

琉球大学学術リポジトリ

日米関係（沖縄返還） 28

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URL	http://hdl.handle.net/20.500.12000/43808

12/11 付

事務管理に同する

（シ）ミツ書込大（在事業大）兼加持口名宛メモランダム

米保 (黄才裕良)
冬冬 (丹波可仁)

防衛施設本部申請調査用に対する
追加資料について

46. 2. 1

1月26日在米米大シミツ書記官より北米1
(加藤才裕良)に送付越した本件資料を別添9

とあり送付します。

UNITED STATES GOVERNMENT

Memorandum

TO : Mr. Kato

DATE: 12/11/70

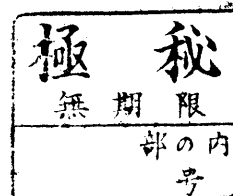
FROM : Charles A. Schmitz

SUBJECT: Okinawa Reversion: SOFA Labor

Re: "Section XV. CIVILIAN PERSONNEL", Colonel Jacobson informs the

Embassy as follows: The yardstick codes indicate a varying ratio depending upon the function being performed. For example, in the civilian pay office you may have as few as 15 people servicing 5500 accounts or individuals while in the personnel office you may have 50 people servicing 5000 or 4 serving 300. I am advised that the overall average is 1 to 110. The actual ratios of on-the-job personnel in Okinawa to employees being serviced is as follows:

Army: one personnel office employee for 109 records of individuals being administered; Navy/Marine Corps: one personnel office employee for 115 records or individuals being administered; Air Force: one personnel office employee for 110 records or individuals being administered.



REPRESENTATIVE OF THE COMMANDER IN CHIEF PACIFIC
IN THE RYUKYUS
JOINT SERVICES LABOR COMMITTEE
APO SAN FRANCISCO 96331

RIJC-L

7 December 1970

SUBJECT: Summary of Cost per Local National Employee

1. Okinawa LN payroll cost - per LN per month - average \$1.57.

Service	LN Pay Accts	Pers Cost	Cost other than labor	Operation Support	Total
US Army	11435	1.247	0.071	(0.22)*	\$1.538
USAF	3346	1.193	0.194	0.151	\$1.538
USN	436	0.910	0.040	0.382	\$1.332
USMC	2352	1.500	0.031	(0.22)*	\$1.751
ORE	2167	0.700	0.290	Incl in Other cost	\$0.990

*Support operation cost not provided - \$0.22 established by Subcommittee No 7 as average Service wide operations support cost.

NOTE: Centralization of US Forces payroll functions into USG owned computer (no machine rental) is anticipated to reduce payroll costs by \$0.60 per account/month. Thus, the \$1.57 average figure will reduce to approximately \$0.97.

2. Personnel administrative costs on Okinawa (1970) are as follows. Average total cost \$5.07.

Service	Total Cost	US Personnel	LN Personnel
USA	\$4.70	2.63	2.07
USAF	\$5.95	3.60	2.35
USN/MC	\$4.67	2.54	2.13
ORE		NOT REQUESTED	

ence 1 (2)

12 November 1963

Section XV. CIVILIAN PERSONNEL—Continued

Yardstick Code 551-150: Civilian Personnel

Civilian population served.....	300	600	1800	3000	6000
Personnel.....	4	7	18	32	80
Interval Rate.....	.016	.011	.0083	.006	

Personnel authorized under this yardstick represents the total personnel allowance for the functions shown below. Staffing tables for these functions are indicated in parentheses.

Office of Civilian Personnel Officer	(Table 551-151)
Personnel Management Assistance	(Table 551-152)
Position and Pay Management	(Table 551-153)
Employment and Services	(Table 551-154)
Training and Development	(Table 551-155)

Note. Local appraisal may be necessary to determine personnel requirements for such factors as: servicing tenant activities; dispersion of the civilian workforce; serving on local or joint boards and committees; operation of career programs for functions other than civilian personnel; reactivation or rapid expansion of an installation; significant reductions in force because of base closures and transfer of functions; and the performance of functions which are not included in the work performed statements.

Table 551-151: Office of Civilian Personnel Officer

Yardstick code 551-151					
Line	Duty position or job title	BR or civilian category	MOS or series code	Grade	Incumbency
1	PERSONNEL OFFICER.....	OS.....	201		O
2	SECRETARY STENO.....	OS.....	318		C
	CLERK STENO.....	OS.....	312		C

Note 1. Personnel allowance is included in the joint yardstick which precedes this table. Positions shown here indicate the type of personnel which may be required.

Note 2. Workload data in terms of strength of Civilian Personnel Section (Yardstick Codes 551-152 through 551-155) should be recorded in Schedule X.

Work Performed. Advises commanding officer and staff on all matters pertaining to civilian personnel administration. Acts for the commanding officer in developing activity civilian personnel policy, and in planning, programing, executing, and evaluating a comprehensive civilian personnel program, in accordance with Department of the Army, Civil Service Commission, and other applicable rules, regulations, and procedures in the areas of recruitment, placement, selection; position and pay management; training and development; equal employment opportunity; and relationships with employee organizations. Other areas of responsibility include mobilization planning; utilization of women, elder workers, and the handicapped; discipline and grievances; employee services and working conditions; informing employees; participation in community relations programs; personnel actions, records, and reports; leave; counselling; financial assistance; and career management. Supervises and directs the provision of central civilian personnel services for the activity; the administration of legal, regulatory, and procedural controls established within the Federal personnel system; and the furnishing of staff assistance on effective civilian personnel management to all levels of management and supervision.

Pertinent Publications. AR 10-20; Civilian Personnel Procedures Manual No. 1.

44

INCL 2 (2)

RIJC-L 7 December 1970
SUBJECT: Summary of Cost per Local National Employee

3. USFJ Administrative cost over and above MLC provisional fee.
Average cost for all Services per LN per month is \$4.5775.

4. The current MLC provisional fee (based on 1967, the latest settled figure) is \$4.33. Historically the provisional fee has been adjusted at the time of final settlement \$0.35 to \$0.50. Averaging these latter figures and using straight line projections the final fees for 1968, 1969 and 1970 will approximate the following:

	MLC Final Fee
1967 - \$4.33	
1968 - \$4.33 + \$0.43 =	\$4.76
1969 - \$4.76 + \$0.43 =	\$5.19
1970 - \$5.19 + \$0.43 =	\$5.62

5. Cost comparisons are as follows based on 1970 costs and estimates.

Japan

MLC Administrative Fee	\$5.62
USFJ Costs	\$4.58
TOTAL	\$10.20

Okinawa

Administrative Fee	\$0.00
USFO Costs	\$6.64
TOTAL	\$6.64
JAPAN TOTAL	\$10.20
OKINAWA TOTAL	\$ 6.64
DIFFERENCE	\$ 3.56

Difference when centralized payroll system is installed (reduction of approximately \$0.60)

JAPAN TOTAL	\$10.20
OKINAWA TOTAL	\$ 6.04
DIFFERENCE	\$ 4.16

Incl 1

4

26 December 1968

Table 551-102.2: Military Pay—Continued

b. Military pay voucher computation (PPMP and Army Reserve personnel ordered to active duty for training).

Yardstick Code 551-102.22 *	Military pay vouchers and other individual payments computed **	1120	2800	8400	14,000	20,000
	Manpower Requirement	2	5	15	25	35
	Interval Rate	.0018	.0018	.0018	.0018	.0017

*The allowance derived from this yardstick is to be combined with that derived from Yardstick 551-102.21 above for staffing the total military pay function.

**Total of all military pay vouchers and other individual payments computed for permanent party military personnel and Army Reserve personnel ordered to active duty for training.

Pertinent Publications. DODPM (DOD Mil Pay & Allowances Entitlements Manual). AR 37-101 and AR 37-104-2.

