, *Request for Temporary/Seasonal/Supplemental Civilian Overhire*

MARGARET B. POORE, Colonel, USAF  
Commander, 65th Air Base Wing



## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

*Labor Agreement, 1995*

*Work Regulation, 1995*

*COMUSFORAZORES INST 5216.2, Timeline Standards for Correspondence Requiring Azores Air Zone Approval, 2000*

*NEP/ADM-005, Purchases at USFORAZ-Sponsored Facilities, 1998*

*AFMAN33-363, Management of Records, 1 Mar 08*

*Abbreviations and Acronyms*

**65 ABW**— 65th Air Base Wing

**65 ABW/CC**— 65th Air Base Wing Commander

**65 ABW/SE**— 65th Air Base Wing Safety Office

**65 FSS/FSMC**— Civilian Personnel Flight

**65 MDG**— 65th Medical Group

**65 MSG/CC**— 65th Mission Support Group Commander

**65 SFS**— Security Forces Squadron

**AAFES**— Army and Air Force Exchange Service

**AB4**— Air Base Four

**ABW**— Air Base Wing

**ADR**— Alternative Dispute Resolution

**AF**— Air Force

**AFMAN**— Air Force Manual

**AFPD**— Air Force Policy Directive

**ALCPT**— American Language Course Placement Test

**AMC**— Air Mobility Command

**ART, Art**— Article

**AWOL**— Absence without Leave

**CC**— Commander

**CV**— Vice Commander

**CBI**— Computer-Based Instruction

**CPF**— Civilian Personnel Flight

**CRT**— Committee of Employee Representatives (*Comissão Representativa dos Trabalhadores*)

**EDP**— Environmental Differential Pay, Hazard Pay

**EDS**— Employee Development Specialist

**ELB**— English Language Bonus

**FTP**— Formal Training Plans

**GOV**— Government Operated Vehicle

**HAAZ**— Headquarters Azores Air Zone

**HAC**— Host Nation Agency Check

**IRT**— Regional Labor Inspection (*Inspecção Regional do Trabalho*)

**ITG**— Installation Training Guide

**KSA**— Knowledge, Skills and Abilities

**LA**— Labor Agreement

**LFI**— Lajes Field Instruction

**LWOP**— Leave Without Pay

**MAJCOM**— Major Command

**MFR**— Memo for Record

**NEP**— Permanent Norm of Execution (*Norma de Execucao Permanente*)

**NTE**— Not to Exceed

**OJT**— On-the-job Training

**OPF**— Official Personnel Folder

**OPM**— Office of Personnel Management

**OPR**— Office of Primary Responsibility

**PIP**— Performance Improvement Plan

**POC**— Point of Contact

**QCR**— Quality Control Reviewer

**RDS**— Air Force Records Disposition Schedule

**RIF**— Reduction in Force

**RPA**— Request for Personnel Action

**SF**— Standard Form

**SRPC**— Civilian Personnel Recruitment Section (*Secção de Recrutamento do Pessoal Civil Português*)

**SWOP**— Sick Without Pay

**TCPC**— Technical Commission on Professional Classification

**TDY**— Temporary Duty

**TOA**— Time off Award

**US**— United States

**USAF**— United States Air Force

**USAFE**— United States Air Forces in Europe

**WR**— Work Regulation

*Terms*

**Compensatory Time-Off**— Time off with pay for overtime performed on a weekly day-off or a comp day-off and Holidays specified in Article 46, WR

