

# 琉球大学学術リポジトリ

## 日米関係（沖縄返還） 28

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調査用報告

# 12月8日 大河原参事官

北米第一課

施設本部調査団の~~活動~~<sup>行動</sup>について報告

46. 1. 8  
北米1

## 1. 岡野書記官 (午後3時)

岡書記官は毒ガスの忙殺されており、事件に

ついては鈴木書記官が取り扱っておりその行動は承知している。

## 2. 小林事務官 (施設本部調査団) (午後3時15分)

(1) 午後3時沖縄の米軍用電話より  
鈴木書記官からの電話連絡あり。

(1) 本8日午前米側駐 (Col. Jacobsonの  
事務所) より、今朝 在米米大使館に

書記官より調査団の協力要請あり。

GA-6

外務省

旨連絡があった。(午前中は会議あり)

(2) 午後2:00より調査団はJSLCに赴き

労務管理機構の説明と質問応答を行  
った。米側は4名、PX関係の人事

部長の他、3名の専門家が出席した。

(1) Col. Jacobsonより米軍専門家の会合に

ついて、管理状況の帳簿をみたいと言ったが、  
具体的に誰に会いたいのか、またその帳

簿を具体的に申さないと欲いと申さる。

(2) しかしながら誰に会いたいと言ったのも相

当官の名前はわからず、また労務管理機  
構についての帳簿をいつても

本土の沖縄には制が異なる、  
話がまとまらず終始した。

(具体的な人名をあげればJSLCに  
とらえられている)

GA-6

外務省

シドニーによれば、実際に4軍の市況に支向、112行って  
721ルを更に調べることは、もし可能ならば、  
その由、否。

(ホ) Col. Jacobson は 各軍の人事印担当左  
に去るに、また帳簿をみせよに拒否

した。(理由: 昨日の在終り通し向接  
夜用いつて日半両国情の原則の令

意が成立してゐる、今日の日は、21日  
と云ふにあり。)

(7) 午後3時 JSLLC に finance  
関係の案内が去る、連絡を行なつて

いながら、これは進展してゐる。

(ト) 調査用より 半側に対し 前(ホ)につて

協力が得られれば、滞在を延ばすこと  
も考へる旨申されたと、明9日(土)

いつ112は「5」大佐は 1-コメントで、  
半側から化すをせめること拒否し、

と云つて112。

—0—

以上の連絡により 部内交渉を行なつて  
結果「半軍の非協力」の目的を十分達成す

(一応) 112は「5」大佐は 1-コメントで、

(10月11日) 今日、112は「5」大佐は 1-コメントで、

112は「5」大佐は 1-コメントで、

112は「5」大佐は 1-コメントで、

これは21日 112は「5」大佐は 1-コメントで、

9日 112は「5」大佐は 1-コメントで、

8月、シドニーより「シ」への電話連絡によれば、  
未週半のうちに滞在が延期されること、日半の希望する資料を  
提示せよと思ふ、(ホ)は「5」大佐は 1-コメントで、  
112は「5」大佐は 1-コメントで、

46/11/16  
(leaving)  
(施設中提出迄部)

沖縄軍需御問題(管理費)調査報告

調査員: 防衛施設庁 防務部防務管理課 尾辻新三郎  
" " 防務企画課 大曾 茂

日程: 昭和46年1月5日 ~ 1月9日

記

CPD関係 (2日間) にはおたり別添リストの記載をメンバーにより会議も行った。  
(1月7日午後5時15分/1月8日午後)

1. 関係資料

- 1) 日本側の要求に応じ米側で提出したものの
- a. 関係組織機構図(業務概要、人員を含む)
- b. 1970年度管理経費額(一部を除く人件費のみ) } 別添参照
- c. 管理業務の職種(一部)に用いる内容説明
- (2) 日本側において要求したにもか、わらず米側で提出したもの
- a. 施設別従業員数の明細(費用と時間がかかる)
- b. 1968、1969年度の管理経費額(過年度分のデータなし)
- c. 人件費以外の事務費等(計算方法困難)

2. 質疑応答

1) 日本側の質問

- a. CPD内には調査員をいれぬ理由
- b. 米側主張によらず沖縄防務管理関係職員数にかける米国人の加入の有無
- c. 米国人に用いる経費をもつて米側の提供資料に含めていけるや否や
- d. 人件費以外の旅費、庁費の明細を添付
- e. 非割当資金帳用者の中で一般的な事務に従事している者の有無

- f. 陸 management cooperation specialist
- 海 position class specialist } 業務内容の詳細
- 空 personnel staff specialist
- i. ORE public information clerk

- j. 管理職員の人数、配置等の決定にあたり根拠本文の詳細および運用の実態
- k. 米側から提出されている資料に記載されている語句で不明なものの説明
- "cost other than labor" operation support

2.	米側から提議である。日本本土と沖縄にかけそれぞれ労務管理経費の比較表に使用されている金額の算出根拠
3.	CPO別の関係従業員数
4.	米側の回答
a.	日本政府側において、日本本土と沖縄にかけ異なる間接雇用制度に因り、留意がなされているのであるから、現時点において施設等の担当者から各軍の内部において調査を行なうことは同意できない
b.	琉球人従業員の管理については、琉球人である管理職員のみに専門に当らせている。米国人の管理職員でもその関係の業務に従事している者もいるが、100パーセント関係しているわけではない。業務内容の比率を明確に算定できないから、管理職員の人数に含めるのは適当ではない。
c.	上記b.と同様に算出方法が困難であり出しようがない。
d.	数多くの資料に基づき推定により算出したものであり、根拠資料を留意するのとは困難である
e.	能割当資金根拠者でも一般的事務に従事している例はある
f.	日本側に渡した資料 111Cにより読みかえられる
g.	同 上
h.	同 上
i.	同 上
j.	各軍互に定められている。いわゆる単純、により管理職員の人数及び業務内容の分析等の標準が定められているが、現状の状況等により実施にさしている若干の運用の中は認められている。前記にさしている、人数はいわゆる man power を決定するに当っては、各軍互に数名の specialist が相談の上必要な数を定める。なお管理業務に要する取極の分析、決定については人事部自体で決定する。
k.	"cost other than labor" とは 文具費等いわゆる一般事務費であり、"operation support" とは 光熱水費その他雑費である
l.	上記a.と同様に資料をとのえるのは簡単にはできない。また他にも云えることであるが、管理制度の異なるものについて若干人な細かなことで調査する必要を認めた
m.	資料として必要とは認められない。

所の調査 (1月8日午後3時30分から8時15分までのメモにより会議を行った)

## 1. 関係資料

(1) 米側に作成し、日本側に提出した資料もの

a. 支払手続に関する説明 (別添参照)

(2) 日本側に求めて要求したにもか、わらず、米側に提出しなかったもの

a. 管理組織機構図

b. 支払手続関係図

以上のうち a. については米側にあって後ほど作成の上 鈴木書記官を経由して  
日本側に提出するにと並びに b. について津尾に於いてのみ使用されている支払  
手続関係の手引書がある中で、陸およびORF分を同様に日本側に提出す  
ることで合意。