Manpower Requirement						4	10	25	45	70		
Military positions					Position Delineation	Number of positions					Civilian positions	
Line	Duty position title	BR	MOS code	Grade							Job title	Code
1	MIL PAY SUPV	NC	73C40	E-7	C			1	1	1	MIL PAY SUPV	GS-545
2	MIL PAY SUPV	NC	73C40	E-6	C		1				MIL PAY SUPV	GS-545
3	MIL PAY SUPV	NC	73C40	E-5	C	1					MIL PAY SUPV	GS-545
4	SIC PAY SPECIALIST		73C20	E-5	C	2	5	12	22	35	MIL PAY CLERK	GS-545
5	PAY SPECIALIST		73C20	E-4	C	1	4	12	22	34	MIL PAY CLERK	GS-545

Note. Staffing table indicates appropriate staffing at various manpower requirement levels. Proper grade of enlisted positions at levels other than those shown should be determined by reference to AR 611-201 and consideration of local organizational structure.

Table 551-102.3: Civilian Pay ✓

Work Performed. Processes vouchers for civilian pay and maintains individual earnings and deductions records. Receives and codes personnel action documents and time and attendance reports. Computes and posts earnings and deductions to individual earning records. Maintains payroll control registers and individual leave records. Maintains and when required closes and forwards individual retirement records. Prepares and certifies quarterly and annual Civil Service retirement reports. Prepares statements of cumulative earnings and deductions, bond schedules, and tax statements. Prepares special records and reports in connection with separated employees.

Yardstick Code 551-102.3	Accounts Serviced _____		500	2000	3500	5500	
	Manpower Requirement _____		2	6	10	16	
	Interval Rate _____		.0027	.0027	.0025		

Military positions					Position Delineation	Number of positions					Civilian positions	
Line	Duty position title	BR	MOS code	Grade							Job title	Code
1	CIVILIAN PAY SUPV _____	NC	73C40	E-6	C	_____	1	1	1	_____	PAYROLL SUPV _____	GS-544
2	SR CIV PAY SP _____	---	73C20	E-5	C	1	2	4	6	_____	PAYROLL CLERK _____	GS-544
3	CIV PAY SP _____	---	73C20	E-4	C	1	2	4	6	_____	PAYROLL CLERK _____	GS-544
4	FINANCIAL CLERK _____	---	70A10	E-3	C	_____	1	1	2	_____	{ PAYROLL CLERK _____ CLERK TYPIST _____	GS-544 GS-322

Pertinent Publications. AR 37-101, AR 37-105 and AR 37-105-1.

AGO 6498A

4.6

INCL 2 (2)

8 December 1970

RYUKYUAN GENERAL SCHEDULE (RGS)

GRADE	ARMY	AIR FORCE	NAVY/MC	ORE	TOTAL
1	4	1	0	0	5
2	437	79	72	680	1268
3	1852	535	566	318	3271
4	912	418	356	216	1902
5	551	124	133	111	919
6	79	52	36	45	212
7	242	71	39	62	414
8	12	9	14	21	56
9	133	22	33	25	213
10	2	3	2	11	18
11	67	17	5	8	97
12	10	0	0	8	18
13	2	0	0	9	11
TOTAL	4303	1331	1256	1514	8404

INCL 3 (2)

8 December 1970

RYUKYUAN WAGE FOREMAN (RWF)

<u>GRADE</u>	<u>ARMY</u>	<u>AIR FORCE</u>	<u>NAVY/MC</u>	<u>ORE</u>	<u>TOTAL</u>
1	5	2	1	1	9
2	60	2	3	5	70
3	28	3	5	11	47
4	21	13	9	8	51
5	25	14	22	6	67
6	51	5	18	0	74
7	45	4	13	2	64
8	11	0	8	0	19
9	3	0	3	0	6
10	3	0	0	0	3
11	0	0	2	0	2
12	0	0	0	0	0
TOTAL	252	43	84	33	412

INCL 3 (2)

8 Dec 1970

RYUKYUAN WAGE BOARD (RWL)

<u>GRADE</u>	<u>ARMY</u>	<u>AIR FORCE</u>	<u>NAVY/MC</u>	<u>ORE</u>	<u>TOTAL</u>
1	5				5
2	17	13	24		54
3	5	9	25		39
4	23	1	4		28
5	11	1	6		18
6	18	16	12	22	68
7	43	9	9		61
8	67	10	27	10	114
9	124	35	23	5	187
10	201	48	47	13	309
11	45	2	11	2	60
12	2				2
TOTAL	561	144	188	52	945

INCL 3 (1)

8 Dec 1970

RYUKYUAN WAGE BOARD (RW)

GRADE	ARMY	AIR FORCE	NAVY/MC	ORE	TOTAL
1	88		19	11	118
2	270	171	244	261	946
3	199	169	378		746
4	866	97	81	30	1074
5	1274	123	223	25	1645
6	306	206	53	147	712
7	941	296	188	89	1514
8	1003	460	327	139	1929
9	877	356	221	61	1515
10	1013	385	299	98	1795
11	341	49	65		455
12	29				29
TOTAL	7207	2312	2098	861	12478

INCL 3 (2)

8 December 1970

INVENTORY OF DOCUMENTS PREVIOUSLY FURNISHED GOJ

1. Civil Administration Ordinance 116.
2. Service Personnel Regulations.
3. United States Civil Administration Ryukyu Islands Manual.
4. Service Organization Manuals.
5. Ryukyuan Employee Strength.
6. Employees by Age and Sex.
7. Pay Schedules (Manual, Non-Manual, Maritime).
8. Separation Allowance.
9. Wage and Allowance Schedules for 1969 and 1970.
10. USAF 34 Item Headings, Input in Computer Tape
11. Okinawa Job Definitions.
12. United States Civil Administration Ryukyu Islands ORD 42 and Compensation Act.
13. Line of Command Charts.
14. Personnel Administration Organization Charts.
15. Policy Manuals for Administration of LN Employees.

INCL 4 (2)

46. 1. 28	
受 領 証	
1. 調査団に付する追加資料一括 (在米米大シエツツ書記官より加藤事務官へ 送付越したものを)	
受領しました。	
防衛施設庁事務企画課 佐藤 重幸	

GA-6

外務省

芳村閣僚メモランダム(12/11付)配布表	
45. 12. 11 北半1	
10/ 1	北半1名
10/ 2	北半1名
10/ 3	
10/ 4	
10/ 5	佐藤重幸
10/ 6	} 佐藤重幸
10/ 7	
10/ 8	加藤重幸
10/ 9	} 施設庁事務企画課(小林補佐)
10/ 10	
12/14 (佐藤重幸・佐藤)	
1. 2. 4. 5. 6. 7.	

GA-6

外務省

12/18 1. 2. 4. 5. 6. 7.

U.S. Army FUNCTIONAL STATEMENTS

Jan 71

CIVILIAN PERSONNEL DIVISION

Advises the Commanding General, his staff, and cross-serviced activity commanders and their staffs, on matters pertaining to the administration and management of civilian employees. Directs the development of and evaluates an integrated operating civilian personnel program.

Civilian Personnel Director

Acts for the Commanding General in developing activity civilian personnel policy, and in planning, programming, executing, and evaluating a comprehensive civilian personnel program, in accordance with Department of the Army, Civil Service Commission, and other applicable rules, regulations, and procedures. Supervises and directs the provision of central civilian personnel services for the activity; the administration of legal, regulatory, and procedural controls established within the Federal personnel system; and the furnishing of staff assistance on effective civilian personnel management to all levels of management and supervision.

Deputy Civilian Personnel Director

Assists the Civilian Personnel Director in accomplishing his assigned responsibilities, operating with full delegated authority to act for the Director in all aspects of the operation of the Office of the Civilian Personnel Director.

Labor Management Branch

Advises the Civilian Personnel Director, CCFD Staff, USARYIS command and management officials on labor policy regulations and procedural matters which affect the U. S. citizen and Ryukyuan work-forces.

- a. Represents the Civilian Personnel Director in negotiations and consultations with both U. S. citizen and Ryukyuan employee groups.
- b. Develops policies, procedures, and regulations pertaining to the administration of Ryukyuan employees.
- c. Provides staff supervision over the technical aspects of labor management as implemented by Area CPO's insuring comparability in administration of employees.
- d. Apprises the Civilian Personnel Director of labor trends, unrest and impending strike activities.

Position and Pay Management Branch

Develops a comprehensive integrated U.S. citizen and Ryukyuan employee positions and pay management program for USARYIS and cross-serviced activities.

