



## Introducing the FLM Toolkit

### Overview

The Frontline Manager Toolkit provides online access to the information you need to perform your duties as a Frontline Manager.

This Toolkit does not replace or supersede any FAA Orders, Human Resources Policy Manual (HRPM) chapters, or other Agency policies, procedures, and guidance. The Toolkit is a supplemental reference that provides the following:

- Links to the Orders, HRPM chapters, Human Resource Operating Instructions (HROIs), and HRPM Reference Materials and Tools
- Links to job aids and guidelines covering managerial responsibilities, regulations, policies, and procedures
- Definitions of words, terms, and acronyms you may not be familiar with

The information in the Toolkit applies to non-bargaining unit employees/positions and bargaining unit employees/positions, except where the applicable Collective Bargaining Agreement (CBA) contains conflicting provisions or the subject has not been negotiated.



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## How to Use the Toolkit

The Toolkit is simply a starting point to help you quickly and easily locate the information you need to complete a task.

The Toolkit Table of Contents lists the various topics associated with managerial tasks and responsibilities. Click the topic you are interested in to display its supporting material.

Links that appear within the text of a Toolkit topic provide access to the FAA website on which the information you need is located. When a destination page is displayed, make sure you scroll the page to investigate its contents. You may find other links that can prove helpful.

Review the list of links in the left panel and also the breadcrumb trail at the top of the page to help you become familiar with your current location. Refer to **Saving Search Results** to learn how to save information you may want to use again.

Many of the topics described in the Toolkit are available for review online in the Frontline Manager Curriculum (FMC) located on <https://elms.faa.gov/> . You can view the FMC lessons in any order, at your convenience, and as often as you wish. You will need to use your eLMS user ID and password to login.



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## Using Search

Use the Toolkit **Search** feature to locate a topic if it does not appear in the Toolkit Table of Contents.

Remember to also use **Search** on an FAA page or in a document that is displayed. Press **Ctrl+F** to display a Search window, if one is not available. You will be prompted to provide criteria for locating a specific topic or term. Using keywords in a **Search** field to refine your search will also help to narrow the results of a search.

To locate a term, acronym, or label needing further explanation, use one of the following glossaries:

- [Appendix A: FAA HRPM Glossary](#)
- [Glossary of Federal Sector Labor-Management Relations Terms](#)
- [Glossary of Terms Used in Processing Personnel Actions](#)

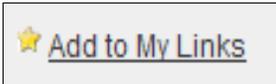


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## Saving Search Results

If you find a page or document that contains information you want to save, use the tools displayed at the top of an FAA web page to perform the following tasks:

Use this tool ...	To ...
	Set up the current information in a format you can send to your local printer.
	Add a link to the current information in your <a href="#">My Links</a> tab. You will be prompted to sign in using your Web mail username and password to add or edit your links.

The **My Links** tab lets you store multiple links to information you want to access quickly. You will need to use your Web mail username and password to login and add to or edit these links. You can also bookmark a site from the FAA browser by adding it to your list of **Favorites**.

Website addresses are subject to change. If a website is not accessible, go to the [FAA Home page](#) and use the **Search** field to locate your topic.



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## Quick Links

If you are a self-starter and like to find your own way, the following sections describe the websites you can use to start your own searches.

You may also want to review the [Manager's Guide to Human Resource Management](#). This reference contains a descriptive Fact Sheet for each of several FAA programs and procedures and may provide additional terms and categories for you to use as search criteria.



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## Using FAA Policy and Guidance

The [FAA Policy and Guidance](#) web page contains a variety of links displayed by subject and policy type.

From the FAA's Policy and Guidance page (Figure 1) you can do one of the following:

- Click a link to review its associated information. This is a high-level view and may require drilling down into the various categories to find what you are looking for.
- Enter keywords in the **Search** field to locate a specific topic or document.

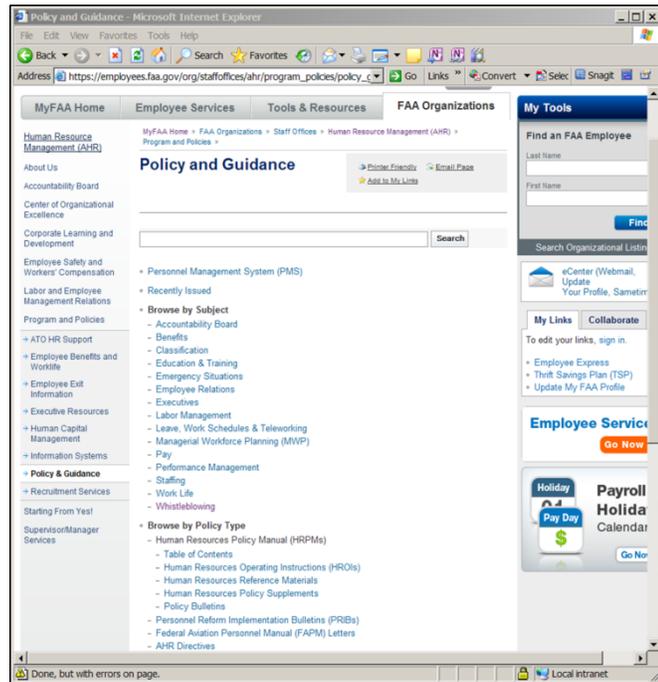


Figure 1. FAA Policy and Guidance

When you select the **Search** field (Figure 2), a list appears identifying the areas that will be searched to locate your topic. To minimize the search results, deselect one or more checkboxes.