## 2. 質疑応答

(1) 日本側の質問

a. 台石01における給与計算から支払に至るまでの業務の流れについて、できるだけ  
詳細な説明を要求

b. 従業員個人に課税の場合の税金が、小切手の場合従業員の手元で

c. 支払窓口の数

d. 保険料等の控除方法

e. 電子計算器使用による経費面での米側主張のメリットである1ヶ月1人当り60セント  
の根拠

(2) 米側の回答

a. 毎週月曜日各部隊から従業員の勤務データを入力し、OT等を計算して  
payroll record に組み込み cash register にかける。その結果定まった金額  
に基づき小切手を作成し、支払係に渡す。給料日には各軍から担当者(従業員  
ではなく米国人将校である)が受領して、各従業員の勤務場所を廻り小切手  
を渡す。従業員はその後施設内に配置されている銀行(米国系)におもむき  
現金にする。直接現金で扱う場合もある(ORF及び各軍の一部)

c. 支払担当者の数は毎月異なり、又支拂の支払場所の分埋も変更されるので、

確定的には云えない。支払担当者は陸の場合で1回に40人位

d. 台石01において控除金額を記載した card があり、控除金に異動を伴う  
ケースが生じた場合には人事部から通知が来る

e. 現在空軍とORFにおいては氏向から借上りしている電子計算器により運用しているが  
これも津尾在従業員に通用する計画がある(米政府保有の機械を使用するにとよ  
って借上り料は無料)との見解をIBMに依頼して出た答。

CPO関係出席者

米側

Col. A.J. Jacobson Chairman JSLC

LTC. W.H. Leonardovich V. Chairman JSLC

Mr. L.M. Brockman Executive Secretary JSLC

Mr. C.T. Machita Interpreter JSLC

Mr. C.E. Hester Air Force

Mr. デッカー Army 代理

Mr. Onaka Navy & Marine 代理

Mr. マチソン ORE

Mrs. Nancy F Blackman Air Force

日本側

尾辻新三郎 防衛施設庁事務管理課

大曾 茂 " 事務企画課

オブザーバー

鈴木 果 沖縄復帰準備委員会  
日本国政府代表事務所

小竹 秀雄 沖縄地方行政庁沖縄事務局



沖繩省防衛費に因りて現地調査に  
伴い米價から提出の口仁費料一覽表

CPO 関係

1. Department Of The Army Ryukyuan Civilian Personnel Office Employees Engaged In Recruitment And Position Classification
2. Annual Dollar Cost - Local National Ref CPO Employees
3. Annual Dollar Cost Local National Employees Assigned To CPO (Appropriated Fund)
4. Position Structure Machine A COP
5. Position Structure Sukiran A COP
6. Present Organization (Army)
7. Organizational Chart (Marine Corps)
8. Consolidated Civilian Personnel Office
9. Appropriated Funds Navy - Marine Corps
10. Personnel Engaged In Labor Management Of Ryukyuan Employees
11. Civilian Personnel Administrative Expenses 1970
12. Organizational Chart (Air Force)
13. Central Civilian Personnel Office 824th Combat Support Group
14. Number of Ryukyuan Employees (as of December 1970)
15. Job Description - Employee - Management Cooperation Specialist
16. Employee - Management Cooperation Specialist (Army)
17. Position Classification Specialist (Marine)
18. Position Description - Personnel Staffing Specialist (Air Force)

FPO 関係

1. U.S. Army 2nd Rifle Payroll System - Finance Service Center
2. U.S. Marine Corps / Navy Payroll Operations
3. ORE 2nd Payroll Procedure
4. ORE Payroll System & Functions of Payroll Unit
5. Okinawa Revision Negotiation - Technical Panels

FO関係出席者

米側

Col. A.J. Jacobson Chairman JSLC  
 LTC. W.H. Lawandowski V. Chairman JSLC  
 Mr. J.T. Graves HQ USARYIS Comptroller  
 Mr. A.B. Cusimano Army Finance Service Center  
 Mr. F.J. Creedon Marine Corps & Navy  
 Mr. F.A. Vitylla Okinawa Regional Exchange  
 Mr. Anthony Borzi HQ USARYIS MIS  
 Helen S. Myles AF Accounting & Finance  
 Bobbie F. Wade "  
 Miss Nancy F. Blackmore Air Force

日本側

尾辻新三郎 防衛施設庁  
 大貫 茂 防衛省防務管理課  
 " 防務企画課

オブザーバー

鈴木 果 沖縄復帰準備委員会  
 小竹 秀雄 日本国政府代表団  
 沖縄県庁対策室 沖縄県経済

RICO-FO

RIJC-L

U.S. Army LN Payroll System

Finance Service Center

7 Jan 71

MAJ Johnson/mig/30151

1. Reference is made to the meeting in your office on the afternoon of 5 Jan 71 and your request for a brief synopsis of the Army LN Payroll procedure.
2. The Army procedure is a manual operation using NCR accounting machines to post pay compensations and deductions to each individual pay record. These postings are based upon receipt of individual Time and Attendance Reports from each major activity serviced. Calculators and adding machines are then used to balance the payroll. The personnel on each payroll are then listed on a payroll listing which is used by the Class "A" Agents. Individual leave records are maintained manually and leave statements prepared and forwarded to the employees. Payroll Change Slips are prepared manually and issued to employees whenever their normal pay changes. Annual tax statements are prepared manually.

3. This office presently pays approximately 11,300. Approximately 7,300 are paid by check and the balance are paid in cash. The Ryukyuan personnel are paid every four (4) weeks which equal out to 13 pay periods annually. Check payments are paid on the second Friday following the end of the pay period and the cash payments are paid on the third Monday following the end of the pay period. The total accounts are on two payroll schedules with approximately 1/2 of the accounts being paid each period. The items of payroll compensation and deductions are listed below.

a. PAY COMPENSATION:

- (1) Base Pay
- (2) Overtime
- (3) Holiday Pay
- (4) Commutation Allowance
- (5) Typhoon Allowance
- (6) Firefighter Premium Pay
- (7) Term Bonus (April) 25% of Base Pay
- (8) Summer Bonus (July) 150% of Base Pay
- (9) Year-End Bonus (December) 250% of Base Pay



7 Jan 71

RICO-FO

SUBJECT: U.S. Army LN Payroll System

- (10) Annual Leave Lump Sum Payment
- (11) Separation Pay Allowance
- (12) Cash Awards
- (13) Prorata Bonus Payment

b. PAY DEDUCTIONS:

- (1) Unemployment Insurance
- (2) Medical Insurance
- (3) GRI Income Tax
- (4) Welfare Pension Insurance
- (5) Subsistence Charge for Daily Meals (Hospital Employees Only)

4. The basic regulations used on wage computation, payment methods and procedures are as follows:

REGULATIONS ON WAGE COMPUTATION:

- (1) USARYIS Reg 690-25, 6 Jul 67
- (2) Wage Schedules and Allowances Letter Instructions - RIJC-L, 1 Jul 70
- (3) Wage Schedules and Allowances Letter Instructions (Maritime Schedule) - RIJC-L, 1 Jul 70
- (4) Separation Allowance Plan for Ryukyuan Employees - RIJC-L, 1 Jul 70
- (5) Local GRI Regulations Concerning Pay Deduction Formulas in Computing Withholdings of Unemployment, Welfare Pension and Medical Insurances, and GRI Income Tax
- (6) Various Instructions Concerning Pay Issued by OCPD

G. C. COURTNEY  
LTC, FC  
Finance and Accounting Officer

#### U. S. Marine Corps/Navy Payroll Operations

U.S.M.C. and Navy Ryukyuan personnel are paid from two payroll offices. One office is located at Marine Corps Base, Camp Smedley D. Butler and the other at the Naval Air Facility in Naha. Of the 2,779 employees paid by these offices approximately 1,996 are paid in cash while the remaining 783 receive a check payment.