**Complementary Day Off**— Equal to a Saturday off

**Weekly Day Off**— Equal to a Sunday off

## Attachment 2

**TABLE OF OFFENSES AND PENALTIES  
GUIDELINES ONLY  
PENALTIES  
[ART 74, 80-82, WR]**

Table A2.1. Table of Offenses and Penalties

<b>Offense</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>
1. Deliberate delay or failure to carry out work or instructions in a reasonable period of time.	Admonishment to removal	Written reprimand to removal	Written reprimand to removal
2. Insubordinate defiance of authority. Refusal to comply with proper orders, wanton disregard of directives or insolence.	Written reprimand to removal	Written reprimand to removal	5-day suspension to removal
3. Tardiness of less than an hour. NOTE: A fourth offense would typically result in a suspension of 5 days or less with the added warning that a “continuation of offenses” could result in removal.	Admonishment to Written Reprimand	Written reprimand to 1-day suspension	Written reprimand to 5-day suspension
4. Tardiness of 1 hour or more, leaving the job without permission, delayed return from lunch, unauthorized absence of 8 hours or less.	Admonishment to written reprimand	Written reprimand to 5-day suspension	Written reprimand to 5-day suspension
5. Unauthorized absence of more than 8 hours. Note: A removal using adverse action procedures in the regulation may be initiated for a first or later offense after passage of a reasonable time (minimum of 5 workdays) when the employee fails to notify management of his or her intention concerning return to duty and where management has been unable to ascertain the employee’s intentions.	Written reprimand to 5-day suspension	Written reprimand to 12-day suspension	5-day suspension to removal
6. Failure to request leave according to established procedures, or failure to honor a valid denial of leave request. (See note with para 5 above)	Written reprimand to 5-day suspension	Written reprimand to 12-day suspension	5 day suspension to removal
7. Failure to observe safety precautions including failure to use safety equipment such as eye protection devices and failure to comply with hearing conservation program requirements.	Written reprimand to removal	1-day suspension to removal	5 day suspension to removal
8a. Violation of security regulations when the	Written	Written	10-day

<b>Offense</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>
breach does not result in release of security information to unauthorized sources and there is not evidence of a compromise of classified information.	reprimand to 5-day suspension	reprimand to 12-day suspension	suspension to removal
8b. If violation is intentional or results in unauthorized release or compromise of sensitive information.	Written reprimand	5-day suspension to removal	12-day suspension to removal
9a. Drinking, transferring, or selling alcoholic beverages on duty or on government premises except where authorized. Reporting for duty under the influence of intoxicating liquor	Written reprimand to 5-day suspension	1-day suspension to removal	5-day suspension to removal
9b. Being on duty so intoxicated as to be unable to properly perform assigned duties, or to be a hazard to self and others.	1-day suspension to removal	5-day suspension to removal	5-day suspension to removal
10a. Gambling during work hours.	Written reprimand	Written reprimand to 5-day suspension	Written reprimand to removal
10b. Promotion of or assisting in operation of organized gambling on duty or on government premises.	Admonishment to 5-day suspension	Written reprimand to removal	Written reprimand to removal
11a. Loafing or sleeping on duty; idleness; unauthorized participation in activities during duty hour which were outside of regularly assigned duties but danger to safety or person or property is minor or nonexistent.	Admonishment to 5-day suspension	Written reprimand to removal	Written reprimand to removal
11b. When such actions may result in injury, loss of life or damage to property	1-day suspension to removal	5-day suspension to removal	5-day suspension to removal
12a. Careless workmanship or negligence. When spoilage or waste of materials or delay in production is small	Admonishment to reprimand	Written reprimand to removal	Written reprimand to removal
12b. When spoilage or waste of materials or delay in production is significant; covering up or attempting to conceal defective work; removing or destroying defective work without permission.	Written reprimand to removal	Written reprimand to removal	Removal
13a. Loss of, damage to, unauthorized use or destruction of property (including motor vehicles or aircraft), records or information. When loss or damage is of small value.	Admonishment to written reprimand	Written reprimand to 3-day suspension	Written reprimand to removal
13b. Where willfulness or intent is involved or damage is significant or unauthorized use of government property (including motor vehicles and aircraft).	Written reprimand to removal	Written reprimand to removal	Written reprimand to removal