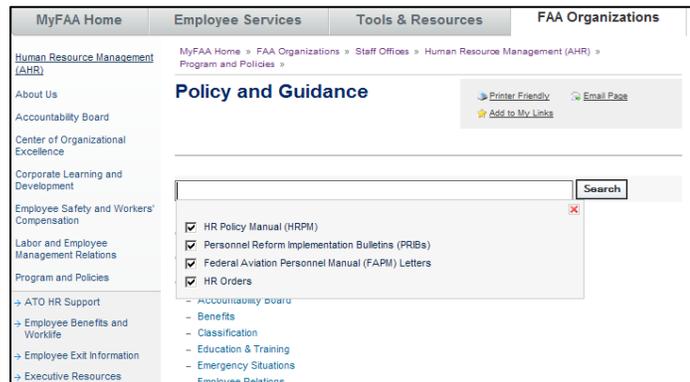


Figure 2. Policy and Guidance Search



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For example, if you search for *emergency planning* topics in the HRPM only, the results will resemble Figure 3.

Note that the search results indicate what was searched for and where it was found, in addition to providing links to sites that mention the topic.

The screenshot shows the FAA's Policy and Guidance Search interface. At the top, there are navigation tabs for 'MyFAA Home', 'Employee Services', 'Tools & Resources', and 'FAA Organizations'. Below these, a breadcrumb trail reads: 'MyFAA Home > FAA Organizations > Staff Offices > Human Resource Management (AHR) > Program and Policies > Policy & Guidance'. The main heading is 'Policy and Guidance Search' with a sub-heading 'Search Results'. A search bar contains the text 'emergency planning' and a 'Search' button. Below the search bar, it indicates 'Searched In: HR Policy Manual (HRPM)' and 'Searched For: emergency planning' with 'Results 1 - 10 of about 19'. The search results are listed as follows:

- Human Resource Policy Manual (HRPM) Table of Contents
- FAA Managerial Workforce **Planning** (MWP), WP-10.1. Volume 11: Guidance on **Emergency** Situations. Related. Human | 64k  
Found In: HRPM
- Instructions (MS EXCEL)  
37, 1.22, **Planning** & Preparation, x, ongoing, sponsor & new employee, Plan & 28/98, AHT-200, Point out locations of restrooms, **emergency** exits, pay  
Found In: HRPM
- Human Resources Policy Manual (HRPM) Volume 12: Work  
If a situation occurs which is not covered by OPM **emergency** dismissal procedures teleworking are factored into long range capital **planning** efforts. | 112k  
Found In: HRPM
- FAA Functional Codes  
140: Drug abatement/prevention programs. 145: Duty officer/**emergency** operations. 150: Fiscal/financial **planning**. 155: Hotline/consumer affairs. | 83k  
Found In: HRPM

Figure 3. Policy and Guidance Search Results



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## Using the Manager Toolbox

Click [Manager Toolbox](#) to view a list of topics that specifically address the needs of supervisors and managers, such as policies, references, guidance handbooks, and templates (Figure 4).

This is another high-level view that requires some drilling down to find what you are looking for.