- a. Advises on relationship of position and pay management to effect accomplishment of assigned missions.
- b. Reviews the manner in which delegation of authority for job evaluation is exercised at subordinate civilian personnel offices through surveys and other means.
- c. Provides evaluation decisions as required on controversial or unprecedented jobs. Exercises pre-audit authority for positions recommended for evaluation to GS-14 and higher grade levels.
- d. Represents the Civilian Personnel Director in negotiations with representatives of other military services, and the U. S. Civil Administration, Ryukyuan Islands, concerning development and Administration of local national pay systems and in the resolution of controversial classification and pay problems.
- e. Prepares comments and recommendations on proposed DA and Civil Service Commission publications pertaining to position and pay management.

Program Management Branch

Develops a comprehensive program to meet the needs of the command for guidance and counsel to supervisors in the execution of their personnel management and personnel administration responsibilities; program analysis and evaluation of the effectiveness of the civilian personnel management program; evaluation of personnel services furnished to supervisors by all elements of CCFD; and command-wide use of Incentive Awards.

- a. Coordinates:
 - (1) Civilian personnel administration functions directed toward providing services to supervisors and employees within the USARYIS area of responsibility.
 - (2) Command-wide and organizational civilian personnel program plans, including portions of mobilization plans pertaining to civilian personnel.
- b. Evaluates:
 - (1) The management and utilization of the civilian personnel work-force and prepares and submits periodic program status reports within USARYIS and to Headquarters, U. S. Army, Pacific, and Department of the Army.

(2) Availability and use of employee services and facilities in terms of employee needs. Consults with managers and/or concerned staff officers as to possible changes and advises as to possible additional services or improvements in services and facilities required.

c. Presents periodic briefings to managers and supervisors depicting the status of the command civilian personnel program and the status of civilian personnel programs within major organizational elements of the command.

d. Develops, in conjunction with other staff members of the Office of the Civilian Personnel Director, command civilian personnel management policies and procedures.

e. Prepares and monitors publication of policies and procedural directives relating to civilian personnel management and administration.

f. Provides Executive Secretary service to the USARIIS Incentive Awards Review Committee which considers recommendations for Federal and non-Federal honorary awards, performance and cash awards for U. S. citizen employees.

Training and Development Branch

Directs the USARIIS Training and Development Program for U. S. citizen and Ryukyuan employees, and their military managers and supervisors.

a. Works with and through training committees and subordinate ACPO's in promoting a clear understanding of the CG, USARIIS's objective on employee training and development; manager responsibilities for training; and the OCPD support role in achieving objectives.

b. Coordinates all aspects of training and development and appraises new methods for possible application.

c. Provides:

(1) Direction to and assists in manager and supervisor development activities, including the conduct of specific courses on a centralized basis as required for U.S. citizen employees (e.g., Personnel Management for Executives).

(2) Staff guidance on training doctrine, on the design of training and development activities, and in the selection and development of trainees.

(3) Special support to managers on more complex or unprecedented training and development needs.

(4) Technical guidance to subordinate ACPO's engaged in providing staff assistance on training and development activities.

(5) For the conduct of an annual survey of training needs at the beginning of each fiscal year and coordinates plans for meeting requirements with responsible activities.

d. Evaluates the manner in which training and development activities are being conducted by subordinate ACPO's through surveys and other means.

Area Civilian Personnel Offices

Sukiran Area Civilian Personnel Office

Machinato Area Civilian Personnel Office

Provides centralized civilian personnel services to employees and activity commanders and management officials in the geographic area service, furnishing the full range of personnel management and administrative services, including the incentives program, personnel management assistance, position and pay management, training and development and suggestion program services.

a. Furnish guidance and assistance to management officials and supervisors in the administration of civilian personnel programs designed to obtain, develop, utilize and retain a qualified and efficient workforce.

b. Administers established legal, regulatory, and procedural controls governing employment systems for the U. S. citizens and Ryukyuan workforce.

c. Effects coordination with the Civilian Personnel Director and staff, and other Area Civilian Personnel Officers to insure that plans, programs, and objectives are compatible with overall USARIIS requirements.

NOTE: In addition to the Area Personnel Office functions indicated above, the Sukiran ACPO (only) provides centralized recruitment and administrative services for all Ryukyuan employees of unit labor funds, clubs, open messes and other approved U. S. Army nonappropriated fund activities.

USAF
CENTRAL CIVILIAN PERSONNEL OFFICE
824TH COMBAT SUPPORT GROUP
APO SAN FRANCISCO 96239

CIVILIAN PERSONNEL OFFICER

Is responsible for the management, control and direction of the Air Force civilian personnel program on Okinawa. The specific responsibilities include: developing regulations, standards, and procedures as necessary to implement higher authority directives and to insure effective administration of the program which encompasses U. S. citizen, third country and local national employees of appropriated and non-appropriated funds; evaluating and appraising the effectiveness with which supervisors discharge their inherent management responsibilities and in fostering effective personnel management processes and activities; appraising the needs of the work force and the special requirements put on the work force by missions and environment; servicing as a point of contact in civilian personnel policy matters, both internally within the Air Force and with other Federal agencies in the area; and providing positive leadership and direction of the activities of the Civilian Personnel Office. Serves as AF representative on Joint Services Labor Committee and in coordination with USCAR and other DOD activities on Okinawa on labor matters.

CAREER DEVELOPMENT SECTION

Plans, organizes, develops and administers an employee and career development program; advises and assists management, operating officials and employees in determining training needs, development of training materials, conduct of group training, and special training courses. Coordinates activities with other functions of the civilian personnel program and operating staffs of the installation. Evaluates the employee and career development program and adapts it to meet local needs.

CLASSIFICATION AND WAGE ADMINISTRATION SECTION

Plans, organizes, develops and administers classification, job evaluation and wage administration program. Advises and assists management, operating officials, and employees on these functions. Develops and reviews allocation standards; participates in annual locality wage surveys; analyzes and allocates positions; evaluates appeals; maintains files of position descriptions, organization charts and related records, and devises local procedures; indoctrinates supervisors in classification principles and use of CSC and AF standards with a goal toward eventually increasing military and civilian supervisors' participation in the classification process; evaluates supervisors progress, status and requirements for increased participation of subordinate supervisors through SEED reviews or surveys.

MANAGEMENT SECTION

Advises and assists management, operating officials and employees on environmental and personnel matters affecting employee moral and working

efficiency; advises management and operating officials on employee group proposals or complaints; reviews and determines, for the Commander, whether proposed disciplinary actions comply with laws, policy, regulations and procedures; advises and assists employees regarding formal grievances and appeals procedures. Promotes, administers and provides assistance in connection with incentive programs.

ADMINISTRATIVE SECTION

Responsible for the administration program; applies prescribed procedures for personnel processing and record keeping; prepares, processes and routes forms and records required to complete personnel actions; establishes and maintains required civilian personnel and manpower records and files; completes statistics and prepares reports. Determines eligibility of employees for allowances and differentials. Determines eligibility for civilian travel and prepares travel orders. Responsible for administration of local national and third country national nonappropriated fund programs and advises and assists on U. S. nonappropriated fund positions.

PLACEMENT SECTION

Advises and assists management and operating officials on matters pertaining to recruitment, placement, evaluation and separation of employees. Applies Air Force policies and regulatory requirements to promotion, placement, reduction in force, performance ratings and other phases of the personnel program. Recruits evaluates, selects and assigns applicants from within and without the installation. Develops qualification standards for promotion and placement purpose.

Scope of the program includes U. S. citizen, local national and third country citizens for positions in the 313th Air Division and attached tenant organizations located on Kadena Air Base and at outlying installations and of all U. S. citizens and third country citizens for positions at Naha Air Base. Program further includes the DOD school system positions on the island.

NAHA SECTION

Plans, develops and administers a personnel management program for Naha Air Base. The program for appropriated fund positions includes administration, placement, staffing, employee-management relations and employee services. Serves as a contact point for all civilian personnel activities and acts as advisor and consultant to the local commanders on all personnel matters. Participates in community relations projects and contacts local government agencies, schools, and civic organizations in discussing and coordinating matters relative to procurement, payment, and utilization of local national employees. Provides assistance and advice to supervisors and employees on routine or difficult job related problems. Administers a similar program for nonappropriated fund employees which includes the above areas as well as training and classification and wage administration.