<b>Offense</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>
14. Theft, actual or attempted, taking and carrying away government property or property of others. Note: Penalty is determined considering the value of property and relevant factors	Written reprimand to removal	3-day suspension to removal	Removal
15. False statements, serious representation, fraud, falsification, exaggeration or concealment of a material fact in connection with any official document, or withholding of material facts in connection with matters under official investigation, refusal to testify or cooperate in an inquiry, investigation, or other official proceedings.	Written reprimand to removal	Written reprimand to removal	Written reprimand to removal
16. Disorderly conduct; rude, boisterous play which adversely affects production, discipline or morale; use of disrespectful abusive or offensive language; quarreling or inciting to quarrel.	Written reprimand to removal	Written reprimand to removal	5-day suspension to removal
17. Discourteous conduct. Includes discourteous conduct to the public	Written reprimand to 12-day suspension	Written reprimand to 12-day suspension	Written reprimand to removal
18a. Misconduct off duty of such importance that the employee is unable to fulfill his/her job responsibilities. NOTE: Before initiating action, consult CPF.	Admonishment to written reprimand	Written reprimand to 12-day suspension	Written reprimand to removal
18b. Misconduct off-duty of such significance that there is an adverse effect upon the 65 ABW. NOTE: Before initiating action, consult with CPF.	Written reprimand to removal	Written reprimand to removal	Written reprimand to removal
19. Defamation. Knowingly making false or malicious statements or unauthorized disclosures against other employees, supervisors or officials with the intent to harm or destroy the reputation, authority, or official standing of those concerned.	Written reprimand to removal	Written reprimand to removal	Written reprimand to removal
20a. Compromise or discredit of examination materials or process resulting from discussion of specific questions(s) or context of examination with other employee(s) based on experience in the examination when there is no deliberate effort or intent to compromise the examination materials or process.	Written reprimand to 1-day suspension	Written reprimand to 12-day suspension	5-day suspension to removal
20b. Compromise of an examination through	Written	5-day	Removal

<b>Offense</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>
unauthorized possession, use, or furnishing to others of examination information or materials.	reprimand to removal	suspension to removal	
21. Discrimination based on color, religion, race, national origin, age, sex or handicapping condition. Includes sexual harassment. Also includes making racial or ethnic slurs or disseminate literature containing such slurs. Consider circumstances and the effect on the person(s) discriminated against, use of abusive language, violent treatment, or insulting demeanor.	Written reprimand to 5-day suspension	Written reprimand to 12-day suspension	5-day suspension to removal
22. Use of abusive or offensive language toward a subordinate; baiting or otherwise inciting a subordinate to violate rules or regulations; coercion in deprivation of an employee's rights; or reprisal for employment of appellate procedures.	Written reprimand to 5-day suspension	Written reprimand to 12-day suspension	5-day suspension to removal
23. Soliciting contributions from other government officers or employees for gifts or presents to those in superior official positions. Accepting gifts or gratuities from lower paid employees. (Except those of nominal value to commemorate a special occasion, such as retirement).	Written reprimand	Written reprimand to 12-day suspension	Written reprimand to removal
24. Unauthorized use of ID badge	Written reprimand to removal	Written reprimand to removal	Removal
25. Violation of other administrative rules or regulations not specifically mentioned herein. Consider the employee's obligation to be aware of pertinent rules or regulations, the significance or frequency of violations and the degree of affect on production, morale, maintenance of discipline, internal relationships or reputation of the Air Force.	Admonishment to written reprimand	Written reprimand to 12 days	Written reprimand to removal

**Attachment 3****RELEVANT FACTORS**

**A3.1.** Before initiating disciplinary action, I reviewed the Table of Offenses and Penalties contained in LFI 36-4, Chap 14.6. I have specifically reviewed the following factors and provided rationale for each as it relates to the action:

**Employee Name and Badge #:**

**A3.2.** The nature and seriousness of the offense, and its relation to the employee's duties, position, and responsibilities, including whether the offense was intentional or technical or inadvertent, or was committed maliciously or for gain, or was frequently repeated:

**A3.3.** The employee's job level and type of employment, including supervisor or fiduciary role, contacts with the public, and prominence of the position;

**A3.4.** The employee's past disciplinary record;

**A3.5.** The employee's past work record.

**A3.6.** The effect of the offense upon the employee's ability to perform at a satisfactory level;

**A3.7.** Consistency of the penalty with those imposed upon other employees for the same of similar offenses in like or similar circumstances

**A3.8.** Consistency of the penalty with any applicable agency table of penalties;

**A3.9.** The notoriety of the offense or its impact upon the reputation of 65 ABW;

**A3.10.** The employee's knowledge and understanding of any rules that were violated in committing the offense;

**A3.11.** The potential for the employee's rehabilitation;

**A3.12.** The mitigating circumstances surrounding the offense:

**A3.13.** The adequacy and effectiveness of alternative sanctions to deter such conduct in the future by the employee or others;