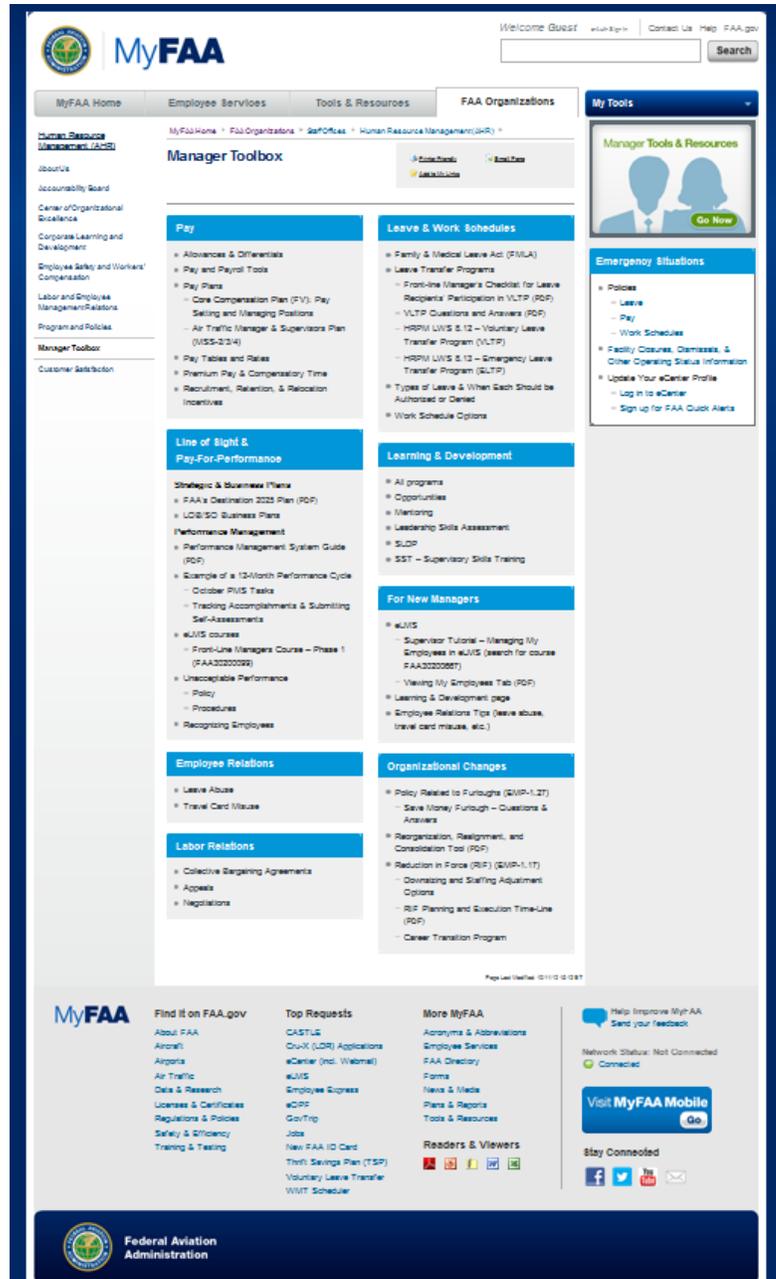


Figure 4. Manager Toolbox



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## Using FAA Tools & Resources

Refer to the [Tools & Resources](#) web page for quick links to various topics of interest.

If the topic you are seeking is not listed, click [More>>](#) to display links to additional topics.



## Human Resources Policy Manual

### Overview

The [Human Resources Policy Manual](#) (HRPM) contains links to the policies and procedures that guide and support the management of FAA personnel. The information in the HRPM is typically used in conjunction with the [FAA Personnel Management System](#) (PMS).

The [Introduction to the HRPM](#) is a brief overview of the HRPM, what it is and how its contents are organized.

If you need additional assistance completing a task, contact your manager or your [servicing Human Resources representative](#).



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## HRPM Table of Contents

The [HRPM Table of Contents](#) (TOC) provides links to the contents of the manual by volume name, number, and topic. In addition, it provides links to Policy Bulletins, HROIs, and reference materials.

The TOC is available from the [FAA employees' Home page](#).

You can enter *HRPM* in the **Search** field to display the link to the HRPM TOC (Figure 5).

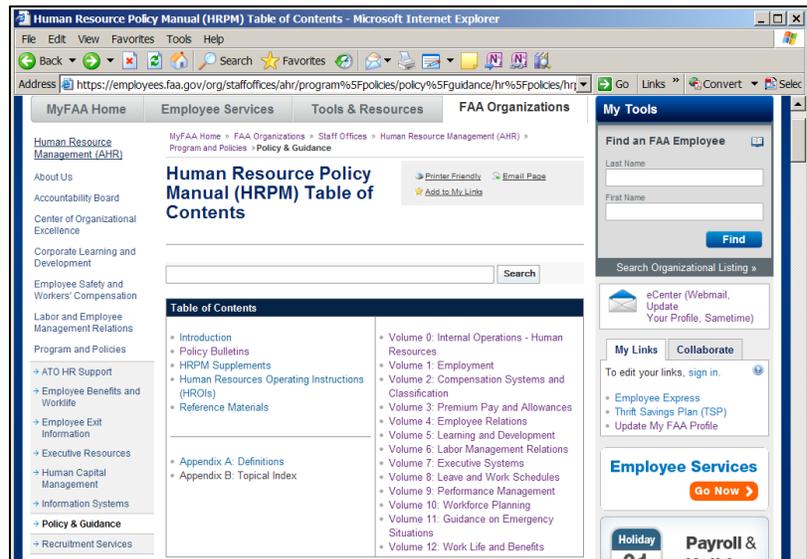


Figure 5. HRPM Table of Contents

Click a volume name to display its chapters.

## Appendix A: HRPM Glossary

To display the terms and acronyms used in the HRPM, go to the [Glossary](#).

## Appendix B: HRPM Topical Index

Use this link to display the [alphabetical list of topics](#) in the HRPM including links to the chapters, HROIs, or supplements associated with the topic.



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## Additional HRPM References

The following sections provide links to additional sources of information.

### **Employee Services**

Use this link to review the contents of the [FAA Employee Services](#) tab.

This page is categorized into frequently visited topics, tools, and tasks. Each category lists the links to topics associated with the category.

### **Federal Aviation Personnel Manual Letters (FAPMs)**

To review the current procedures and requirements for implementation of various FAA programs, go to [FAPM letters](#).

### **HR Orders (Directives)**

Use this link to review the list of current [Orders](#) issued by Human Resources.

### **HR Policies**

Use this link to review the list of [HR Policies](#) by type.

### **HRPM Reference Materials**

To review material related to compensation, benefits, learning, and development, go to [HRPM reference materials](#).

### **HRPM References – Leave and Work Schedules**

Use this link to review current documents related to [leave and work schedules](#).

### **HRPM Supplements**

Use this link to review of list of [supplementary](#) documents on a variety of topics. (Currently, supplementary documents are available under “Employment.”)

### **Manager’s Guide to Human Resources Management**

Use this link to review the [Fact Sheets](#) for various FAA AHR programs.