The payroll office located at Camp Butler operates on a 4 week pay period basis, while the Naha payroll office operates on a monthly pay period basis. Payrolls are normally completed 8 to 10 days after the end of the pay periods.

The basic pay regulation used in the computation of pay for Ryukyuan personnel is the Representative of the Commander in Chief, Pacific in the Ryukyus letter published usually every July. The letter establishes grade and step hourly rates, night, holiday, and overtime pay rates and bonus computation methods. Joint Service and/or local command directives cover other payroll procedures such as separation allowance plans, maternity/mourning leave procedures, etc.

Instructions for tax, medical, unemployment and welfare deductions are published by the Government of the Ryukyu Islands after coordination with USCAR.

Enclosure (1)

#### ORE PAYROLL SYSTEM & FUNCTIONS OF PAYROLL UNIT

Local national employees of the Okinawa Regional Exchange are paid once a month in cash. Pay period ends on the 25th of each month and payment is made on the 6th. (If 6th falls on a weekend or holiday, payment is advanced to the preceding work day.)

Payroll is machine-computed by ORE Data Processing Branch. The cashier is responsible for the distribution of payroll.

The payroll unit consists of 4 payroll clerks performing the following duties:

- a. Audits time sheets for completeness. Total hours paid at differential rates are checked for propriety. Supporting documents are checked for completeness.
- b. Records number of maternity, physiological and mourning leave taken for statistical purposes.
- c. Reviews personnel actions and identify information to be key-punched and forwards to Data Processing Branch.
- d. Processes terminations.
- e. Furnishes information on bonus eligibility of employees to Data Processing Branch.
- f. Prepares Withholding Tax Statement for all employees.

The following registers are used to process payments and compile personnel cost and budget data: Payroll Register, Hours Worked Register, Budget Register, Cash Denomination Breakdown Register and Payroll Master Listing.

## ORE LN PAYROLL PROCEDURE

### I. Source of Payment

- a. Personnel Request/Action Form (ORE Form 1200-1)
  1. Grade changes, step increases, transfers, name changes & transfers.
  2. Information to be key-punched is identified by Payroll Clerk.
- b. GRI Exemption Form (GRI Form W-3)
- c. Time Sheet - Payroll Clerk audits for completeness:
  1. Checks propriety of Overtime, Holiday Pay & Night Differential Hours.
  2. Checks Maternity, Mourning Leave & Other Leave Hours
  3. Checks leave balances to verify sufficient credits.
  4. Recaps of total hours by category are cross-footed.

### II. Computation of Payroll - Computerized (IBM #360, Model 30)

- a. Key Puncher
  1. Key punches changes and information from Personnel Actions.
  2. Key punches Employees' Payroll Number and Hours from Time Sheets.
- b. Computer Operator
  1. Prepares Employees Status & Transaction Register
  2. Prepares listing, by branches, of total hours (regular, holiday, overtime, annual & sick leave & night differential)  
  
(Total is verified against Time Sheet total by Payroll Clerk before actual computation is made).
  3. Prepares following:

#### a. Payroll Register

b. Payroll Vouchers (information to employees of gross pay, total deductions, net pay and leave balances)

#### c. Cash denomination breakdown register.

#### d. Payroll master list

#### e. Personnel budget register

### III. Method of Payment -

#### a. ORE HQS Cashier -

1. Summarizes Cash Denomination Breakdown Register by Areas (HQS, Depot, North, Central & Couth)
2. Informs AMEXCO 2 days in advance of Denomination Requirement.
3. Cashier makes disbursement to the operational areas.
- b. Supervisor or his representative make payment to the employee.
- c. Acknowledgement of Receipt - employee signs copy of Cash Breakdown Register next to his name.

### IV. Reports to PACEX

- a. Payroll Summary of each payroll, recording Gross Payroll by Account Distribution, Deduction made and net amount paid.
- b. Statistical Report showing number of overtime, sick leave and other administrative type leave hours taken.

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 824TH COMBAT SUPPORT GROUP (PACAF)  
APO SAN FRANCISCO 96239



18 Dec 70

Okinawa Reversion Negotiation - Technical Panels

DPC (Mr Hester)

1. The following is furnished for your information:

a. All Air Force local national personnel, island wide, are paid on a monthly basis by the 824 CSGp Civilian Pay Unit.

b. Seven local national pay clerks under the supervision of two U.S. civilians are engaged in payroll activities.

c. Local national payrolls are maintained by the B3500 computer. The system is a tape system with punch card input. Computer programs will compute gross pay, make specified deductions, and determine net pay. They will also accrue changes and determine leave balances for each type of leave. There are a number of edits divided into three general categories; validity, comparability and abnormal conditions which insure input data is accurate. Manual controls and records have been eliminated to the extent possible.

(1) LN master civilian pay records are maintained on magnetic tape. Initially the master records are input to tape by twelve punch cards containing all essential data for civilian accessions.

(2) The computer generates several master file fields for every employee. These fields contain information used to control certain pay and report routines. They are printed on the Year to Date listing on the Master Pay Record. These fields are:

(a) Gross and Net Pay Year to Date. These fields contain the accumulation fields of gross earnings paid during a current quarter; the total of gross earnings paid in the three quarters prior to the current quarter; and the cumulative total of net pay during the current payroll year.

(b) GRI Tax and State Tax Year to Date fields. These fields contain FICA wages for the current quarter; prior quarter year to date; FICA deduction current quarter; FICA deduction prior quarter year to date; Federal Wages current quarter; and Federal Wages prior quarters, year to date; GRI Tax prior quarters year to date and employee contributions to unemployment insurance

(c) Deduction Year to Date Fields. These fields contain; GRI welfare pension current quarter and year to date; Health benefits employee and government contributions year to date; Unemployment insurance year to date.

(d) Sick Leave Fields. These fields contain, beginning balance, earned, used, forfeited current balance and advance balance.

(e) Annual Leave Fields. These fields contain beginning balances, leave earned, used, forfeited, and current balance.

2. There are four classifications of permanent changes in the civilian pay system. These are: accessions, separations, deletions and updates. The master pay record is used as a reference document for processing deletion and update actions. The pay clerk annotates the master pay record with the change to be made. When a new record is received at the end of the pay cycle it is compared with the old record to see if changes were processed correctly. The annotated copy serves as a reference source until the new record is received. Master records are retained in the computer until deleted at the end of the payroll year.

a. Permanent change input is controlled manually. A log is used to verify the accuracy of permanent change processing. Totals of certain fields are completed manually and entered in the computer with permanent changes being processed. The computer compares these totals with those generated by the computer for the same changes and reports the differences. Errors must be corrected before the pay computation process.

b. The computer edits permanent changes and provides listings for accepted and rejected changes.