## Attachment 4

### 65 ABW MERIT PROMOTION PLAN

**A4.1. 65 ABW** promotion policy is a program designed to ensure a systematic means of selection for promotion according to merit and is an equitable means of referral and selection for all placement actions. A sound promotion program, properly administered and fully supported by managers at all levels, is essential to the staffing of an effective and highly motivated civilian work force. Identifying, qualifying, evaluating and selecting candidates must be made without regard to lawful political affiliation or non-affiliation, religion, labor organization affiliation or non-affiliation, marital status, race, color, sex, national origin, non-disqualifying disability, sexual orientation, status as parent, age or other non-merit factors. A selection for a merit promotion must be based solely on job-related criteria according to legitimate positions requirements. Failure to adhere to equal opportunity or merit principles may compel a commander or designee to withdraw selection authority from a supervisor and delegate it upward.

**A4.2. Key Principles.** The following principles form the basis of the 65 ABW Merit Promotion Program:

A4.2.1. All candidates within a designated area of consideration who meet minimum qualification are considered eligible for promotion or placement.

A4.2.2. Areas of consideration within which candidates are identified to compete are established and adjusted as necessary to provide management with a sufficiently broad number of qualified candidates from which to choose and to provide candidates with adequate opportunities to advance.

A4.2.3. Appropriate job-related criteria are applied with fairness in evaluating candidates.

A4.2.4. Selections must be made without discrimination for any non-merit reason and without favoritism based on personal relationships or patronage.

A4.2.5. Promotions and placements into positions with known promotion potential are usually competitive. Candidates are kept informed about the promotion opportunities and eligibility requirements. Candidates are given full access to information about advancement opportunities and how to take advantage of these opportunities.

A4.2.6. Civilian Personnel Flight (CPF), managers and supervisors will:

A4.2.6.1. Accomplish mission goals by staffing positions with qualified candidates

A4.2.6.2. Ensure candidates have access to information about career and advancement opportunities

A4.2.6.3. Encourage candidates to increase their experience qualifications

A4.2.6.4. Ensure the skills, qualifications, and promotion potential of candidates are recognized and fairly considered in the staffing process

A4.2.6.5. Encourage candidates to improve their performance and to develop their skills

**A4.3. General Coverage.** This plan applies to all 65 ABW employees.

A4.3.1. Candidates will be excluded from consideration under the following conditions:

A4.3.1.1. They have not self-nominated by the closing date of the vacancy announcement

A4.3.1.2. They have a current unacceptable appraisal

A4.3.2. Candidates are responsible to update their records to document any detail not covered by an official personnel action.

#### **A4.4. The Right to Select or Non-select from a Group of Qualified Candidates.**

A4.4.1. Provided there are no mandatory placement priorities, managers have the right and the responsibility to select from appropriate sources, determining which is most likely to meet mission objectives, contribute new ideas and viewpoints. These include but are not limited to merit promotion candidates. Applicants from external source may be considered concurrently, before or after the referral of candidates from the workforce.

A4.4.2. The availability of eligible candidates who could be considered through merit promotion or other in-service placement procedures does not prevent a decision to restructure a vacant position and fill it at a different grade level. Nor does the availability of merit promotion or other in-service candidates prevent a search for external candidates.

#### **A4.5. Applying Non-Competitive Promotion Procedures**

A4.5.1. An employee may be noncompetitively promoted up to and including a grade previously held on a permanent basis due to separation or change to lower grade.

A4.5.2. An employee initially selected under competitive procedures for a position with known promotion potential may be noncompetitively promoted to intervening and target grades at management request. The employee must meet eligibility requirements for promotion to these grades, as well as any additional qualifying criteria, e.g. satisfactory completion of all required training of higher graded duties being assigned.

A4.5.3. An employee must be noncompetitively promoted following reclassification of position to a higher grade, due to application of new classification standards.

**A4.6. Areas of Consideration.** The area of consideration for advertising positions is determined by local CPF and coordination with selecting official. Areas of consideration must be sufficiently broad to ensure the availability of qualified candidates.

A4.6.1. Determination of the area of consideration is based on such factors as availability of qualified candidates locally, mission objectives and goals, short and long-range manpower skills requirements and other factors.

**A4.7. Referring and Selecting Candidates:** The evaluation of self-nominated candidates for eligibility, qualification and ranking will be accomplished by CPF to identify those eligible for promotion, reassignment and voluntary change to lower grade.