### **Personnel Reform Implementation Bulletins (PRIBs)**

Use this link to review the list of [PRIBs](#) for various FAA groups. A PRIB typically contains additional guidance for existing policy and procedures.

### **Manager Toolbox**

Use this link to review the list of various topics in the [Manager Toolbox](#), such as references, guidance, and templates.



## Leadership

### Overview

As the FAA rapidly adapts to the changing dynamics of the operating environment, the organization recognizes the critical importance of strong leaders to support that dynamic environment. As an organization with a history of strong technical background, the FAA realizes the need for an integrated leadership philosophy to guide leaders to have a greater focus on leadership rather than the tasks associated with management.

Leaders are people characterized by loyalty, duty, respect, service, honor, integrity, and professionalism (LDRSHP). They are committed to building enduring organizations. They have a deep sense of purpose and are true to the FAA core values of safety, excellence, integrity, innovation, and people. They recognize the importance of feedback, accountability, and agility (adaptability).

They understand those they are entrusted to lead and effectively differentiate the type of leadership needed to have the best effect on achieving the desired performance. They have the courage to build the Agency to meet the needs of all of their stakeholders and they recognize the importance of their service to the public.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> and locate the *In Pursuit of Leadership* course. You will need to use your user ID and password to log into eLMS.

For a detailed description of the components of the Managerial Success Profile (MSP), go to [https://employees.faa.gov/org/staffoffices/ahr/program\\_policies/policy\\_guidance/hr\\_policies/hrpm/wp\\_ref/profile/](https://employees.faa.gov/org/staffoffices/ahr/program_policies/policy_guidance/hr_policies/hrpm/wp_ref/profile/).



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## Leadership Focus

The FAA Leadership Philosophy envisions leaders actively and consciously strive to be adaptive, values-based, and principle-centered; demonstrating several principles when conducting their duties including:

- actively seeking feedback,
- maintaining accountability,
- adapting to complex and rapidly evolving situations,
- displaying loyalty to the people they lead and follow,
- fostering a high sense of duty,
- treating others with respect,
- dedicating themselves to service, honoring commitments, and
- modeling professionalism.

Ultimately creating a culture which embraces and executes the FAA's core values:

- Character and competence at the personal level reflected in ongoing professional development.
- Competence at the interpersonal level reflected in building relationships of trust with employees and colleagues.
- Respect and service reflected in working well with others and developing a service orientation.
- Alignment of teams, strategy, and systems with Agency goals to promote organizational awareness.



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## Leadership Approaches

The three leadership approaches that support the FAA Leadership Philosophy include adaptive, values-based, and principle-centered leadership.

**Adaptive leadership** focuses on the way the leader deals with change and problem-solving. They have the ability to identify challenges as either technical or adaptive. Technical challenges can be addressed with known solutions using the current organizational structures and procedures. Adaptive challenges require significant (and often painful) shifts in people's way of thinking and/or working.

Most managers come up through organizational ranks primarily on the strength of their professional or technical knowledge. Their strong suit is tackling technical challenges and solving them through analysis, logic, and experience. This default response pattern will not work nearly as well on adaptive challenges.

The adaptive leader must be acutely aware of what is going inside him/her. Adaptive leaders are courageous leaders. And much needed in this increasingly complex world.

**Values-based leadership** is the idea that leaders should draw on their and their followers' values for direction, inspiration, and motivation. Values in this context means: "Principles or standards of behavior; one's judgment of what is important in life." Values-based leadership philosophy asserts that people are mostly motivated by values; people care deeply about their personal values, and live according to these values. In other words, values are our most natural motivator.

There are four principles of values-based leadership.

The first is to be **self-reflective**. You must have the ability to identify and reflect on what you stand for, what your values are, and what matters most to you.

The second principle is **balance** which means the ability to see situations from multiple perspectives and differing viewpoints to gain a much fuller understanding.

The third principle is **true self-confidence**, accepting yourself as you are.

The fourth principle is **genuine humility**. Never forget who you are or where you came from.

**Principle-centered leaders** are people of character who work on the basis of natural principles and build those principles into the center of their lives, into the center of their relationships with others, into the center of their agreements and contracts, into their management processes, and into their mission statements.

Principles-centered leadership is practiced from the inside out on four levels:

1. Personal: your relationships with yourself
2. Interpersonal: your relationships and interactions with others
3. Managerial: your responsibility to get a job done with others
4. Organizational: your need to organize people - to recruit them, train them, compensate them, build teams, solve problems, and create aligned structure, strategy, and systems



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## Determining Your Leadership Role

Questions to ask yourself regarding your leadership:

- How can I, as a leader, improve my leadership approach to maximize employee commitment and contribution to organizational quality?
- Great leadership demands the pursuit of continuous improvement. What are you in pursuit of NOW?
- How can I ensure that employees are supported in their endeavor to continuously increase their learning and expand their competence?
- In my leadership role, what measures can I take to make 'service' a constant in employees' day to day performance of duties?
- What ways do I demonstrate my own positive energy and instill this energy in employees?
- What means do I use to consistently send a message of 'trust and support' towards employees?
- What steps do I take to explore employees' "unknown" potential?
- What systems are in place to help employees' work/life balance? How do I show my support for work/life balance?
- What do I do to 'renew myself' physically; mentally (exercise the mind); and emotionally (develop patience)
- How do I ensure employees have a clear picture and commitment to the FAA's mission, vision, principles and values? In what ways do I consciously apply these at work?
- In what ways do I involve employees in the decision-making process to indicate a 'trusting spirit'?
- How do I communicate a 'picture of the future' to employees? How do I instill a genuine commitment to a shared picture of the future in employees?
- What part can I play in showing my commitment to Equal Employment Opportunity and reasonable accommodation principles? In what ways can I involve employees to further develop their compassion and sense of fairness?
- What action have I taken to develop or improve my sense of fairness in treating all employees equitably and impartially?