USA/USMC
CONSOLIDATED CIVILIAN PERSONNEL OFFICE
-FUNCTION STATEMENTS-

DIRECTOR OF CIVILIAN PERSONNEL (00)

Provides operating civilian personnel program and services for all Navy and Marine Corps activities in the Ryukyu Islands. Develops and administers a comprehensive program for civilian personnel services for all activities. Coordinates and integrates programs of employment and services, wage and classification, employee-management relations, employee-management cooperation, and training. Advises the Commanding General, Commanding Officers of activities, management, employee groups and unions, and employees in matters connected with these programs. Interprets and implements Civil Service Commission regulatory issuances and instructions from Commandant of the Marine Corps, Department of the Navy and other higher authority for the command. Represents the command in civilian personnel matters. Serves as Resident Representative, Office of Civilian Manpower Management, and acts as Navy/Marine Corps representative on committees boards, groups or in meetings where command policy is affected, or a position must be taken in relation to civilian personnel. Serves as alternate member for Navy and Marine Corps commands on the Joint Services Labor Committee.

DEPUTY DIRECTOR OF CIVILIAN PERSONNEL (01)

Assists the Director of Civilian Personnel in the execution of his duties and acts for him in his absence. Responsible for the internal day-to-day management and administrative functions of the office.

WAGE AND CLASSIFICATION DIVISION (02)

Plans, establishes and conducts a program of position management and position classification within all activities served, in order to assure fair and equitable pay treatment for all categories of civilian employees, and to meet legally required review objectives. Provides technical advice and assistance to commanders, managers, and supervisors on all aspects of position management to insure full and consistent application of program objectives in the establishment and continuation of civilian positions, internal and external grade alignments, supervisory ratios, and position structuring to achieve optimum effectiveness and economy. Prepares local issuances as necessary. Conducts special studies and recommends establishing and/or modifying local policies relating to job classification, wage schedules, and employment practices involving pay and/or employee fringe benefits. Processes classification and rating appeals. Participates in locality wage and fringe benefit surveys with other military services. Develops recommendations regarding wage rates, schedules, fringe benefits, and employment practices resulting from such surveys. Reviews and comments on proposed standards. Collaborates with Training Division in providing training in methods and procedures of position management and position classification.

EMPLOYEE - MANAGEMENT RELATIONS DIVISION (03)

Plans, establishes and conducts employee-management relations programs from a preventive rather than remedial standpoint for all activities served. Provides technical advice and guidance to top management of activities in areas of personnel management such as: disciplinary penalties and practices, grievance and appeals procedures, performance rating policy and procedures, Incentive Awards Program, Community Relations Program, Equal Employment Opportunity Program, U. S. civilian housing policy, employee-management communications program, retirement counseling program, charity drive/fund raising program, and the Casualty Assistance Program. Prepares local issuances as necessary. Fosters improvement of communications channels. Conducts special studies and recommends establishing/modifying local policies relating to functional areas assigned.

EMPLOYEE RELATIONS BRANCH (031)

Implements and administers programs assigned. These are primarily employee discipline and grievances, community relations, EEO, and others as directed. Provides advice and assistance to all levels of management, as required, in these areas of personnel management. Recommends and prepares local regulatory material based on functions assigned. Conducts special studies.

INCENTIVE AWARDS BRANCH (032)

Implements and administers the command Incentive Award Program, to include Beneficial Suggestions. Provides advice and guidance to management on these matters. Recommends and prepares local issuances. Is held responsible for the issuance of the employees' newsletter. Maintains CCPO budget. Reviews monitors office supply requirements and serves as property custodian for CCPO.

EMPLOYMENT DIVISION (04)

Plans, establishes and conducts a program of civilian employment within all activities served to provide for equitable treatment to both employees and management as prescribed by regulation. Program facets include: recruitment, placement, qualification rating and standards development, placement follow-up, separation, reduction-in-force, processing and related records and reports. Other programs include the Federal Womens' Program, Career Management, employment of the physically handicapped, Return Placement, Reemployment Priority, Project Transition, numerous special action programs and U. S. Government employment counseling for both military and civilian personnel. Provides technical advice and guidance to top management of activities on all aspects of employment. Prepares local issuances as necessary. Conducts special studies and recommends establishment/modification of local policies relating to responsibilities assigned.

U. S. PLACEMENT BRANCH (041)

Interviews and provides counseling to prospective applicants. Processes all new U. S. citizen and Third State National hires. Designated detached representative of the Honolulu Interagency Board of Civil Service Examiners. Reviews and approves a variety of personnel actions, ensuring consideration of qualification standards, time-in-grade requirements, correct appointment authorities, etc. Consults with managers relative to personnel needs and provides pertinent advice and guidance. Initiates and processes a variety of actions such as: separation, reduction-in-force, adverse actions, etc. Administers and monitors U. S. civilian programs such as: Federal Womens' Program, Physically Handicap Program, Merit Promotion, Return Placement, Career Management, etc. Processes identification/privilege card requests, civilian travel, living quarters allowance, temporary lodging allowance, and health benefit requests, etc. Counsels regarding group life insurance, and sundry other allowances and benefits.

RYUKYUAN PLACEMENT BRANCH (042)

Recruits, examines, rates and determines eligibility of applicants for Ryukyuan positions. Interviews and provides counseling to prospective applicants and processes new hires. Conducts placement follow-up. Administers and monitors the Ryukyuan Merit Promotion Program for the command and other activities serviced. Administers the GRI Unemployment Compensation, medical insurance and welfare pension insurance plans for all Ryukyuan employees. Administers the applicant supply file and maintains related files and records. Operates a reduction-in-force program. Processes all Ryukyuan personnel actions. Maintains contact with community recruitment sources, local labor offices and other Government agencies relative to personnel requirements. Consults with managers regarding personnel needs and provides pertinent advice and guidance.

ADMINISTRATION BRANCH (043)

Establishes, monitors and maintains official personnel folders and related records for civilian employees. Provides office service functions for the CCPO including: mail distribution, supply, forms control, operation of the CCPO reproduction equipment, etc. Maintains position control Kardex files for the purpose of reduction-in-force, step increases, performance appraisal notifications, and other determinations for civilian employees. Where appropriate, takes initiative in notifying management of required actions (performance appraisals, for example). Prepares a wide variety of personnel reports concerning functions assigned.

FIELD OPERATIONS - LABOR RELATIONS DIVISION (05)

Provides policy direction in terms of uniformity over field Personnel Services Offices located at Sukiran and Naha. Serves as contact and focal point for operational aspects of labor relations with organized employee groups. Serves as adviser to the Civilian Personnel Director and activity top management on all labor management matters. Exercises surveillance

over labor management as practiced by individual commanders and supervisors, and assists in the resolution of complaints presented by labor unions. Conducts negotiations with organized employee groups. Prepares staff projects on labor policy matters. As CCPO Special Assistant, provides for overall CCPO personnel management evaluation, to include technical review for compliance with stated policy in each personnel function, and coordination of issuance of all CCPO directives. Provides for statistical data reporting as required. Conducts special studies as needed.

PERSONNEL SERVICES OFFICE (051)

SUKIRAN

Provides personnel management advice and guidance at Marine Corps Air Station (H); 3rd Force Service Regiment; and Automated Service Center. Interprets employees' viewpoint to management and policies and practices to employees through utilization of appropriate communication channels. Reviews and resolves problems on-site, where possible, or coordinates for assistance from the given function within the CCPO. Advises on skills shortages in the local labor market and provides alternative recruitment action to meet management's needs. Advises and assists with individual disciplinary, grievance and appeal cases. Administers the Incentive Awards Program for local activities. Actively participates in the Position Management Program for activities serviced by the PSO Sukiran; serves as Position Management Board member. Provides statistical data input, as required, to the CCPO. Provides other special services, such as regular input to the employees' newsletter. Recruits, examines, rates and determines eligibility of applicants for Ryukyuan positions. Administers and processes unemployment compensation, medical insurance and welfare insurance plans for all Ryukyuan employees. Processes all Ryukyuan personnel actions.

