

*Mr. Friedman**MR**F*

## CIVILIAN EMPLOYMENT BOARD

Minutes of Meeting Held  
4 April 1946, Room 117  
Headquarters

## Present:

Colonel Kullback  
Colonel Rowlett  
Lt. Colonel Clark  
Lt. Colonel Walker  
Major Jones  
Mr. Starlin

Establishment of Civilian Employment Board

The authority and purpose of establishing the Board was outlined by Mr. Starlin. The duties and responsibilities as noted in War Department Civilian Personnel Circular No. 31 were reviewed.

Statements of Availability

Mr. Starlin discussed the problem of statements of availability for employees desiring to transfer to another Agency, and asked for comments as to what our policy shall be in cases where personnel are urgently needed at this Agency, and there is no opportunity here for advancement which might be forthcoming in another branch of the Federal Government. It was agreed that operating officials should first try to place such an employee elsewhere in the Branch and then Personnel and Training Branch should review the case to determine whether or not an opening exists on the Post which might give the employee seeking to transfer an opportunity for advancement here and thus save a valuable employee as well as make an arrangement satisfactory to him. It was pointed out, however, that it is not compulsory for this Agency to release an employee if he is urgently needed, even though he cannot be offered a comparable opportunity here.

Position Vacancies

Mr. Starlin announced that there are approximately 200 reported position vacancies on the Post at the present time. He distributed announcements typical of those being prepared by Personnel and Training Branch which will serve to notify prospective and qualified employees of job vacancies existing at this Agency for which they can apply. These will be posted in such places as Post Offices, railway stations, Veterans' Organizations, etc. in order to publicize this Agency's need for personnel. He stressed the fact that it is mandatory in employing personnel to give first consideration to veterans with ten point preference, next to veterans with five point preference and thirdly to former Federal employees. The Board decided to leave the responsibility for determining positions for which examinations should be announced and for preparing announcements to the Personnel and Training Branch.

Recruitment Program

The need for a field recruitment program to obtain qualified personnel was stressed. It was Mr. Starlin's suggestion, and was agreed upon by the Board, that some of the recruiting officers who still remain on the Post and obtained favorable results in recruiting personnel during the war, be sent out for this purpose as soon as a feasible field recruitment program can be established. Mr. Starlin also stated that this Agency may contact schools, colleges, USES, etc. for the purpose of recruiting some personnel.

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It was suggested that recruiting officers review job vacancies in operations and be given a thorough "briefing" by operating officials before attempting to recruit individuals to fill these positions. This will better assure that personnel best qualified to fill these particular positions may be secured.

#### Retention of Status Employees

Employment Coordination Boards have been established in the War Department to see that veterans with reemployment rights and status employees are given proper placement consideration in War Department installations. It was explained that War Department employees with permanent Civil Service status, who are without jobs because of de-activated stations or reduction-in-force at installations, will be monitored to other installations where vacancies exist for which they qualify or where there are employees holding positions with lower retention rights, e.g., a War Service Indefinite appointee. This will lend maximum assistance to veterans in keeping with the Secretary of War's policy, and also retain those employees interested in Federal service as a career. The question of the forthcoming Civil Service examinations was brought up and the statement was made that although an individual passing the examinations will be considered as a permanent Civil Service employee, he could still be "bumped" and a veteran with greater preference given his job. This is worked on a point system basis which Mr. Starlin explained.

#### Training

Mr. Starlin stated that most of the training given to employees is on-the-job training. He said that a statement is currently being prepared outlining a training policy for the Agency. We have, however, only a limited number of persons to carry on a training program. It is imperative, when a training course is given an employee within a branch, that a statement to this effect be forwarded by the Branch to Personnel and Training Branch upon completion of the course. This information will be entered in the Placement "skills file" for future reference and also placed in the employee's 201 file as a matter of official record.

#### Standards of Performance

The question as to whether standards of performance could be established for all or some types of jobs on the Post was discussed. The matter was tabled pending more specific consideration at a future Board meeting.

#### Internal Alignment of Positions

The problems of job allocation as brought out by the recent Classification Survey were mentioned and the Board was asked for its feeling as to whether the basic concern of analysts should be to allocate jobs or people. Mr. Starlin pointed out that there has been a great deal of confusion in this regard and asked for suggestions to clarify the matter. It was decided that basically "jobs not people should be allocated", but that in a few instances some special skill of individuals may require an exception. The question was raised concerning cases where a good employee and a poor one receive the same salary with the only recognition for the good employee being his efficiency rating. The possibility of making exceptions for employees doing a superior job was discussed. Mr. Starlin pointed out the possibility of an in-grade salary increase for superior accomplishment in such cases. This is possible under Civilian Personnel Regulation No. 46. Mr. Starlin presented the report of the Classification Survey with lists of employees, grades, and grade of the job they are now

filling. A great many cases of mis-assignment were pointed out. It was agreed that during the next sixty days, Branch Chiefs should do everything possible in shifting personnel so that the grade of the employee and the job grade will be aligned. Allocation of jobs not considered just should be challenged by operating officials and an immediate desk audit requested. At the end of sixty days adjustments will be made of all grades to properly align them both internally and externally. Shifting and/or transferring of personnel and revised allocations as the result of desk audits should be accomplished by that time.

#### Promotion Policy

It was stressed that jobs must be desk audited before promotions are approved. It was considered advisable that every personnel action concerned with the grade of P-4 or higher must be reviewed by the Civilian Employment Board. Lower grade promotions, or other personnel action, ordinarily need not be presented to the Board, although in some instances this may be found necessary.

#### Future Committee Meetings

It was agreed that the committee meetings will be held at least semi-monthly and more often if special problems arise. Notice of meetings will be given to committee members three or four days in advance.

D. GLENN STAMM  
Chairman, Civilian  
Employment Board