## Managerial Workforce Planning

### Overview

Managerial Workforce Planning (MWP) is an integrated system for selecting, training, and managing the performance of FAA managers. MWP contains the requirements and guidance for recruiting, selecting, developing, and assessing the performance of FAA managers based on the [Managerial Success Profile](#).

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Managerial Workforce Planning. You will need to use your eLMS user ID and password to login.



## HRPM Workforce Planning Policies

To review HRPM Workforce Planning policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 10: Workforce Planning**. The link to contents of Volume 10 are displayed (Figure 9), in addition to associated HROIs and reference materials.
3. Click the name of a topic to display its associated information.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 10: Workforce Planning	
FAA Managerial Workforce Planning (MWP)	WP-10.1
Related	
■ Human Resource Operating Instructions (HROI's)	
■ Human Resource Policy Manuals (HRPM's) Reference Materials	

Figure 9. HRPM Volume 10: FAA Managerial Workforce Planning

## HRPM Reference Materials and Tools

To review additional information about managerial requirements and performance, investigate the following sites:

- [FAA Managerial Selection Factors](#)
- [FAA Managerial Performance Standards](#)



## Managerial Success Profile

### Overview

The [Managerial Success Profile](#) (MSP) is the FAA's corporate managerial competency model.

The MSP consists of four dimensions: Achieving Results, Leading People, Building Relationships, and Leading Change. Each of the dimensions includes several competencies all managers must strive for to become successful.

### Managerial Probationary Period

Employees permanently appointed to managerial positions for the first time are required to serve a 1-year probationary period. Employees appointed to managerial positions as new hires will serve their new hire and [managerial probationary periods](#) concurrently.

### Closing Out the Managerial Probationary Period

The supervising manager of the probationer is responsible for completing the [Probationary Period Checklist](#) as a record of the decision that the probationary period was or was not completed successfully. Refer to [HROI – Closing out the FAA Managerial Probationary Period](#) to learn how to complete this procedure.

If the probation was not completed successfully, refer to one or more of the following sites to review this procedure:

- [EMP-1.5, FAA Managerial Probationary Period](#)
- [ER-4.7, Termination during Managerial Probationary Period](#)
- [HROI- Procedures for Termination During the Managerial Probationary Period](#)
- [Sample Memo – Termination during Managerial Probationary Period](#)



## FAA Performance Management System

### Overview

The FAA Performance Management System (PMS) is a year-long process designed to monitor and improve the individual employee's performance through a series of meetings involving planning, feedback, and coaching. The purpose of PMS is to help the Agency Lines of Business and staff offices meet their goals and objectives.

PMS plans can be created using AHR forms or the [PMS software tool](#). In addition, your employees' performance plans must be developed with a direct 'line of sight' to the FAA Flight Plan.

The PMS applies to all non-bargaining unit employees, managers, and those bargaining unit employees where the PMS has been negotiated.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the following Performance Management System lessons. You will need to use your eLMS user ID and password to login.

- The FAA Performance Management System
- Managing Performance in the FAA



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## HRPM PMS Policies

To review HRPM PMS policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 9: Performance Management**. The links to contents of Volume 9 are displayed (Figure 10) in addition to associated HROIs and reference materials.
3. Click **Performance Management System (PMS)** to display PMS [Section 9.1](#). This section contains a Table of Contents with links to specific topics describing the PMS.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

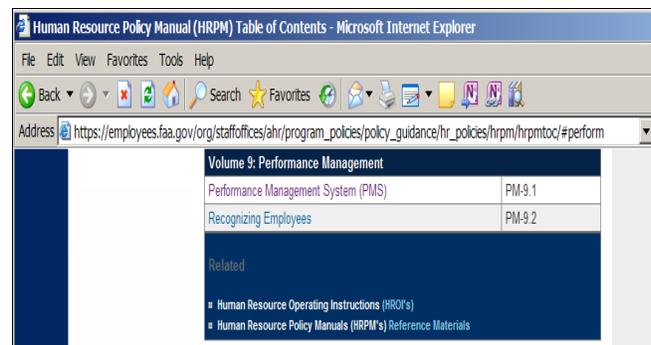


Figure 10. HRPM Volume 9: Performance Management

To review additional PMS information in the HRPM, go to the following sites. Remember to use the **Search** function to locate specific topics in a document or on a web page.

