

TABLE OF CONTENTS

PREFACE	I
INTRODUCTION—THE STRUCTURE OF CIVIL SERVICE	
EMPLOYMENT	1
JOB CREATION.....	1
HIRING.....	2
PERFORMANCE MANAGEMENT.....	3
DISCIPLINE.....	3
MANAGING TIME.....	4
OTHER MAJOR RESPONSIBILITIES.....	4
REGULATORY AGENCIES AND THIRD PARTY OVERSIGHT.....	4
CHAPTER ONE—RIGHTS AND RESPONSIBILITIES	7
EMPLOYEE RIGHTS AND MANAGEMENT OBLIGATIONS	7
Job Tenure.....	7
Right to Compete.....	8
Pay for Time Worked.....	9
Safe and Healthy Worksite	9
Participate in Union Activities.....	10
Right to Challenge Through Channels.....	10
Whistleblowing	11
Right to Free Speech	12
MANAGEMENT RIGHTS AND EMPLOYEE OBLIGATIONS	14
To Report to Work at Any Time	14
To Be Fully Trained.....	14
To Be “Ready, Willing, and Able to Work”	15
To Protect Information.....	16
To Perform Any Duties.....	17
To Work Safely.....	17
To Physically Perform at the Fully Classified Level.....	18
To Obey the Unwritten Rules of the Job	18
To Require Information	19
CHAPTER TWO—CLASSIFICATION AND JOB DESIGN	21
FEDERAL GRADE STRUCTURE.....	22
WHAT DOES AND DOES NOT COUNT	22
Factors that Affect Grade	23
Knowledge Required to do the Job Successfully.....	23

Authority You Give the Position	23
How Closely You Will Guide and Review the Work.....	23
Guidelines Available About the Work.....	23
Complexity of the Work	23
Whom Will the Person Be Dealing With and Why.....	24
Leadership Elements.....	24
Difficult Environmental Factors.....	24
Factors That Do Not Count.....	24
Amount of Work.....	24
Difficulty in Hiring.....	24
Competence.....	25
How Somebody Else Is Graded	25
NAMING POSITIONS	25
ADDING DUTIES AND UPGRADING POSITIONS	26
REMOVING DUTIES AND ABOLISHING POSITIONS.....	27
CHAPTER THREE—HIRING	29
INTRODUCTION.....	29
STRUCTURE OF FEDERAL HIRING	30
Initial Entry: Competitive and Excepted Appointments	30
Internal Promotion	31
STEPS	32
FLEXIBILITIES	33
Filling the Job at Any Grade.....	33
Choosing the Source	34
Defining the Scope of Competition.....	35
Determining Criteria	35
Choosing Assessment Measures.....	35
Non-Selection.....	36
Choosing Any Eligible Candidate	36
PROHIBITED PRACTICES.....	36
Discrimination Based on a Prohibited Factor	36
Seven EEO Factors.....	37
Medical Reasons	37
Marital Status	38
Partisan Political Affiliation	38
Veterans or Reserve/Guard Status.....	38
Engaging in Protected Activity.....	38
Filing complaints, grievances, or appeals.....	38
Union activity.....	39
Whistleblowing	39
Filing complaints, grievances, etc.....	39
Exercise of free speech	39

Pre-Selection and Manipulation	40
Nepotism	41
Urging Withdrawal	41
Interference or Obstruction.....	41
PROBATION AND TRIAL PERIODS.....	42
Competitive Service Employees	42
Excepted Service.....	44
CHAPTER FOUR—MANAGING PERFORMANCE.....	45
BASIC SYSTEM	45
Standards/Results-Based	46
Writing Standards	46
Paybanding.....	47
APPRAISALS	48
AWARDS	48
DEALING WITH PERFORMANCE PROBLEMS	49
Performance-Based Actions Using Performance Standards.....	51
Handling Performance Problems Through Disciplinary Actions.....	52
CHAPTER FIVE—DISCIPLINE	53
PRINCIPLES OF DISCIPLINE.....	54
Correction	55
Redemption.....	55
Uniformity	56
TYPES OF DISCIPLINE	57
THE FOUR DECISIONS IN A DISCIPLINARY ACTION.....	57
THE MYTHS OF DISCIPLINE.....	60
Myth One: You Cannot Discipline Unless the Employee Has Violated a Written Rule.....	60
Myth Two: All Formal Discipline Must Be Preceded with an Informal Action.....	60
Myth Three: You Must Tolerate a Number of Instances of Misconduct Before You Can Act.....	61
Myth Four: The Myth of Documentation—You Deal with Problem Employees by Writing a Book	61
Myth Five: You Cannot Discipline Based on One Witness	62
DISCIPLINE FOR THE GOOD EMPLOYEE.....	63
FIRING EMPLOYEES	64
Picking the Right Targets	64
Laying Traps.....	66
Choosing the Penalty Strategy	68
DIRTY TRICKS YOU SHOULD NOT USE.....	69
Abolishing the Position.....	69

Coercing Resignation.....	69
Reassigning the Employee.....	70

CHAPTER SIX—TIME AND ATTENDANCE71

HOURS OF WORK.....	72
OFFICIAL TIME.....	72
Fundraising.....	72
Business for profit.....	72
Religious activities.....	73
Gambling.....	73
Alcohol.....	73
Babysitting.....	74
WORK SCHEDULES.....	74
OVERTIME.....	75
Overtime Categories.....	75
FLSA Exempt.....	75
FLSA Non-Exempt.....	76
Issues in Overtime.....	76
Compensatory Time.....	77
Travel.....	77
APPROVED LEAVE.....	78
Administrative Leave.....	78
Annual Leave.....	78
Sick Leave.....	79
Leave Without Pay.....	80
AWOL.....	80

CHAPTER SEVEN—EQUAL EMPLOYMENT OPPORTUNITY83

PROHIBITED DISCRIMINATION.....	83
DANGER SITUATIONS.....	84
Pregnancy.....	84
Client Preference.....	85
Medical Problems and Disability Discrimination.....	85
Disparate Treatment.....	85
Reasonable Accommodation.....	86
Religious Accommodation.....	86
AFFIRMATIVE ACTION.....	87

CHAPTER EIGHT—LABOR MANAGEMENT RELATIONS89

INTRODUCTION.....	89
The Legal Status of the Union.....	89
Exclusivity.....	89
Status of Union Officials.....	90

Employees Covered by Labor Relations.....	90
Topic Covered by Labor Relations	91
Conditions of Employment.....	91
Negotiation Over Arrangements and Procedures.....	92
Representation at Investigative Interviews	93
Representation at Formal Discussions.....	93

CHAPTER NINE—APPEALS AND GRIEVANCES95

APPEAL AND GRIEVANCE MECHANISMS	95
Merit Systems Protection Board (MSPB)	95
Negotiated Grievance Procedure	95
EEO Complaint	96
Administrative Grievance	96
Office of Special Counsel	97
Others	97
ACTIONS EMPLOYEES CAN CHALLENGE.....	97
Direct Challenge	98
Collateral Challenges	99
Management’s Burden in a Collateral Challenge.....	102
Evidence of a <i>Prima Facie</i> Case	102
Articulation of a Legitimate Reason	102

ABOUT THE AUTHOR108