3. Time and attendance is controlled by a single card for each employee. The card in addition to controlling time has two variable fields which are used to report various entitlements and adjustments. Another special field is used to report unusual leave transactions. These three fields are used in lieu of processing temporary changes. T and A cards are computer generated for each pay period and sorted by timekeeper code. Two cards are prepared for each employee nine to thirteen days in advance of the new pay period. The T and A cards are returned from the timekeeper and are reviewed for accuracy by Civilian Pay. Civilian Pay provides timekeepers adequate instructions on how to prepare the cards and advises the timekeeper of errors. During the T and A processing, Civilian Pay verifies that a card is received for each employee.

a. The computer edits the T and A cards and provides listings on accepted and rejected cards. There are validity edits and compatibility edits. Rejected messages appear on the reject listing.

b. T and A cards are controlled in the same manner as permanent changes. Manual totals are input into the computer and verified mechanically.

4. The computer generates monthly earnings and leave statements. These statements contain current and cumulative data on earnings and leave balances.

5. The payroll computation process provides accounting data which interfaces at the lowest level of detail in the Air Force general accounting system. Accrued civilian pay amounts and paid amounts are accumulated at the Responsibility Cost Center level and are reported to higher levels in status of funds reports. Civilian Manpower and funding reports are also produced for budgetary purposes.

6. All required reports are computer generated except those required special manual GRI forms. Tax reports are manually prepared.

7. Local National pay checks are computer sorted by check distribution code during the printing process and are distributed to personnel by agents. There are a number of check cashing sites operated by the bank and ORE.

8. Miss Helen Smyles, Chief Civilian Pay, 824 CSGp is designated as the service expert for the Air Force.

*William T. Roberts*  
WILLIAM T. ROBERTS, Lt Col, USAF  
Chief of Comptroller

DEPARTMENT OF THE ARMY RYUKYUAN CIVILIAN  
PERSONNEL OFFICE EMPLOYEES ENGAGED IN  
RECRUITMENT AND POSITION CLASSIFICATION  
AND MER, T & D

1. Machinato ACPO:

Position & Pay Management

4 - Position Classification Specialist, RGS-11

Recruitment & Placement

2 - Personnel Staffing Specialists, RGS-11

6 - Personnel Staffing Specialists, RGS-9

Management-Employee Relations

4 - Employee-Management Cooperation Specialists, RGS-11

Training & Development

3 - Employee Development Specialists, RGS-11

2. Sukiran ACPO:

Position & Pay Management

4 - Position Classification Specialists, RGS-11

Recruitment & Placement

1 - Supervisory Personnel Staffing Specialist, RGS-11

2 - Personnel Staffing Specialists, RGS-11

7 - Personnel Staffing Specialists, RGS-9

Management-Employee Relations

4 - Employee-Management Cooperation Specialists, RGS-11

Training & Development

3 - Employee-Development Specialists, RGS-11

ANNUAL DOLLAR COST-LOCAL NATIONAL  
NAF CPO EMPLOYEES

Personnel Expenses (NAF), 1970

Base Pay	\$19,805.76
(Bonus)	<u>6,285.09</u>
	\$26,090.85
*Term-End Allowance	\$ 393.12
Travel Allowance	\$ 126.00
(Commutation Alw Only)	
Retirement Allowance	\$ 1,912.56
GRI Social Security Tax	<u>\$ 839.64</u>
TOTAL	\$29,362.17

\*Additional bonus payable in April.

ANNUAL DOLLAR COST LOCAL NATIONAL EMPLOYEES  
ASSIGNED TO CPO (APPROPRIATED FUND)

Personnel Expenses (AF), 1970

Base Pay	\$186,000.00
(Bonus)	<u>62,000.00</u>
TOTAL	\$248,000.00
Allowances(Includes Retirement)	6,000.00
Travel Expenses	<u>2,435.00</u>
TOTAL	\$504,435.00
Includes:	
MAC Trans OKI to Hawaii	\$ 214.00
& Return to OKI	
MAC Trans OKI to Japan	\$ 40.00
& Return to OKI	
Per Diem 7 days Hawaii	\$ 203.00
Per Diem 17 days Japan	\$ 358.00
Travel Allowance to & from	
duty (\$1.50 per mo X 90	
Emp)	\$1,620.00



POSITION STRUCTURE  
MACHINATO ACPO

OFC/CIV PERS OFF	
1 Pers Ofcer	GS-201-13
1 Secretary (Steno)	GS-318-4
2	

RECAPITULATION

U.S.	21
Non U.S.	40
TOTAL:	61

TECH SVC OFC

1 Supv Pers Mgmt Spec	GS-201-11
1 PMS	GS-201-9
1 Clk Steno	GS-312-4
<u>Proc &amp; Pos. Cont. Sec</u>	
1 Supv Staff Clk	RGS-203-6
8 Staff Clk	RGS-203-4
<u>Svcs &amp; Empl. Benefits. Sec</u>	
1 Supv Pers Asst	GS-203-7
1 Pers Clk (Typ)	GS-203-5
1 Reports Clk	RGS-301-5
2 File Clk	RGS-305-4
1 Clk Typ	RGS-322-4
18	

P&PM BR

1 Supv Pos Class Spec	GS-221-12
2 Pos Class Spec	GS-221-11
4 Pos Class Spec	RGS-221-11
1 Class Clk (Typ)	RGS-203-5
1 Clk Typ	RGS-322-3
9	

REC & PLMT BR

1 Supv Pers Staff Spec	GS-212-12
1 Secretary	GS-318-4
3 Pers Staff Spec	GS-212-11
2 Pers Staff Spec	RGS-212-11
6 Pers Staff Spec	RGS-212-9
1 Pers Clk (Typ)	RGS-203-4
1 Clk Typ	RGS-322-3
15	

EMPL-MGT REL BR

1 Supv Emp Mgt Coop Spec	GS-200-12
3 Emp Mgt Coop Spec	GS-200-11
4 Emp Mgt Coop Spec	RGS-200-11
1 I.A. Spec	GS-301-9
2 Clerk Typists	RGS-322-4
1 Emp Rel Clk	RGS-203-4
12	

ENG & DEV BR

1 Supv Emp Dev Spec	GS-205-12
3 Emp Dev Spec	RGS-205-11
1 Emp Dev Clk	RGS-203-4
5	

# POSITION STRUCTURE

## SUKIRAN ACPO

OFC/CIV PERS OFF	
1 Pers Ofcr	GS-201-13
1 Secretary (Steno)	GS-318-4
2	

## RECAPITULATION

U. S. 23  
Non U. S. 47

TOTAL: 70

TECH SVC OFC	
1 Supv PMS	GS-201-11
1 PMS	GS-201-9
Proc & Pos Cont. Sec	
1 Supv Staff Clk	RGS-203-6
8 Staff Clk	RGS-203-4
Sves & Empl Benefits Sec	
1 Supv Pers Asst	GS-203-7
1 Pers Clk (Typ)	GS-203-5
1 Reports Clk	RGS-301-5
2 Clk Typ	RGS-322-4
3 File Clks	RGS-305-4
19	

POS & PAY MGMT BR	
1 Supv Pos Class Spec	GS-221-12
3 Pos Class Spec	GS-221-11
4 Pos Class Spec	RGS-221-11
Class Clk (Typ)	RGS-203-5
1 Clk Typ	RGS-322-3
10	