- [HRPM PMS Definitions](#)
- [HRPM PMS Performance Standards](#)
- [HRPM 9.2 – Recognizing Employees](#)
- [Performance Management System Performance Standards Development Guidelines](#)
- [PMS/SCI Website Instructions](#)



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## HROI for Performance Management

To review HROI procedures that are used in conjunction with HRPM PMS policy, go to the following:

- [Employee Performance File System](#)
- [Procedures for Addressing Unacceptable Performance](#)

## PMS Guides

To review FAA guides to PMS, go to the following sites:

- [Guidance for Completing the PMS Performance Documents](#)
- [Performance Management System Learning Guide](#) (a refresher for managers)
- [Performance Management FAQs](#)

## PMS Job Aids

Use this link to review the list of [PMS policies, procedures, tools, forms, and additional helpful material](#) related to managing performance, awards, and recognition.

Additional tips and how-to's are also available for [tracking accomplishments and submitting self-assessments](#).

## HRPM Reference Material for PMS

To review various job aids used in conjunction with PMS, go to the following sites:

- [FAA Managerial Performance Standards](#)
- [Example of a 12-Month Performance Cycle](#)
- [FAA Performance Management Process](#)
- [Performance Management System Performance Standards Development Guidelines](#)
- [PMS Definitions](#)
- [Sample Memo for Unacceptable Performance](#)
- [Twelve-Month Performance Reminders](#)



## Leave Schedules

### Overview

Because Frontline Managers are authorized to approve leave, they are responsible for proper administration of leave provisions. You need to be familiar with various types of leave as they often have very specific rules and guidelines. If you need assistance, contact your manager or your [servicing Human Resources representative](#).

This section describes how to locate FAA-defined types of absence and leave and their administration. Review the [Work Schedules](#) section in this Toolkit for additional information related to managing leave.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Managing Leave. You will need to use your eLMS user ID and password to login.



## HRPM Leave Policy

To review HRPM Leave policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 8: Leave and Work Schedules**. The contents of Volume 8 are displayed (Figure 6) in addition to associated HROIs and reference materials.
3. Click the name of the topic you are seeking.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 8: Leave and Work Schedules	
<a href="#">Sick Leave for Personal Medical Needs</a>	LWS-8.1
<a href="#">Leave Options to Care for a Family Member</a>	LWS-8.2
<a href="#">Annual Leave</a>	LWS-8.3
<a href="#">Military Leave</a>	LWS-8.4
<a href="#">Court Leave</a>	LWS-8.5
<a href="#">Home Leave</a>	LWS-8.6
<a href="#">Funeral Leave</a>	LWS-8.7
<a href="#">Excused Absence</a>	LWS-8.8
<a href="#">Holiday Absences</a>	LWS-8.9
<a href="#">Unpaid Absences</a>	LWS-8.10
<a href="#">Lump-Sum Annual Leave Payments</a>	LWS-8.11
<a href="#">Voluntary Leave Transfer Program (VLTP)</a>	LWS-8.12
<a href="#">Emergency Leave Transfer Program (ELTP)</a>	LWS-8.13
<a href="#">Workweeks, Tours of Duty, &amp; Work Schedules</a>	LWS-8.14
<a href="#">Alternative Work Schedules</a>	LWS-8.15
<a href="#">Part-time Employment/Job Sharing Program</a>	LWS-8.16
<a href="#">First 40/80-Hour Tours of Duty</a>	LWS-8.17
<a href="#">Adjustment of Work Schedules for Religious Observances</a>	LWS-8.18
<a href="#">Family and Medical Leave Act</a>	LWS-8.20

Related	
■	<a href="#">Human Resource Operating Instructions (HROI's)</a>
■	<a href="#">Human Resource Policy Manuals (HRPM's) Reference Materials</a>

Figure 6. HRPM Volume 8: Leave and Work Schedules



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## HRPM Standards of Conduct for Absence and Leave Policy

Use this link to review Volume 4: Employee Relations ER-4.1: 8a – 8c for employee [standards of conduct for absence and leave](#).

## Order 3600.4: Absence and Leave

[Order 3600.4](#) contains the most current absence and leave policies.

## Quick Reference to Excused Absences

Use this link to review a list describing [types of excused absences](#).

## HROI: Restoration of Annual Leave

Use this link to review information associated with [using, losing, and restoring annual leave](#).

## Types of Leave and Other Absences

Use this link to review descriptions of [types of leave and absences](#).



## Work Schedules

### Overview

As a frontline manager, you are responsible for scheduling work to ensure that the mission and function of the organization are carried out effectively and efficiently. There are several traditional and non-traditional work schedules that you will encounter as an FAA manager. Some work situations or CBAs may limit the available options. It is vital that you understand the related policy and requirements for the schedules you manage.

Review the **HRPM Leave Policy** section in this Toolkit for additional information on employee work schedule policy.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Time and Attendance. You will need to use your eLMS user ID and password to login.

### HRPM Work Schedules Policy

To review HRPM Work policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 8: Leave and Work Schedules**. The links to contents of Volume 8 are displayed (Figure 7) in addition to associated HROIs and reference materials.
3. Click the name of the topic you are seeking.

From the [FAA employees' Home page](#), you can enter **HRPM** in the **Search** field to display the link to the HRPM TOC.