PERSONNEL SERVICES OFFICE (052)

NAHA

Provides personnel management advice and guidance to management at the Naval Air Facility, Naha; Commander Fleet Activities, Ryukyu; and Military Sea Lift Command - Okinawa Office. Maintains records of and processes all personnel actions pertaining to maritime personnel. Interprets employees' viewpoint to management and policies and practices to employees through utilization of appropriate communication channels. Reviews and resolves problems on-site, where possible, or coordinates for assistance from the given function within the CCPO. Advises on skills shortages in the local labor market and provides alternative recruitment action to meet management's needs. Advises and assists with individual disciplinary, grievance and appeal cases. Administers the Incentive Awards Program for local activities. Actively participates in the Position Management Program for activities serviced by the PSO Naha; serves as Position Management Board member. Provides statistical data input, as required, to the CCPO. Provides other special services, such as regular input to the employees' newsletter. Recruits, examines, rates and determines eligibility of applicants for Ryukyuan positions.

Administers and processes unemployment compensation, medical insurance and welfare insurance plans for all Ryukyuan employees. Processes all Ryukyuan personnel actions.

TRAINING DIVISION (06)

Plans and administers an employee and career development program. Provides technical assistance and advice with regard to training and educational self-development requirements of the civilian workforce. Assists management in determining training and development needs and develops training plans and materials. Works with Departments/Sections to provide needed technical and skills training by coordination with shop personnel and others in determination of training needs, preparation of skilled personnel for instructional duties on-the-job or in group sessions, by assistance in location of specialized instructors from off-base as needed, and by arrangement for off-station technical and skills training for selected employees. Maintains contacts with other Government agencies and educational facilities in coordinating training matters.

ORE

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PERSONNEL BRANCH (50200)

Title of Individual in Charge: Chief, Personnel Branch

Summary of Functions:

STAFF RESPONSIBILITY: Is responsible for ORE personnel management activities.

PLANS, POLICIES, PROGRAMS, AND PROCEDURES: Develops, formulates and implements locally required, departmental, command, AAFES, and PACEX plans, policies, programs, and procedures for personnel management activities, to include employee utilization, training, development, wage administration, and fringe benefits.

STAFF SURVEILLANCE AND TECHNICAL ASSISTANCE: Exercises staff surveillance and provides field assistance to ORE activities in all aspects of personnel management. Provides labor relations guidance and assistance to the ORE Commander. Coordinates labor relations matters with local commands, labor unions, government and host country officials as required. Is a member of the U.S. Forces Joint Services Labor Committee.

EMPLOYEE & PAY MANAGEMENT SECTION: Administers the ORE personnel management programs for U.S. Citizen, Third Country National, and Local National employees to include recruitment, placement, reassignment, separation, fringe benefits and wage & salary administration programs.

TRAINING SECTION: Administers the ORE training and development program for all employees and public relations and information programs.

Functional Statements:

EMPLOYEE & PAY MANAGEMENT SECTION (50210)

1. Employee Management:

a. Supervises the recruitment, placement, reassignment, and separation action of all employees consistent with established policies and procedures.

b. Provides testing services for new applicants; maintains employment registers; processes and conducts orientation for newly hired and transferred employees.

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c. Administers the preparation and maintenance of appropriate employee records and files; issuance of identification and privilege cards; preparation and issuance of travel orders; review of travel expense vouchers; and administers the living quarters allowance program.

d. Arranges transportation and billeting for assigned and visiting personnel. Assists in acquisition of appropriate housing for assigned personnel. Processes passports and visas.

e. Administers the retirement and management incentive programs. Identifies employees eligible for service awards, and prepares requests for the procurement of these awards.

f. Processes requests for background investigations and personal security clearances, and effects coordination with the appropriate government agency.

g. Provides technical assistance visits to ORE activities; assists in all phases of labor-management relations.

h. Responsible for the control and issuance of Temporary Exchange Cards to military organizations.

2. Wage & Salary Unit:

a. Administers the ORE manpower management and wage and classification programs for U.S. Citizen, Third Country National and Local National and position control in accordance with policies and procedures of HQ, AAFES, PACEX, local command, and host country.

b. Conducts or participates in the conduct of locality wage surveys and other studies related to the revision or adjustment of local wage structures and position classification procedures.

c. Reviews, evaluates, and recommends changes to ORE organizational and manning requirements.

d. Maintains the ORE Organization and Functions Manual and approved Manning Document. Evaluates, certifies, and approves organization charts for official publication.

e. Conducts periodic job audits of all ORE positions and recommends classification as appropriate. Develops, reviews, and revises job description sheets as appropriate.

f. Reviews personnel requests/actions to insure correct job title, grade, job codes, or job numbers, and if within the authorized manning.

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TRAINING SECTION (50220)

1. Develops, formulates, implements, and administers programs for the training and development of ORE personnel.

2. Maintains statistics, reviews records and reports, and recommends ORE training needs.

3. Develops and distributes technical training manuals and materials for use throughout ORE.

4. Conducts and administers specialized training courses and seminars. Administers the AAFES Education Plan, which provides formal education to employees either on a gratis or tuition assistance basis.

5. Coordinates with command training activities, local government, and commercial activities to provide appropriate outside training for ORE employees.

6. Conducts field visits and assists exchange activities in the development of training programs and the conduct of training courses.

Public Information Unit:

a. Administers the ORE public information program.

b. Maintains press relations, and prepares and edits employee internal publications.

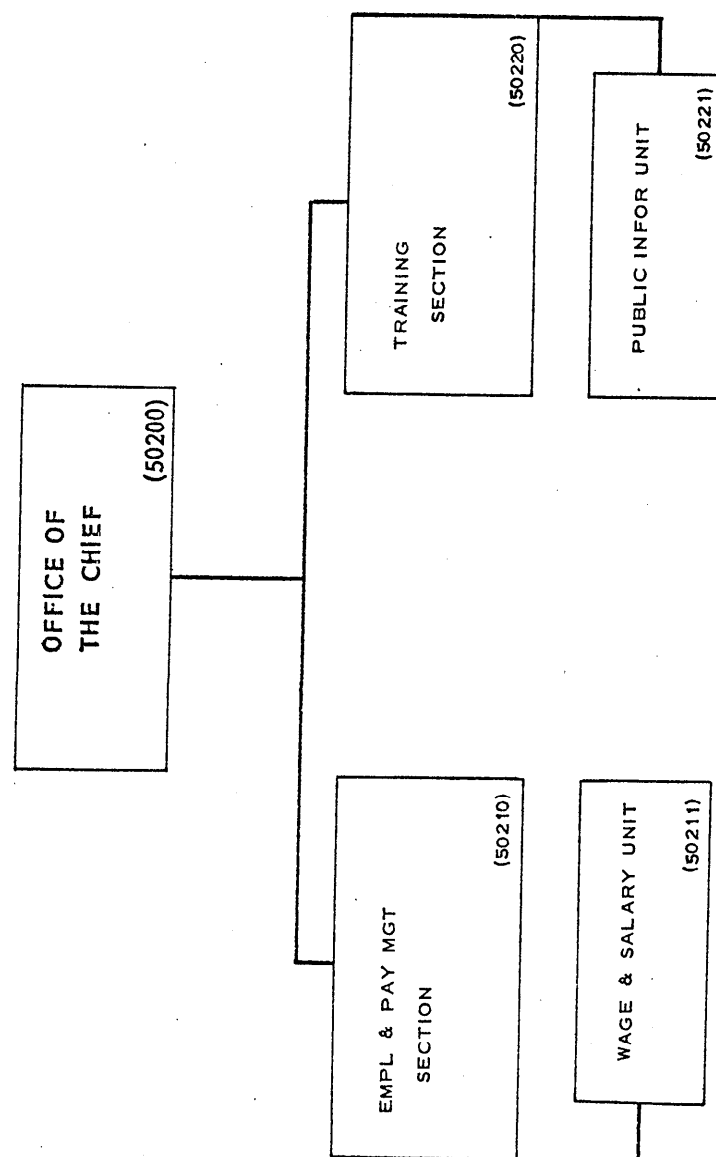
c. Arranges for photographic coverage of news events and feature articles.

d. Coordinates facility openings, changes in hours of operation, etc., with appropriate branch elements to obtain information for the preparation and submission of news releases, photographs, spot announcements, and other related materials.

e. Attends various conferences and meetings, as required, to gather information to be disseminated to appropriate media.

f. Provides translation services for all elements of the ORE.