REC & PLMT BR	
1 Supv Pers Staff Spec	GS-212-12
Placement Sec	
4 Pers Staff Spec	GS-212-11
2 Pers Staff Spec	RGS-212-11
5 Pers Staff Spec	RGS-212-9
1 Pers Clk (Typ)	RGS-203-4
1 Clk Typ	RGS-322-3
Rec & Career Mgmt Sec	
1 Pers Staff Spec	GS-212-9
1 Pers Clk (Typ)	RGS-203-4
1 Clk Typ	RGS-322-3
USCSC Det Rep	
1 Pers Staff Spec	GS-212-7
Ryukyuan JB of Exam	
1 Supv Pers Staff Spec	RGS-212-11
2 Pers Staff Spec	RGS-212-9
1 Staff Clk	RGS-203-4
22	

MGT-EMPL REL	
1 Supv Emp-Mgt Coop Spec	GS-230-12
3 Empl-Mgt Coop Spec	GS-230-11
4 Empl-Mgt Coop Spec	RGS-239-11
1 I.A. Spec	GS-301-9
1 Empl Rel Clk	RGS-203-4
2 Clk Typ	RGS-322-4
12	

TRNG & DEV BR	
1 Supv Emp Dv Spec	GS-235-12
3 Empl Dev Spec	RGS-235-11
1 Empl Dev Clk	RGS-203-4
5	

#### CIVILIAN PERSONNEL DIVISION

Advices 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

Advices the Civilian Personnel Director, OCPD 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 cooperability 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.

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 OCPD; 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 USARV's 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 USARV's 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 OC, USARV'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

##### Hachinato 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.

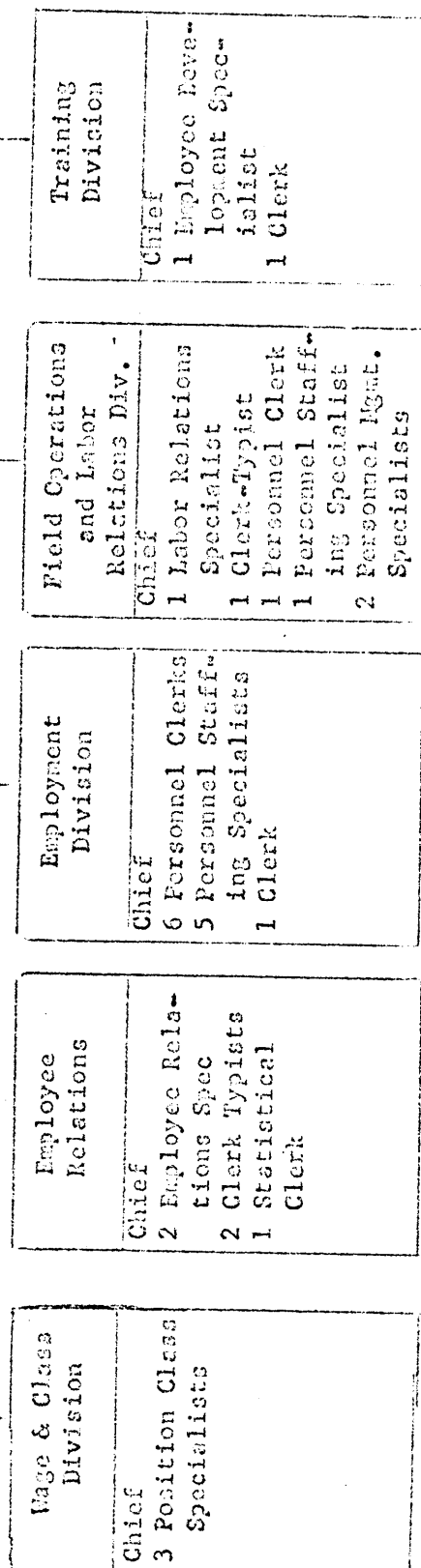
b. Administers established legal, regulatory, and procedural controls governing employment systems for the U. S. citizens and Ryukyuan workforce.

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 USARV 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.

Marine Corps Base Camp S. D. Butler

Director of Civilian Personnel  
Dep. Dir. of Civ. Per.  
Secretary



CONSOLIDATED CIVILIAN PERSONNEL OFFICE

<u>Personnel Function</u>	<u>Job Title</u>	<u>No. of Positions</u>
Wage and Classification	Position Classification Specialist	3
Employee Relations	Employee Relations Specialist	2
	Clerk-Typist	2
	Statistical Clerk	1
Employment	Personnel Clerks	6
	Personnel Staffing Specialist	5
	Clerk	1
Field Operations and Labor Relations	Labor Relations Specialist	1
	Clerk-Typist	1
	Personnel Clerk	1
	Personnel Staffing Specialist	1
	Personnel Management Specialist	2
Training	Employee Development Specialist	1
	Clerk	1

MCS Camp S. D. Butler

Appropriated Funds Navy--Marine Corps

Number employees serviced 2,900  
Civilian Personnel Employees 28

Cost:

Base Pay (P/H) \$28.23

Allowances

Language  
Allowance (P/H) 2.76

Commutation  
Allowance (P/H) .00865

Bonus (4.25) (P/H) 9.97

Total \$40.968

USAF

PERSONNEL ENGAGED IN LABOR MANAGEMENT OF RYUKYUAN EMPLOYEES

Central Civilian Personnel Office

Kadena Air Base

Appropriated Funds

<u>Job Title</u>	<u>Number of Positions</u>
Personnel Staff Specialist	3
Employee Development Specialist	4
Employee Development Clerk	1
Position Classification Specialist	4
Employee Relations Specialist	3
Employee Relations Clerk	1
Personnel Clerk (Typing)	5
Clerk-Typist	1
	<u>22</u>

Non-Appropriated Funds

Employee Relations & Classification Specialist	1
Position Classification Specialist	1
Personnel Management Specialist	1
Personnel Staffing Specialist	2
Clerk-Typist	2
	<u>7</u>

# CIVILIAN PERSONNEL ADMINISTRATIVE EXPENSES 1970

	<u>Appropriate Fund</u>	<u>Non-Appropriate Fund</u>
Personnel Expenses (Ryukyuan)	22 Employees	7 Employees
Hourly Base Pay	27.03	7.01
Language Allowance	3.06	.48
Commutation Allowance	.19	.06
Bonuses	<u>9.57</u> 39.85	<u>2.48</u> 10.03