Volume 8: Leave and Work Schedules	
<a href="#">Sick Leave for Personal Medical Needs</a>	LWS-8.1
<a href="#">Leave Options to Care for a Family Member</a>	LWS-8.2
<a href="#">Annual Leave</a>	LWS-8.3
<a href="#">Military Leave</a>	LWS-8.4
<a href="#">Court Leave</a>	LWS-8.5
<a href="#">Home Leave</a>	LWS-8.6
<a href="#">Funeral Leave</a>	LWS-8.7
<a href="#">Excused Absence</a>	LWS-8.8
<a href="#">Holiday Absences</a>	LWS-8.9
<a href="#">Unpaid Absences</a>	LWS-8.10
<a href="#">Lump-Sum Annual Leave Payments</a>	LWS-8.11
<a href="#">Voluntary Leave Transfer Program (VLTP)</a>	LWS-8.12
<a href="#">Emergency Leave Transfer Program (ELTP)</a>	LWS-8.13
<a href="#">Workweeks, Tours of Duty, &amp; Work Schedules</a>	LWS-8.14
<a href="#">Alternative Work Schedules</a>	LWS-8.15
<a href="#">Part-time Employment/Job Sharing Program</a>	LWS-8.16
<a href="#">First 40/80-Hour Tours of Duty</a>	LWS-8.17
<a href="#">Adjustment of Work Schedules for Religious Observances</a>	LWS-8.18
<a href="#">Family and Medical Leave Act</a>	LWS-8.20
Related	
<ul style="list-style-type: none"> <li>■ <a href="#">Human Resource Operating Instructions (HROI's)</a></li> <li>■ <a href="#">Human Resource Policy Manuals (HRPM's) Reference Materials</a></li> </ul>	

Figure 7. HRPM Volume 8: Leave and Work Schedules

To review HRPM policies for work scheduling, go to the following sites:

- [Alternative Work Schedules \(AWS\)](#)
- [Part-Time Employment/Job Sharing Program](#)
- [Workweeks, Tours of Duty, and Work Schedules](#)



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## HROIs for Work Schedules

Click this link to review the current HROIs associated with [work schedules](#).

## HRPM Reference Material

To review or print work schedule options and examples of work schedules, use the following:

- [AWS FAQs](#)
- [Alternative Work Schedules](#)
- [Summary of Work Schedules](#)
- [Printable Summary of Work Schedule Options](#)
- [Work Schedule Options](#)



## Conduct and Discipline

### Overview

FAA employees are expected to abide by workplace rules and conduct themselves in a professional manner. This section contains links to the policies and procedures governing corrective disciplinary actions that you may need to take if misconduct is observed or reported.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access Conduct and Discipline. The following topics are available:

- The Basics of Ethical Behavior
- Conducting an Investigation
- The Disciplinary Process

You will need to use your eLMS user ID and password to login.



## HRPM Conduct and Discipline Policies

To review HRPM Conduct and Discipline policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 4: Employee Relations**. The links to contents of Volume 4 are displayed (Figure 8) in addition to associated HROIs and reference materials.
3. Click the name of a topic to display its associated information.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 4: Employee Relations	
Standards of Conduct	ER-4.1
1. General	
2. Employee Responsibilities	
3. Supervisors' Responsibilities	
4. Safeguarding and Use of Information, Documents and Records	
5. Safeguarding Public Funds	
6. Use of Federal Equipment, Property and Personnel	
7. Observing Safety Regulations	
8. Unauthorized Absence and Tardiness	
9. Giving Statements and/or Testimony	
0. Letters and Petitions to Congress	
1. Unauthorized Recording or Monitoring of Telephone Calls or Covert Recording or Monitoring of Conversations	
2. Defamatory or Irresponsible Statements	
3. Workplace Violence	
4. Possession of Firearms	
5. Alcohol and Drugs	
6. Eliminating Discrimination and Creating a Model EEO Program	
7. Sexual Harassment and Misconduct of a Sexual Nature	
8. Political Activity	
9. Holding Office in State or Local Government	
0. Subversive Activity	
1. Striking	
2. Canvassing, Soliciting or Selling	
3. Borrowing and Lending Money	
4. Accepting Notarial Fees	
5. Meeting Financial Obligations	
6. Accepting Gifts	
7. Outside Employment and Financial Interests	
8. Reporting Violations	
Maintaining Discipline	ER-4.2
Termination during New Hire Probationary Period	ER-4.6
Termination during Managerial Probationary Period	ER-4.7
Addressing Unacceptable Performance	ER-4.8

Figure 8. HRPM Volume 4: Conduct and Discipline Schedules

## HRPM Reference Materials

The following documents provide additional information for handling conduct and discipline issues. Click the link to display the associated document.

- [Douglas Factors in Depth](#)
- [A Manager's Guide to Discipline](#)

## DOT Order 3910.1C: Drug and Alcohol-Free Workplace

Use this link to read the [DOT Order](#) implementing the requirements to ensure an alcohol- and drug-free workplace.

## FAPM Letter 2635: Conduct and Discipline and Penalties

Use this link to review the rules of [conduct, discipline, and various penalties](#) for their violation.

Use this link to review the [Table of Penalties](#) that appears in FAPM 2635.



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## FAA Order 3750.7A Ethical Conduct and Financial Disclosure

Use this link to review the procedures and responsibilities associated with [ethical conduct and financial disclosure](#).

## FAA PMS Chapter III Performance Management

Use this link to review [procedures for rewarding and disciplining](#) employee performance.