PERSONNEL BRANCH (50200)



CIVILIAN PAYROLL BRANCH, FINANCE SERVICE CENTER, U.S. ARMY

Administrative Procedure for the Preparation of Civilian Ryukyuan Payrolls

Reference: AR 47-105 and USARYIS Reg 690-25

FLOWCHART:

- I. Order of Procedure on Receipt of Basic Documents
 1. Receive documents from Civilian Personnel Office
 2. Prepare Changes
 - a. Pay action is audited and verified to ascertain that all is in order.
 - b. Post action to individual Pay Record
 - c. Prepare DA 2515-1
 - d. Set up Control Register
 - Less old normal
 - Plus new normal
 - e. Plate Work
 - f. Listing and balancing of old and new normals
 - g. Run payroll listings
 - h. Set up new pay record for new employees
- II. Audit and Verify Time and Attendance Reports
 1. Verify signature of authorized timekeeper
 2. Initials or SF 71 for leave taken
 3. Discrepancies in time and coding

4. Overtime approval

5. Post all leave taken to SF 1137 (leave record) and bring down accumulative totals

III. Compute Payroll

1. Payroll Clerk

- a. Compute wages due on DA Form 2515-1 from basic documents. Complete second copy only.
- b. Transfer all documents and original DA Form 2515-1 to Control Clerk for independent computation.
- c. Verify computations of changes with Control Clerk
- d. Post individual pay records and net salary due on payroll listing on NCR machines
- e. Complete page totals and recapitulation of net
- f. Complete payroll certification showing all accounts and the accounting classification
- g. Complete payroll summary cost voucher of accounting project breakdown
- h. Payroll plus cost voucher checked with control clerk for submission to Supervisor for signature

2. Control Clerk

- a. Audit all basic documents
- b. Audit time reports and leave postings to leave records made by payroll clerk
- c. Compute changes on original DA Form 2515-1
- d. Verify computation with payroll clerk
- e. Set up control for pay period totals and new normal for:
 - (1) Less normal pay
 - (2) Plus actual pay
 - (3) Balance for actual pay this period

(4) Complete grand and cumulative totals on DD Form 589 (Control Register)

- f. Verify payroll listing and certification received from payroll clerk and turn in to Supervisor for signature
- g. Return leave records and time reports to payroll clerk for filing
- h. Turn in complete control to Supervisor for maintenance of summary control quarterly

RYUKYUAN PAYROLL PROCEDURES

- I. Maintenance and audit of Leave Records and related Time and Attendance Reports to record sick and annual leave accruals and leave taken.
- II. Computation of pay including authorized deductions and withholdings based on certified documents. DA 2515-1 (Payroll Change Slip) utilized.
- III. Maintenance of Payroll Control Register to insure accurate payments.
- IV. Preparation of payrolls and summaries to list individual names and net amounts and recap of disbursements and collections. NCR machines utilized.
- V. Maintenance of Individual Pay records to record calendar year earnings and withholdings.
- VI. Completion of monthly check payrolls:
 - a. Screened and signed by Chief, Payroll Branch.
 - b. Payrolls forwarded to computer machine room for preparation of pay checks.
- VII. Completion of pay checks:
 - a. Computer machine room forwards pay checks to Disbursing Office.
 - b. Pay checks are picked-up by Class A Agents for distribution to Ryukyuan employees.
 - c. Ryukyuan employees received pay checks at worksite.
- VIII. Completion of monthly cash payrolls:
 - a. Screened and signed by Chief, Payroll Branch.
 - b. Payrolls forwarded to Disbursing Office.
 - c. Cash payrolls are picked-up by Class A Agents for distribution of pay to Ryukyuan employees at worksite.
- IX. Forty-nine Class A Agents are assigned in connection with Ryukyuan pay.

CIVILIAN PAYROLL ORGANIZATION (STAFF)
U.S. ARMY

OFFICE OF THE CHIEF		
Position	Category	Actual
Branch Supv	GS-9	1
Asst Br Supv	GS-8	1
Pay Supv	RGS-5	1

DAC & LN PAY SECTION 1		
Position	Cat	Actual
Pay Supv	GS-6	1
TEAM A		
Pay Clk	GS-4	1
Pay Clk	RGS-5	1
TEAM B		
Pay Team Ld	RGS-5	1
Pay Clk	RGS-4	4
Pay Clk	RGS-3	1

DAC & LN PAY SECTION 2		
Position	Cat	Actual
Pay Supv	GS-6	1
TEAM A		
Pay Clk	GS-5	1
Pay Clk	RGS-4	1
TEAM B		
Pay Team Ld	RGS-5	1
Pay Clk	RGS-4	4
Pay Clk	RGS-3	1

DAC & LN PAY SECTION 3		
Position	Cat	Actual
Pay Supv	GS-6	1
TEAM A		
Pay Clk	GS-5	1
TEAM B		
Pay Team Ld	RGS-5	1
Pay Clk	RGS-4	4
Pay Clk	RGS-3	1

DAC & LN PAY SECTION 4		
Position	Cat	Actual
Pay Supv	LGS-6	1
TEAM A		
Pay Clk	GS-5	1
Pay Clk	LGS-5	1
TEAM B		
Pay Team Ld	RGS-5	1
Pay Clk	RGS-4	4
Pay Clk	RGS-3	1

DAC & LN PAY SECTION 5		
Position	Cat	Actual
Pay Supv	LGS-6	1
TEAM A		
Pay Team Ld	RGS-5	1
Pay Clk	RGS-4	4
Pay Clk	RGS-3	2

RYUKYUAN PAYROLL PERSONNEL

TEAM #1	1	RGS - 5	TEAM CHIEF
	4	RGS - 4	PAYROLL CLERKS
	1	RGS - 3	PAYROLL CLERKS
TEAM #2	1	RGS - 5	TEAM CHIEF
	4	RGS - 4	PAYROLL CLERKS
	1	RGS - 3	PAYROLL CLERKS
TEAM #3	1	RGS - 5	TEAM CHIEF
	4	RGS - 4	PAYROLL CLERKS
	1	RGS - 3	PAYROLL CLERKS
TEAM #4	1	RGS - 5	TEAM CHIEF
	4	RGS - 4	PAYROLL CLERKS
	1	RGS - 3	PAYROLL CLERKS
TEAM #5	1	RGS - 5	TEAM CHIEF
	4	RGS - 4	PAYROLL CLERKS
	2	RGS - 3	PAYROLL CLERKS
TOTAL	31		

