

## CHAPTER 1

### **BASIC CONCEPTS AND DEFINITIONS**

#### 1-1. Purpose.

a. This regulation provides supervisors with the guidance for technician personnel administration and utilization within the Mississippi Army and Air National Guard. It is a working directive to be utilized to expeditiously administer day-to-day technician personnel functions at the supervisory level. However, personnel must recognize that the Federal Personnel Manual, Federal Personnel Manual Supplements, and National Guard Bureau supplements thereto are the final governing authority in administering technician personnel. This regulation will also help supervisors assess their own knowledge and actions and in turn will assist them in personnel management competence within their organization and state.

b. Information/guidance of limited term applicability will be published by the Human Resources Office (HRO) in the Human Resources Newsletter. Policy/Procedural changes of long term applicability will be published as changes to this regulation.

#### 1-2. Responsibilities.

a. The Office of Personnel Management (OPM) is charged with the overall administration of (or has administrative responsibilities under) a number of basic laws affecting employees of the United States.

b. The Department of the Army and the Air Force are agencies for the purpose of administering the Federal Personnel System within the respective department.

c. The National Guard Bureau is a joint bureau of the Department of the Army and the Air Force. It is the channel of communication between these departments and state on all matters pertaining to the National Guard. The National Guard Bureau is headed by a Chief who is the advisor to the Army Chief of Staff and the Air Force Chief of Staff on the National Guard matters and who is responsible for exercising such authority as may be delegated by the Secretaries concerned. This includes acting for the agency head with respect to administration of the technician program.

d. The State Adjutant General, designated by the Secretary concerned, has direct responsibility to employ and manage the Army and Air National Guard technicians within the State of Mississippi.

e. The Human Resource Office (HRO) will:

(1) Develop and administer personnel management programs, policies, and procedures for all full-time technician personnel resources.

(2) Provide manpower management resources.

(3) Advise management and supervisors on policies affecting the full-time technicians.

(4) Establish policies and regulations for placement, appointment, promotion, reduction-in-force, performance management, training and other phases of personnel programs as necessary. Advise managers and supervisors on these personnel programs.

(5) Establish and maintain Official Personnel Folders (OPF) for Mississippi National Guard Technicians. The OPF is the official record of civilian service.

(6) Advise and assist managers and supervisors in the conduct of effective employee relations programs.

- (7) Establish a position management program and accomplish position classification responsibilities as required.
- (8) Establish procedures to monitor and control compatibility according to National Guard criteria and policy.
- (9) Manage Equal Employment Opportunity programs for full-time technician personnel.
- (10) Establish and monitor required records and files and furnish required reports.
- (11) Administer hours of work and leave programs.
- (12) Advise and assist management on effecting personnel management evaluations.
- (13) Maintain accurate and timely automated personnel management information.

1-3. Definition. The following definitions apply throughout this regulation except when modified or defined for the purpose of a particular chapter:

- a. OPM means the Office of Personnel Management.
- b. Appointing Officer means the Adjutant General of the State of Mississippi.
- c. Technician means a person employed under the provision of 32 U.S.C. 709 to perform one or more of the following functions:
  - (1) Administration and training of the National Guard.
  - (2) Maintenance and repair of supplies issued to the National Guard or Armed Forces.

Technicians employed under this provision are employees of the Department of the Army or the Department of the Air Force as appropriate.

- d. Human Resource Office (HRO) constitutes the staff section through which the Adjutant General discharges his obligations for the administration of the National Guard technician program.
- e. Supervisor means a technician having authority, in the interest of an agency, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such actions, if in connection with the foregoing the exercise of authority is not of a merely routine or clerical nature, but requires the use of independent judgement.
- f. Management Office means an individual, with or without supervisory responsibilities, who has the authority to act for the head of an activity at any organization level or who makes or effectively influences the making of management decisions that significantly affect policies, programs, or personnel at any National Guard organizational level.

#### INTRAMANAGEMENT COMMUNICATION AND CONSULTATION

1-4. Purpose. To provide the framework for the expression of the ideas and opinions of all levels of management on policies, objectives and problems affecting them, and to develop an integrated management team capable of timely reaction to the needs of the organization and its members. The primary goal of this system will be for all supervisors to recognize that they are in fact members of the management team.

1-5. General. Supervisors are part of management and in order that they may feel that they are in reality a part of the management requires sincere positive action on the part of the top management. Supervisors will be consulted in a meaningful way on issues in all areas of agency policy, especially those concerning the many facets of their work for which they have a responsibility. Supervisors at all levels within the Mississippi National Guard will be provided with effective avenues of communication with top management for the purpose of participating in the decision making process and program development of the Mississippi National Guard Technician Program. Supervisors are encouraged to assume responsibility for participating in and contributing to the formulation of policies and procedures.

1-6. Responsibilities.

- a. The Adjutant General. Establishes and maintains a system of intra-management communication.
- b. Human Resources Office.
  - (1) Provides advice to the Adjutant General on matters relating to intra-management communication and consultation with supervisors and management officials.
  - (2) Participates in the development and maintenance of systems of communication and consultation with supervisors and management officials, as designed by the Adjutant General.
- c. Supervisor.
  - (1) Participates fully in the development and implementation of policy. In order to participate effectively, supervisors will be included in the process of management that affect them and their subordinates. They will be participants in analyzing problems, developing solutions, and evaluating the results of course of action decided upon.
  - (2) Communicates management objectives, decisions and viewpoints to subordinate employees.
  - (3) Communicates subordinate's views to higher level management.

1-7. Objectives. The objectives of this system is to:

- a. Enhance a sense of prestige, identification, and status for supervisors and management officials.
- b. Assure careful consideration of the problems of supervisors and management officials by higher management.
- c. Permit more meaningful and productive acceptance of new policies as a result of participatory involvement.
- d. Aid in the integration of supervisors and management officials into management structures.
- e. Afford the Adjutant General, his immediate staff advisors and program chiefs the benefit of subordinate staff's candid reactions and constructive criticism to various proposals.
- f. Encourage in general more timely and meaningful communications.

1-8. Types of Communication.

- a. Written Communication. Through this regulation, the policies and procedures as they pertain to activities in the Mississippi National Guard Technician Program are furnished for guidance to all supervisors and technicians. Human Resource Information Memorandums published on an "as needed" basis are distributed to all units and activities within the Mississippi National Guard

Technician Program. Through this media, supervisors and technicians are kept informed of changes to current policies. The Human Resource Information Memorandum is used as an interim measure to publish changes of a temporary nature, or changes, which will be incorporated into this regulation.

b. Meetings and Conferences. The Human Resources Officer and members of his staff will:

- (1) At least once each year attend the Annual Commanders' Conference to discuss matters pertaining to technician personnel.
- (2) Be available to discuss technician personnel matters at annual conferences conducted by the various activities.
- (3) Visit activity/bases/units upon request to discuss problems and/or technician matters with supervisors and non-supervisory personnel.