A4.7.1. CPF will observe priorities (identified in 5.5.3.2) established to determine the eligibility of candidates for consideration and identify those to be referred.

A4.7.2. Position descriptions will be presented accurately and without misrepresentation.

A4.7.3. Selecting officials and supervisors may not imply commitment to any candidate. The CPF will make all job offers.

A4.7.4. The authority for personnel management is usually delegated to the lowest practicable level of supervision. Commanders may withdraw selection authority and assign it to higher level supervisor(s) if inquiries determine inappropriate selections. The supervisor, in conjunction with the CPF, determines when internal candidates are considered and when these positions are filled from external sources. Judgment is used to provide equitable and balanced consideration of candidates from all sources.

#### **A4.8. The Selection Process**

A4.8.1. When an internal referral certificate is issued; the selecting official must, as a minimum, review system-generated career briefs of all candidates referred.

A4.8.2. Interviews. If the selecting official chooses to interview, s/he may interview one or more of the candidates on the certificate. It is not required that all candidates be interviewed but for those who are, the same interview questions will be used.

A4.8.3. All questions used in a selection interview must be job related and tied to Knowledge, Skills & Abilities (KSA) identified in the position description.

A4.8.4. If some, but not all, candidates are interviewed, the selecting official must document the reasons for not interviewing and the method used to evaluate the remaining candidates (i.e. records review, supervisor inquiry, past working knowledge of the employee). The documentation and interview questions/responses are maintained by the selecting official. However, supervisors will be advised to interview all candidates.

#### **A4.9. Notifying Candidates**

A4.9.1. Candidates may inquire as to the status of vacancy referrals. After the CPF has made the job offer and the candidate accepted the position, the selecting official will notify candidates of non-selection in writing.

**A4.10. Temporary promotions.** The area of consideration for temporary promotions is the installation where the vacancy exists and maybe further limited to an organization

A4.10.1. Prior to the effective date of the action, candidates selected for temporary promotions will be informed, in writing, of the temporary nature of the promotion and related conditions, including returning to their former positions.

A4.10.2. Management-Initiated Reassignments. Managers may request the reassignment of an employee with the concurrence of the losing organization with coordination from the CPF.

**A4.11. Safeguarding Promotion Materials.** Information contained in automated data products, promotion registers, and promotion certificates may not be disclosed to unauthorized personnel. Promotion certificates may be electronically transmitted, faxed, e-mailed, presented personally, or mailed in a sealed envelope to the selecting officials and then returned to the CPF in the same way. Caution must be taken when transmitting and receiving promotion materials to ensure unauthorized personnel do not inadvertently gain access.

A4.11.1. Records Maintained by Selecting Officials. Selecting officials will maintain all substantive documentation related to the consideration of competing candidates. This may include, but is not limited to, interview questions, notes on interview responses, records of contacts with previous supervisors of candidates, nonelection memos, notes on review of

candidates' briefs or candidates' resumes, and any rating or informal rankings made on referred applicants or employees.

**A4.12. Promotion Information to Employees.** The candidate is entitled, upon inquiry to the CPF, to be informed of his/her qualifications for a specific position. However, the candidate applicant may not be informed of the assessment of another candidate's qualifications without that candidate's written permission.

A4.12.1. Upon request, the selecting supervisor must inform the non-selected candidates of the reasons for non-selection. The supervisor must adhere to the provisions of the Privacy Act and may not discuss the rank order or assessment of qualifications against eligibility or criteria of the candidate selected or any other candidate referred.

**A4.13. Keeping Employees Informed.** At least once annually, the CPF will remind employees, through published articles, of the principles and procedures outlined in this plan and OPM dealing with the subject of promotion.

A4.13.1. Employee Audit of Employee Brief. New employees will be provided a copy of their placement information contained in system. Employees are responsible for reviewing and updating their records for the purpose of self nomination for positions being announced.

**A4.14. Employee Complaints.** An employee, who believes his/her experience was not properly credited, was incorrectly ranked, or that the terms of promotion plan were not otherwise followed, thereby depriving him/her of promotion consideration may submit a formal grievance under WR, Art 86, however, he/she will be encouraged to discuss their concerns informally with the CPF.