RYUKYUAN PERSONNEL ASSIGNED TO DAC PAYROLLS

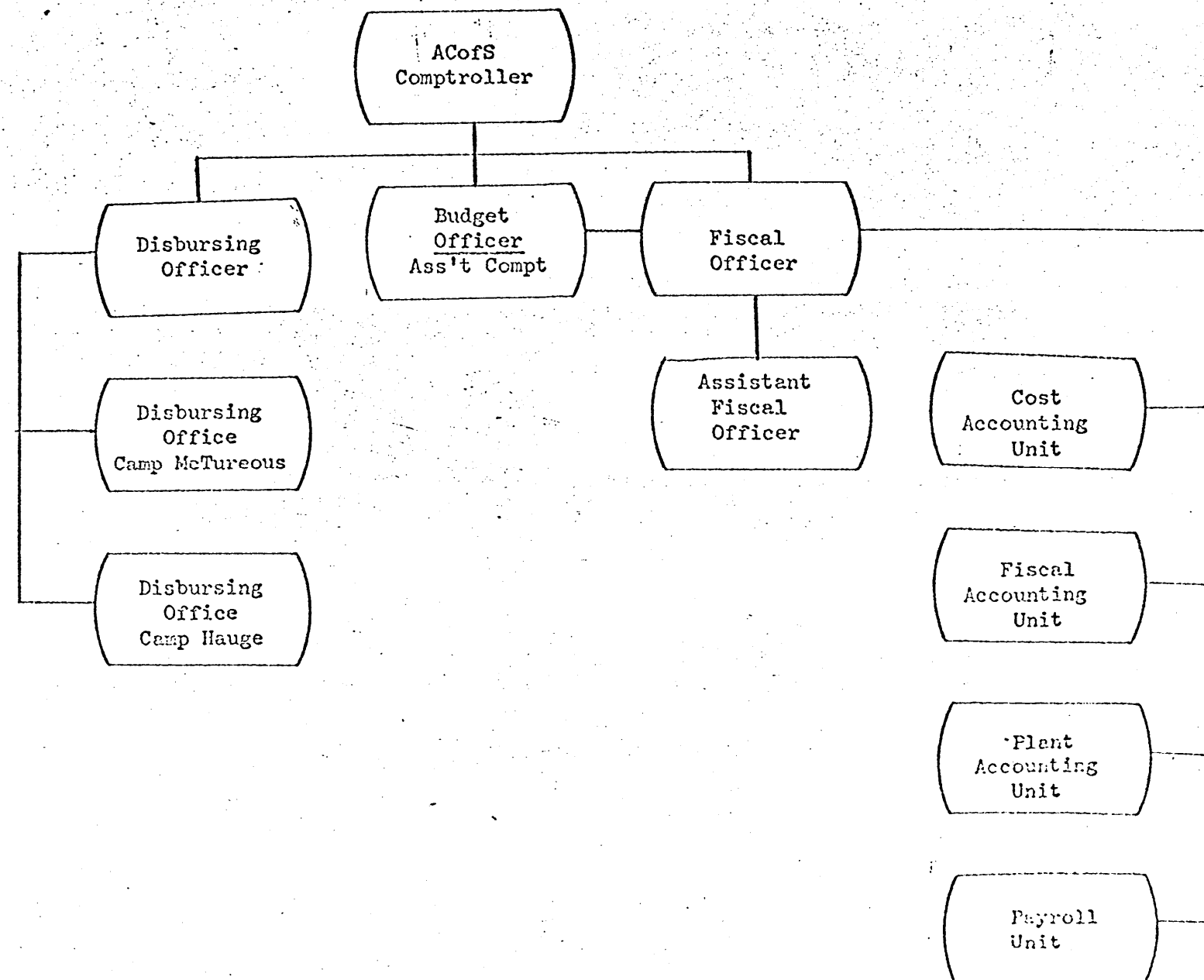
	1	RGS - 5
	1	RGS - 5
	1	RGS - 4
TOTAL	3	

AIR FORCE OKINAWA

CIVILIAN PAY SECTION		FC: 151300
*1 Payroll Supervisor GS-544-8 (67070)		AC-99
**1 Payroll Supervisor GS-544-7 (67170)		AC-113
1 Payroll Clerk (Typing) GS-544-6		CT-22
***11 Payroll Clerk (Typing) RGS-544-5		AC-114
1 Payroll Clerk (Typing) LGS-544-5		AC-114

*50% of time spent on Ryukyuan Pay
 **60% of time spent on Ryukyuan Pay
 ***7 positions work on Ryukyuan Pay