USAF

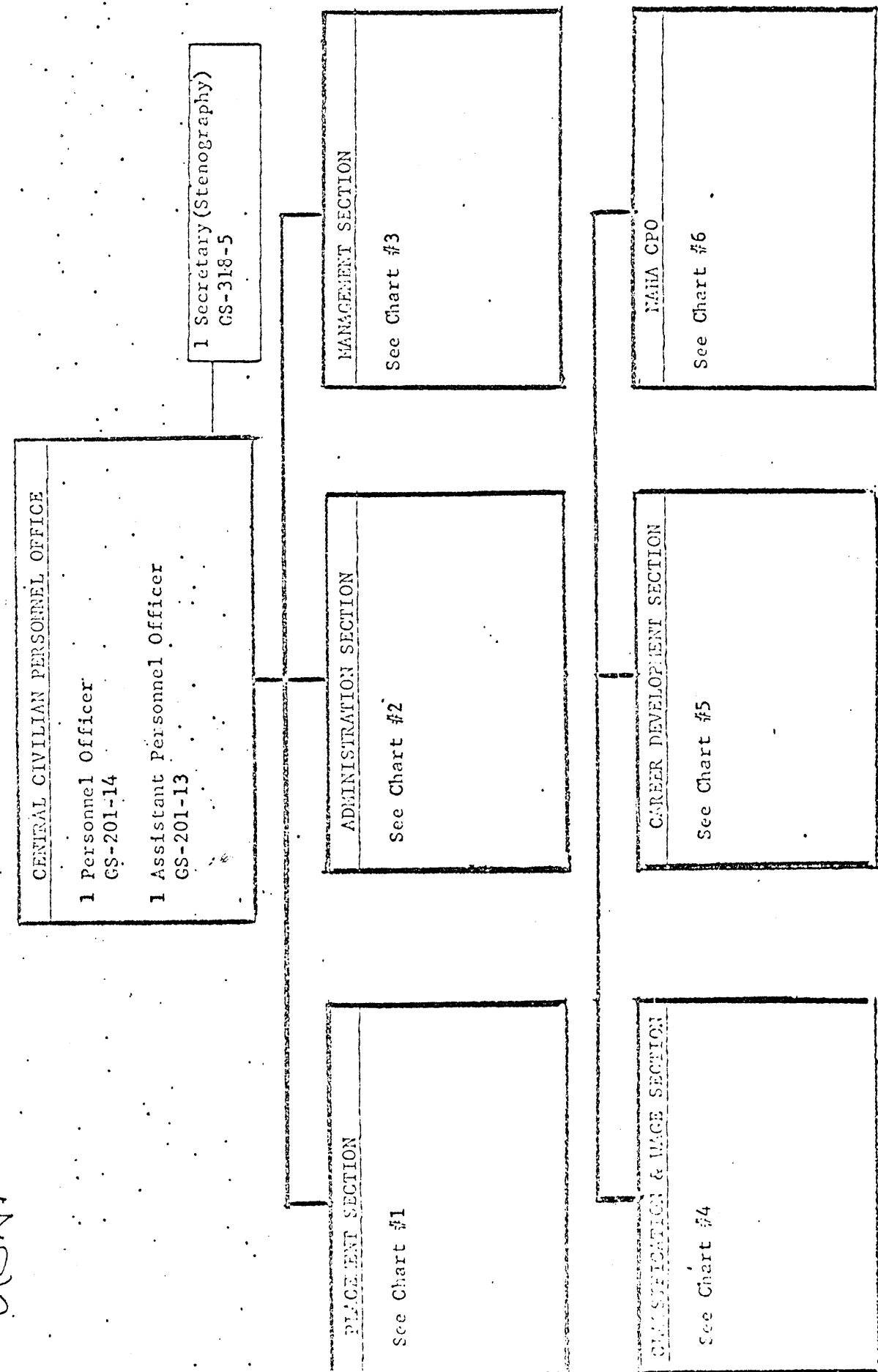


Chart #1

PLACEMENT SECTION
1 Supervisory Personnel Staffing Specialist GS-212-12
1 Personnel Staffing Specialist GS-212-11
2 Personnel Staffing Specialist RGS-212-9
1 Staffing Assistant GS-203-7
1 Staffing Clerk (Typing) GS-203-4
*1 Clerk-Typist GS-322-2

\*Paid from Non-Appropriate Funds.

Chart #2

ADMINISTRATION SECTION
1 Supervisory Personnel Assistant GS-203-6
1 Personnel Clerk (Typing) GS-203-5
2 Personnel Clerk (Typing) GS-203-4
3 Personnel Clerk (Typing) RGS-203-4
*1 Clerk-Typist GS-322-2
*2 Clerk-Typist RGS-322-3

\*Paid from Non-Appropriate Funds.



Chart #3

MANAGEMENT SECTION	
1	Supervisory Employee-Management Cooperation Specialist GS-230-13
1	Employee Relations Specialist GS-230-12
2	Employee Relations Specialist GS-230-11
1	Employee Management Cooperation Specialist GS-230-12
2	Employee Relations Specialist RGS-230-11
1	Employee Relations Clerk RGS-230-4
1	Clerk-Stenographer GS-312-3
*1	Personnel Management Specialist NGS-201-9

\*Paid from Non-Appropriate Funds.

Chart #4

CLASSIFICATION & WAGE SECTION	
1	Supervisory Classification & Wage Specialist GS-221-13
1	Position Classification Specialist GS-221-12
1	Classification & Wage Specialist GS-221-12
3	Position Classification Specialist RGS-221-11
1	Classification Clerk (Stenography) GS-203-4
*1	Position Classification Specialist NGS-221-7

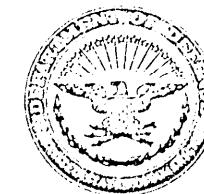
\*Paid from Non-Appropriate Funds.

## CAREER DEVELOPMENT SECTION

- 1 Supervisory Employee Development Specialist  
GS-235-13
- 1 Employee Development Specialist  
GS-235-12
- 1 Supervisory Employee Development Specialist  
RGS-235-11
- 2 Employee Development Specialist  
RGS-235-11
- 1 Employee Development Clerk (Typing)  
RGS-203-5
- 1 Clerk-Typist  
RGS-322-3

~~FOR OFFICIAL USE ONLY~~

DEPARTMENTS OF THE ARMY AND AIR FORCE  
OKINAWA REGIONAL EXCHANGE-PACEX  
(PACIFIC EXCHANGE SYSTEM)  
APO SAN FRANCISCO 96248



IN REPLY  
REFER TO: OREP

SUBJECT: Information for DFAA Visitors

Memorandum For: Chairman, JSLO

1. Attached is an organization chart for the Personnel Branch of the Okinawa Regional Exchange. The chart shows each position title and grade in the Personnel Branch. American employee positions can be identified by the GS equivalent grades (i.e., Stenographer, GS-4E). The positions of Personnel Clerk, GS-6E, and Stenographer, GS-4E, under the Supervisory Employee Utilization Specialist, are involved exclusively in the American and Third Country National employee personnel programs. All other positions in the Branch are involved, all or in part, in the local national personnel program.

2. Regarding administrative expenses of local national employees in the Personnel Branch during calendar year 1970, the following figures are offered:

a. The base pay for these employees was \$33,804.11.

b. The total allowances budgeted and/or paid these employees was \$27,944.44. These included bonuses, social insurance, welfare, separation allowances and all categories of leave. ORE has no retirement allowance.

c. Total travel expenses paid for these employees during the calendar year was \$90.00.

3. All ORE employees are classified as non-appropriated fund employees.

1 Incl  
as

*Richard T. Mattison*  
RICHARD T. MATTISON  
Major, USAF  
Deputy Commander

~~FOR OFFICIAL USE ONLY~~



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.

