

## CHAPTER 1

### SUPERVISION OF CIVILIAN EMPLOYEES

#### 1-1. PURPOSE.

The purpose of this publication is to provide managers and supervisor's a "how to" informational guide for use in supervising civilian employees. It reflects the most current laws; government-wide Department of Defense and Department of the Army regulations and policies; and Headquarters FORSCOM and Fort Bragg implementing directives. It must be used in conjunction with the collective bargaining agreement for bargaining unit employees.

#### 1-2. RESPONSIBILITIES.

##### a. Managers and Supervisors.

(1) Management of the workforce is the responsibility of the activity commander and is exercised through the line of supervision. Managers are responsible to the commander for effective leadership and management of the organizational segments of the workforce under their supervision. They are directly responsible for the development and effective utilization of subordinate supervisors, for effective participation in personnel management program planning and evaluation, and for establishing a work environment, which encourages positive employee motivation and high performance.

(2) Supervisors have inherent responsibilities for the direction of the work of others. Included are day-to-day relationships with employees, personnel management tasks, and training and communication activities, which have a significant bearing on obtaining a favorable work environment and high productivity. In addition, supervisors must be given the authority to recommend or initially approve formal personnel actions.

(3) Supervisors are responsible for developing expertise and understanding while discharging their personnel management responsibilities. They should actively seek assistance from the Civilian Personnel Advisory Center (CPAC) not only in terms of individual actions or specific problems but also on matters of broader scope such as:

- (a) Developing improved position structures.

(b) Improving the competence and motivation of the workforce through identifying training needs, and providing and evaluating training and developmental opportunities.

(c) Developing future staffing plans taking into consideration changes in missions, methodology, and technology which are forecast.

(d) Improving communications.

(e) Stabilizing employment.

b. Civilian Personnel Advisory Center.

(1) The Commander, XVIII Airborne Corps and Fort Bragg and the tenant activity commanders have designated the CPAC to act for them in the administration of their civilian personnel management program.

(2) Specific responsibilities of the CPAC include the following:

(a) Provides personnel services.

(b) Administers legal, regulatory, and procedural controls established within the Federal personnel system.

(c) Acts under authority from the commanders to evaluate jobs and accomplish personnel actions; exercise leadership in the development and administration of local civilian personnel policies and programs; maintains contacts with outside agencies and community organizations; and provides effective direction to employee-management relations and labor relations programs.

(d) Furnishes staff guidance and assistance directly to line officials and in the development and administration of civilian personnel programs designed to recruit, compensate, train and develop, utilize, and retain a qualified, effective, and efficient workforce.

(e) Provides staff assistance to managers and supervisors in support of planned position management, classification, and personnel actions. On-site advice and assistance are also provided to managers and supervisors in such matters as program planning and evaluation, supervisor-employee relations and communications, motivation and recognition, training and development, and employee services.

(3) The Civilian Personnel Advisory Center is organized into two divisions. These divisions and a summary of their functions are listed below:

(a) Human Resource Management provides classification and staffing support to garrison and tenant activities located on the Fort Bragg installation and at remote sites.

(b) Labor Management assists management in its day-to-day relations with employees and employee organizations (i.e., unions) to help provide a positive work atmosphere leading to optimum productivity and employee satisfaction. Administers performance management, incentive awards, FECA, and manages the automated personnel management system.