COMPTROLLER SECTION, MCB CAMP BUTLER



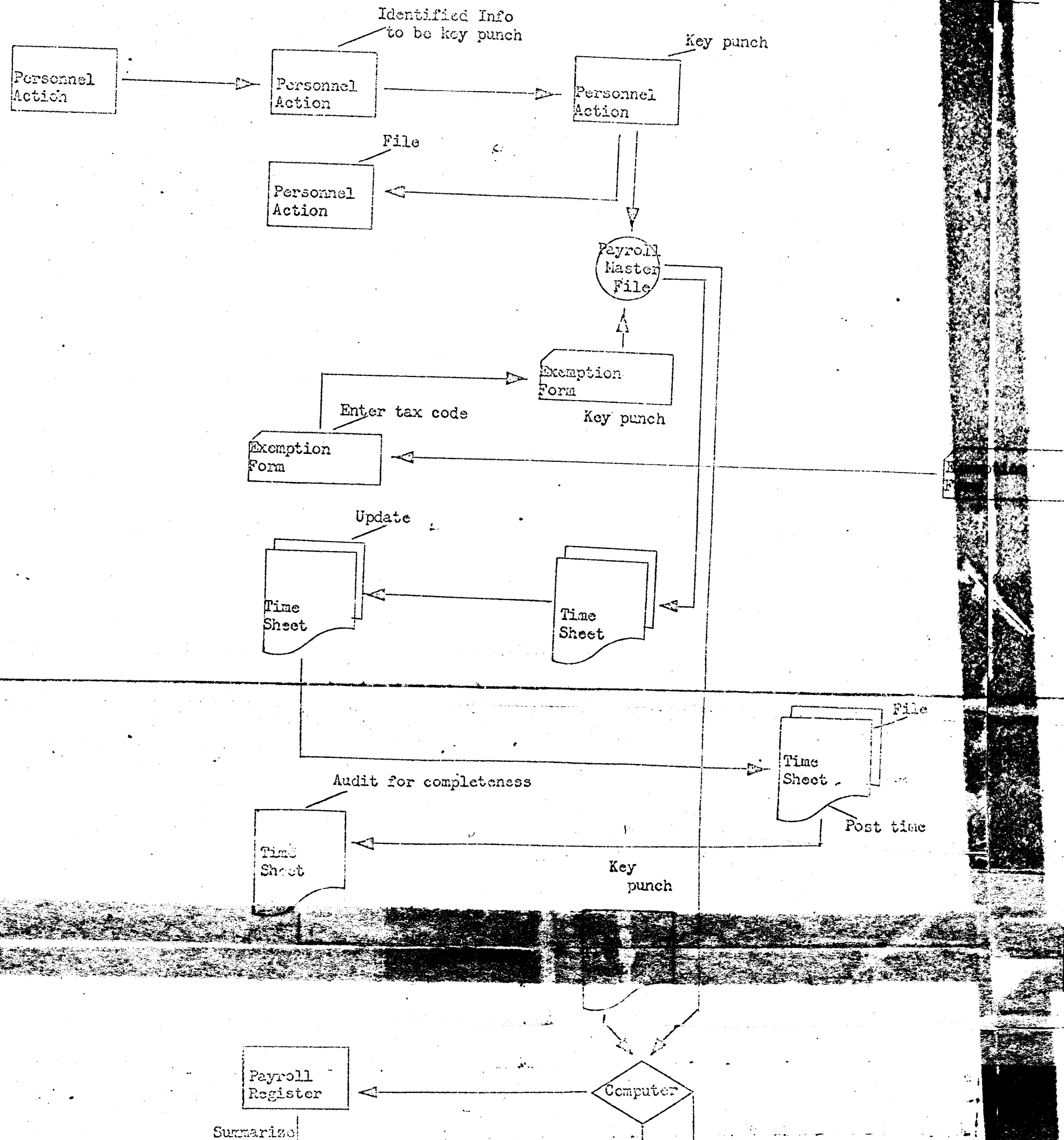
USN/USMC

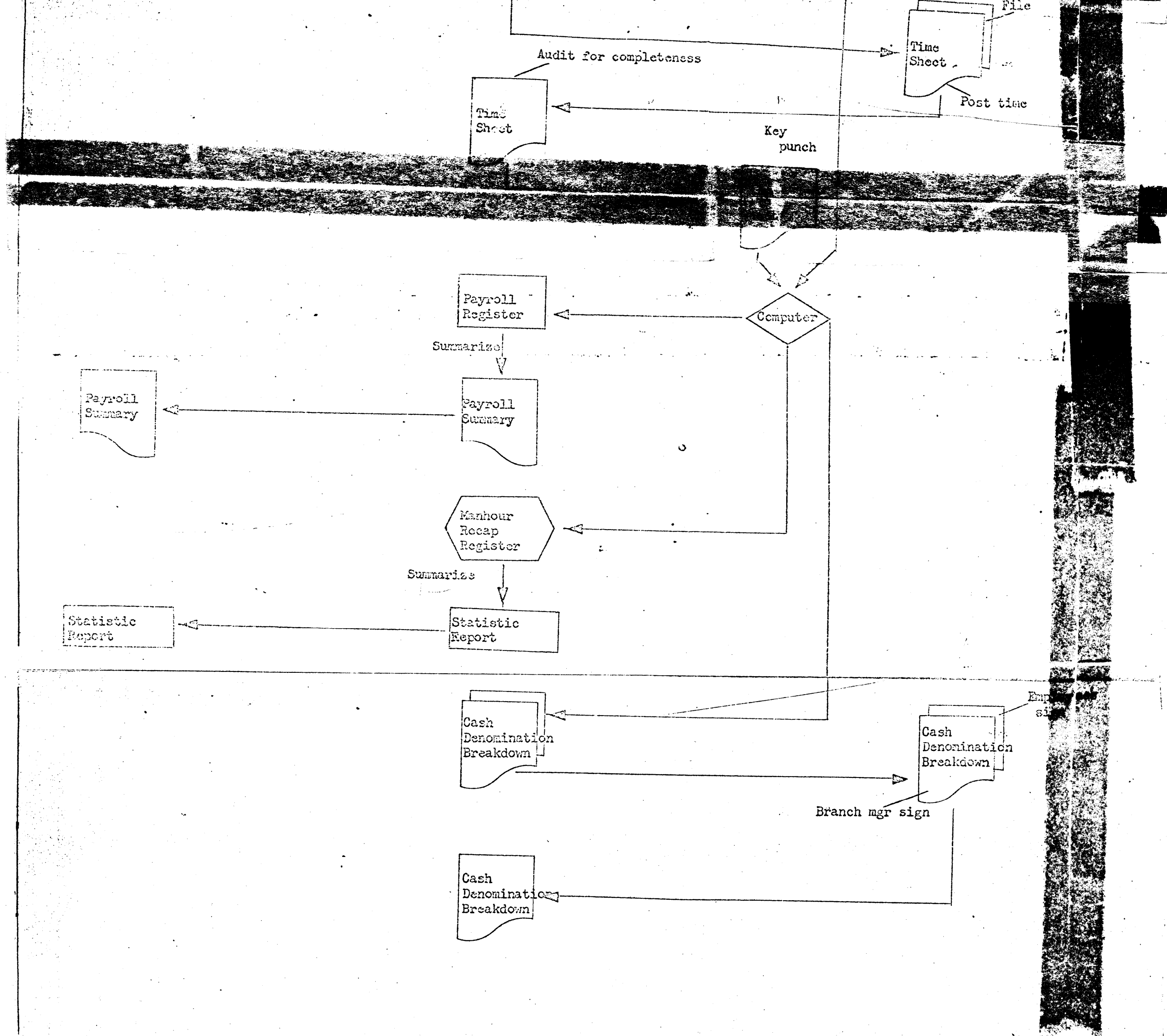
Camp S. D. Butler Payroll Office

Authorized Billets as of 1/20/71

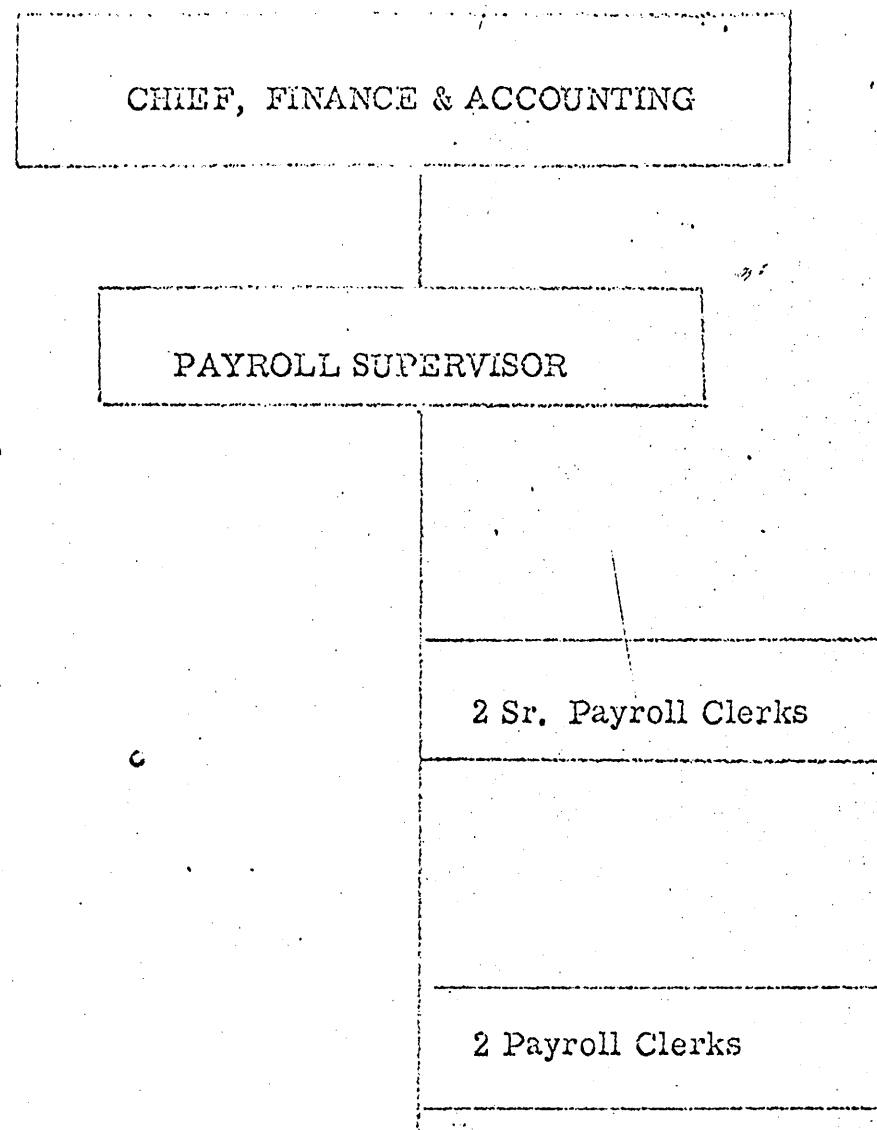
- 1 - US Payroll Supervisor GS-8
- 1 - LW Assistant Payroll Supervisor GS-7
- 1 - RGS-5 Payroll Clerk
- 11 - RGS-4 Payroll Clerks
- 1 - RGS-5 Timekeeping Supervisor
- 3 - RGS-4 Timekeepers

The above billets do not include any disbursing or CCPO effort related to payroll functions. Figures may be affected by a forthcoming reduction in force.





OKINAWA REGIONAL EXCHANGE
ORGANIZATION CHART
PAYROLL SECTION



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ORE

24 July 1970

Functional Statements:

ACCOUNTABILITY & PAYROLL SECTION (50310)

1. Controls and verifies branch retail merchandise, food and services reports, including accountability reports and supply inventory and expense reports.
2. Effects follow-up on merchandise-in-transit to the regional exchange depot and branch exchange to assure that all merchandise and supplies are fully accounted for.
3. Records and maintains accountability controls of exchange-owned fixed assets.
4. Verifies accounting reports and supporting documents as prescribed for adequacy, accuracy and compliance with regulations; insures that deficiencies are corrected; submits required reports to Headquarters, PACEX.
- ✓ 5. Reviews and controls the ORES-prepared LN Payroll and the PACEX-prepared US/TCN payroll for accuracy and adherence to the directives. Maintains related records and reports.
- ✓ 6. Prepares, controls, records and initiates payments of GRI taxes and insurances; and summarizes all wage payments.

CASH CONTROL SECTION (50320)

1. Provides central cashier services and cash courier services for the collection, safeguarding and depositing of cash receipts from branch exchanges.
2. Programs and controls cash flow, banking arrangements, and reconciliations; verifies cash sales records, deposits and reports.
3. Effects collections and follow-up on accounts receivable and dishonored checks.
4. Reviews branch concessionaire records and prepares consolidated statements.
5. Controls, reviews and reimburses branch petty cash disbursements. Verifies and effects payment for locally purchased items and expenses as authorized, and prepares the working fund report.
6. Verifies accounting reports and supporting documents as prescribed for adequacy, accuracy and compliance with regulations; insures that deficiencies are corrected; submits required reports to HQ, PACEX.