DEPARTMENT OF THE ARMY JOB DESCRIPTION (DA CPPM 1 and CPR P10)		1. INSTALLATION OR HEADQUARTERS OFFICE		2. JOB NUMBER DA 907	
3. CITATION TO APPLICABLE STANDARD AND ITS DATE OF ISSUANCE OSC GS-230 June 66 CPDS 201, Part II Aug 68		4. TITLE Employee-Management Cooperation Specialist			
5. PAY SCHEDULE GS		6. OCC. CODE 230		7. GRADE 11	
8. EVALUATION APPROVAL Title, pay schedule, code and grade of this job have been fixed in accordance with Department of the Army official policy and grade level standards.		SIGNATURE		DATE	
9. SUPERVISORY CONTROLS, DUTIES, AND WORKING CONDITIONS (Indicate percent of time for each duty, where pertinent.) (Continue statement of duties, etc., on reverse side if necessary.)					
<p>SUPERVISORY CONTROLS consist of written and oral instructions regarding nature and priority of assignments with periodic discussions regarding mission to be accomplished. Work is subject to spot check or occasional review for compliance with legal and regulatory requirements, quality of advisory services provided, and degree to which assigned objectives have been achieved.</p> <p>MAJOR DUTIES as EMPLOYEE-MANAGEMENT COOPERATION SPECIALIST are:</p> <ol style="list-style-type: none"> <li>1. Develops and recommends plans, policies, and procedures for local implementation of DA labor relations program, and assures communication of DA and local policies and procedures to management and staff officials. Provides principal point of contact on labor-management relations matters of overall concern to established bargaining units. Provides technical advice and assistance to management regarding their rights and obligations. Assures that necessary labor relations training is made available for staff and management officials.</li> <li>2. Advises and/or serves as a member of the installation negotiation committee. Assures the collection and analysis of experience under negotiated agreements and conducts special studies to develop management demands and/or respond to union demands at bargaining table. Participates in the resolution of grievances and unfair labor practice complaints arising out of the application and/or interpretation of negotiated agreements.</li> </ol> <p>(continued on reverse)</p>					
10. JOB CONTENT APPROVAL (Complete on organization file copy only.)					
ORGANIZATION LOCATION					
THIS STATEMENT ACCURATELY DESCRIBES THE WORK REQUIRED IN ONE POSITION OR IN EACH OF A GROUP OF POSITIONS IN THE ABOVE ORGANIZATION.			The above description, as modified, and with prescribed supplemental material is adequate for purposes of evaluation.		
SIGNATURE OF APPROVING SUPERVISOR			SIGNATURE OF ANALYST		
11. REAUCIT APPROVAL					
DATE					
SUPERVISOR'S APPROVAL					
ANALYST'S SIGNATURE					

3. Develops draft policies and implements actions regarding the following areas; personal adverse actions, grievances and appeals, employee services, communication, employee counseling as defined in CPR 250.5-10.

Performs other duties as assigned.

#### Evaluation Statement and Supplemental Material

Evaluation Factors	*Level			
	A	B	C	D
Factor I Organizational Environment	(A)	A	B	B
Factor II Nature, scope and impact of issues	(A)	C	B	A
Factor III Participation with Management	(B)	B	B	C
Factor IV Authority to speak for Management	(B)	A	A	A
Resulting Classification: GS-230	(11)	12		

Supplemental Material, explain use of elements below.

\*Represents typical combinations. See page 43, GS-230 standard. Circle appropriate levels or use blank column if appropriate, and explain below.

USARV

41099 R2549

200 Stds: GS-230, ~~June 66~~ GS-201, Part II, Employee-Management Cooperation Specialist  
Aug 68 R33 230 12

ROBERT L. SMITH

20 July 1965

# SUPERVISORY CONTROLS

Works under the general supervision of the Chief, Labor Relations Division, OCPD, who gives instructions regarding command policy relative to relation-ships with organized employee groups. Work is reviewed in terms of the degree of cooperation obtained from employee organizations and effectiveness in communicating command policy to such organizations.

## MAJOR DUTIES

1. Advises and assists the supervisor on matters pertaining to employee-management relations, organized employee groups, mediation of labor management problems, as pertain to local national employees of the U.S. Army and cross-serviced agencies. The total workforce consists of approximately 10,000 employees paid from appropriated funds, and 2,500 to 3,500 non-appropriated funds, domestic-type and service-type employees, in a wide variety of trade, craft and Class-Act type occupations. Negotiations are conducted with 9 unions or organizations either through a joint council or as individual unit. Total membership of unions ranges from 3,000 to 9,500. Incumbent has a delegated authority to act for the Labor Relations Advisor, in his absence, on all matters pertaining to labor relations activities with local national employee organizations. Maintains liaison with officials of organized groups to keep informed of developments in employees' interest as pertains to employment, working conditions, duty tours, wages, etc., and to develop within management a similar interest to meet the logical and valid requirement of the workforce. Develops within management an awareness of developments within employee groups in order that it progresses at the same or faster pace. Advises management and employees of their respective rights as well as their obligations to each other. On occasion holds meetings with employee organization representatives providing interpretation of regulation when needed and/or visiting the office to further research when necessary.

2. As directed by the supervisor, conducts special studies to determine the desirability of implementation of additional fringe benefits, the deletion and/or revision of existing policies pertaining to them. Researches precedent and current employment

practices in local firms and government agencies; obtains locality wage survey data from available for U.S. and local; develops study to provide information as to desirability of cost shifting, revising, or deleting policies and procedures, or implementing additional fringe benefits; and makes recommendations thereon. Such projects require review of current political and economic situations and close coordination with subject matter specialists in these fields to insure that labor-management relations are developed and maintained concurrently with progress in other speciality areas. Handles requests of employee groups concerning special considerations, such as the recognition of Christmas holidays for local national employees, discrimination, work schedules, women's compensation and unemployment insurance, etc.; and makes recommendations to the supervisor, as requested.

3. Participates in labor-management conferences and negotiations with supervisor, and acts as interpreter-translator for supervisor and CPD when required.

Performs other duties as assigned.



ADVICE GIVEN

ADDITIONAL COMMENTS

41099 R2549

SUPERVISORY CONTROLS

Works under the supervision of a position classifier of higher grade who makes assignments; advises concerning objectives to be accomplished, and furnishes technical assistance or advice in cases of a controversial, precedent setting, or policy implicating nature; spot checks evaluation recommendations and determinations for soundness of conclusions. Performs day-to-day assignments independently, following Department of the Army, and Civil Service Commission Regulations, procedures, position classification standards and precedent decisions.

MAJOR DUTIES

Provides continuing classification service to a group of organizational segments (e.g., supply, fiscal, and warehousing functions). Scope of operations covers a large number of positions representing Classification Act and Wage Board type jobs in lower to intermediate levels. Established job definitions and DA or CSC standards are available for most jobs, or, where no standards are available, the jobs fall logically into typical patterns. Conducts regular, scheduled surveys in accordance with a plan established by the supervisor or senior classifier, and processes individual actions. Interviews employees and their supervisors to obtain necessary job information. Performs analysis and evaluation of jobs in accordance with established job definitions and/or classification standards. Writes new job definitions when established definitions are not applicable. Discusses controversial cases with the supervisor or senior classifiers. Informally discusses classification decisions with supervisors and employees to explain basis for evaluation and to develop understanding and acceptance of such decisions. Works closely with supervisors to keep current on organizational and procedural changes to ascertain their effect on job content, and gives advice to supervisors regarding the probable effect of duty changes on classification. Participates in the recurring and special locality wage surveys, obtaining and recording data regarding wages, fringe benefits, and personnel management practices in local industries.

Performs other duties as assigned.

SUPERVISORY CONTROLS

After assigning major organizations to be serviced, supervisor holds incumbent responsible for planning survey priorities, work, and methods, and for determining which of the essential classification program activities should receive special attention. Supervisor is kept informed of any unusual problems or difficulties encountered, particularly when precedent setting or controversial actions are involved, and when workload requires additional analysis or other action. Completed surveys and adverse findings are discussed with supervisor before release; however, supervisor's review of completed work is primarily to evaluate the effectiveness of incumbent's service to assigned organizational segments, and adherence to program objectives.

MAJOR DUTIES

1. Performs the full range of position and pay management functions for assigned organizational segments. Scope of operation covers a large number of positions with a variety of Classification Act and Wage Board type jobs representing trade and craft, clerical, administrative, technical, and some Wage Board supervisory jobs and professional jobs. May direct and coordinate the work of 1 - 3 Classification Specialists of lower grade who assists in review of large organizational segments.

2. Following an established cyclic schedule, independently plans and conducts position classification surveys in assigned organizations, determining the method of survey to be used, consulting with operating officials, supervisors and other personnel specialists to determine the needs of organizations and prepare survey schedules. Orients operating officials, supervisors and employees in survey and classification procedures; conducts desk audits, interviews supervisors and employees, and collects job information; and matches job information with existing job definitions/descriptions. Writes new job definitions/descriptions when established job definitions are not applicable, and determines proper job title, series, and grade. Discusses the classification of controversial jobs with supervisor. Receives complaints regarding position classification, and explains, the reasons for position actions to supervisors and employees. Keeps abreast of functional responsibilities and work procedures of assigned organizations to assure that classification continues to meet the needs and operating requirements of the organization. Processes individual actions, determining the priority of actions to be processed.



3. Provides advice and assistance to supervisors in solving their problems related to the position and pay management. Interprets classification policies, regulations, standards, and procedures for operating officials and supervisors, and advises on appropriate grade level and the related effect of assignment of duties among positions in the organization. Provides advice to supervisors on the redistribution or modification of positions to establish logical lines of promotion, provide for maximum utilization of employees and the skills of workers, increase effective and economical operations, etc. Coordinates with other personnel specialists in solving problems involving personnel matters other than position and pay management. Determines the meaning and implications of the problems, and secures assistance from the supervisor or personnel specialists in other specialties on those problems which have implications than can be dealt with independently. Exercises a broad knowledge of total personnel management in performing the above functions.

4. Participates as data collector in conducting locality wage surveys and wage sampling survey. Interviews company officials to obtain information pertaining to pay practices, special allowances and fringe benefits; matches company jobs to key jobs and obtains base pay data. Participates as an instructor in the employee development and training program, conducting classes in the basic principles of Position and Pay Management.

Performs other duties as assigned.

DEPARTMENT OF THE AIR FORCE POSITION DESCRIPTION		1. NUMBER OF IA'S	2. POSITION NUMBER
			WPC-69
3. ORGANIZATION LOCATION USAF, PACAF, Fifth Air Force 313th Air Division, Kadena AB, Okin. 824th Combat Support Group D/Personnel, Central Civilian Personnel Office, Management-Section Placement Unit		4. POSITION TITLE Personnel Staffing Specialist	
5. CLASSIFICATION RGS-212-9		6. CLASSIFIED BY CSAMU ISA	7. DATE 22Aug66
8. DUTIES AND RESPONSIBILITIES (Indicate time percentages, where required) Ref: CSC Stds, GS-201-0, Part II, Oct 64.			
I. INTRODUCTION:  Reference functional statement in organizational file. Position serves as Placement Specialist.			
II. DUTIES AND RESPONSIBILITIES:  A. Implements recruitment, testing, promotion, in-service placement, initial hire, detail and separation (except adverse action) of Ryukyuan appropriated fund employees utilized by organizations assigned and attached to Kadena AB. The number and type of jobs serviced are approximately 345 non-manual and 1844 manual type employees who are engaged in a wide variety of occupations including a few professional type, represented by approximately 150 series, and grade range is RGS-1 thru RGS-11 and RWB-01 thru RWB-F-07.			
B. Announces number and type of vacancies existing on the base to KAB employees, other agency's CPO, the Public Employment Security Office (PESO), technical schools and the Univ. of Ryukyus to obtain qualified applicants. Receives, screens, interviews and qualifies applicants seeking employment. Conducts interviews to elicit information relative to applicants training, experience and employment background. Screens qualifications against known or anticipated vacancies and determines final eligibility based on prescribed standards, employment policies or placement criteria for the operation. Upon request by school authorities, visits the schools and explains employment policies, working conditions, pay structures, etc., to applicants in order to enlighten them with military employment; checks courses that have been given to students to determine the content of courses suitable for qualification requirements. Insures proper certification and selection of applicants in priority order and refers to operating officials for final selections. Sets in-hiring rates for applicants who possess professional knowledge, education and qualifications which are most difficult to recruit due to extreme shortage of such persons in labor market and/or the existence of a language problem, following established criteria. On the other hand, incumbent independently determines in-hiring rates for any positions that are difficult to recruit due to shortage of personnel, non-availability of qualified applicants, which are not covered by established regulations. Administers pre-employment tests such as IQ tests, English tests and typing tests.			
C. Administers the base merit promotion program for Ryukyuan employees to insure that eligible employees are considered for promotion. Maintains skills file of all employees as source of information for persons considered in connection with the program; such as experience, IQ score, English test, education, training, recognition award, and determines ranking order.			
9. THIS IS A COMPLETE AND ACCURATE DESCRIPTION OF THE DUTIES AND RESPONSIBILITIES OF THIS POSITION		10. REAUDIT CERTIFICATION	
SIGNATURE AND TITLE OF IMMEDIATE SUPERVISOR		DATE	
		SUPERVISOR	
		CLASSIFIER	



D. Performs management service functions. Discusses and/or advises operating officials and supervisors as to re-engineering jobs in order to meet labor market situation, cancellation and establishment of positions in accordance with UMD, reassignment of employees within organization to obtain maximum use of available skills and to provide promotional opportunities for the work force, detail of employees until employees meet established requirements, etc. Advises classifiers, management specialists, and training personnel of problems so they may take.

E. Conducts RIF actions in accordance with needs and regulations. Processes classification survey report and SF-52 checking qualification standards to determine eligibility for promotion; Adjusts salary rates on survey reports and SF-52 in accordance with established regulations. Develops qualification standards for positions occupied by Ryukyuan employees.

F. Conducts placement follow-up. Reviews forms of follow-up placement interview and placement follow-up and trail period evaluation filled by both employees and supervisors to insure satisfactory performance. When unsatisfactory aspects are revealed on forms, discusses with both employees and supervisors to eliminate such problems or refers to the Management Assistance Branch for necessary action. Conducts exit interviews with employees to elicit reasons for resignation and takes and/or recommends appropriate actions depending upon reasons. Reports turnover ratio of organization to supervisor. Maintains list of request for transfer.

Performs other related duties as assigned.

### III. CONTROLS OVER WORK:

Daily work is not other than spot checked only unless work projects require application of new guides and/or results will serve as local precedents for future actions. Utilizes sound judgement in selecting appropriate guidelines or making recommendations as to process of work projects for which available guides and/or precedents are not directly applicable.

PRESENT ORGANIZATION