## PRIB #17 – Guaranteed Fair Treatment – Non-Bargaining Unit Employees

Use this link to review fair treatment policy associated with [disciplinary actions, grievances, and appeals](#).

## HROI – Employee Relations

Use this link to review the list of documents associated with [employee performance issues](#).

## HROI – Table of Penalties FAQs

Use this link to review [background information and questions](#) regarding use of the Table of Penalties.

## HROI Table of Penalties

Use this link to display the HROI [Table of Penalties](#).



## Labor-Management Relations

### Overview

All FAA managers who have employees covered by the [Federal Service Labor-Management Relations Statute](#) (the Statute) are responsible for creating and maintaining effective labor-management relations.

The Statute is administered by the **Federal Labor Relations Authority** (FLRA) which oversees the labor relations program for unions representing federal employees and their employing agencies.

This section provides links to Federal legislation and FAA policy and guidelines for Labor-Management Relations (LMR). However, it does not answer all questions or issues that may arise as you pursue your managerial responsibilities. Contact your servicing [Employee and Labor Management](#) professional if you need additional help.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access Introduction to Labor Management Relations. The following topics are available:

- LMR History, Roles, and Laws
- Conditions of Employment
- Types of Meetings
- Understanding Reasonable Accommodation

You will need to use your eLMS user ID and password to login.



# FRONTLINE MANAGER TOOLKIT

## FAA Union Representation

FAA Union	Employees Represented
AFGE <a href="http://www.afge.org/">www.afge.org/</a>	Various professional and nonprofessional employees at: <ul style="list-style-type: none"> <li>• Mike Monroney Aeronautical Center (AMC), Oklahoma City (the majority are located here)</li> <li>• Hughes Technical Center (ACT), Atlantic City</li> <li>• National Aeronautical Charting Office (AJW-35), Maryland</li> </ul>
AFSCME <a href="http://www.afscme.org/">www.afscme.org/</a>	Various professional and nonprofessional employees at FAA HQ in the Air Traffic Organization (ATO) including direct reports to HQ (if not otherwise represented) <ul style="list-style-type: none"> <li>• Aviation Safety (AVS)</li> <li>• Airports (ARP)</li> <li>• Commercial Space Transportation (AST)</li> <li>• Certain staff offices</li> </ul> General Counsel (AGC) <ul style="list-style-type: none"> <li>• Civil Rights (ACR)</li> <li>• Regions and Centers (ARC)</li> <li>• International Aviation (API)</li> <li>• Aviation Policy Planning and Environment (AEP)</li> <li>• Communications (AOC)</li> <li>• Office of the Administrator (AOA)</li> </ul>
LIUNA <a href="http://www.liuna.org/">www.liuna.org/</a>	Nonprofessional employees <ul style="list-style-type: none"> <li>• Aviation System Standards</li> <li>• Aircraft Maintenance and Engineering Division (AJW-34)</li> </ul> Mike Monroney Aeronautical Center (AMC), Oklahoma City Hughes Technical Center (ACT), Atlantic City
NAGE <a href="http://www.nage.org/">www.nage.org/</a>	Nonprofessional air traffic assistants (FV-2154) nationwide Professional and nonprofessional employees at the Mike Monroney Aeronautical Center, Office of Acquisition Services (AMQ), Oklahoma City Nonprofessional HQ employees of Aviation System Standards (AJW-3), Oklahoma City
NATCA <a href="http://www.natca.org/">www.natca.org/</a>	Eighty-five percent of air traffic controllers in terminal, center, and flight center options, staff support units, or traffic management units nationwide and at the Air Traffic Control System Command Center Professional engineers and architects nationwide Employees <ul style="list-style-type: none"> <li>• Airports (ARP)</li> <li>• Aircraft Certification Service (AAM)</li> <li>• Office of Aerospace Medicine (AAM)</li> </ul>



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FAA Union	Employees Represented
	Automation specialists in ATO terminal operations (AJT)  Certain other employees <ul style="list-style-type: none"> <li>• Office of 9 regions (ARC)</li> <li>• Regional counsels (AGC)</li> <li>• Headquarters employees in Office of Financial Services (ABA)</li> </ul>
NFFE <a href="http://www.nffe.org/">www.nffe.org/</a>	Employees at the Hughes Technical Center in Atlantic City, including those in ATO Operations Planning, Office of Research and Technical Applications (AJP-6) and professional employees in ATO Terminal Services (AJT).
PAACE <a href="http://www.paace-okc.org/">www.paace-okc.org/</a>	Ninety percent of FAA Academy (AMA) at the Mike Monroney Aeronautical Center, Oklahoma City  Nonprofessional employees in National Airspace System Technical Services Division (AMP-200) and Air Traffic Controller Training and Development (AJL-11)
PASS <a href="http://www.passnational.org/">www.passnational.org/</a>	Employees in ATO Technical Operations (AJW) at: <ul style="list-style-type: none"> <li>• Regional divisions</li> <li>• Operation Control Safety (PASS) Centers</li> <li>• Various divisions of Aviation System Standards (AJW-3)</li> </ul> Employees in Aviation Safety, Flight Standards Service (AFS)  Employees in aircraft-manufacturing inspection-related functions of Aircraft Certification Service (AIR) nationwide
Non-bargaining	
Unrepresented	



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## Federal Legislation

The following links display information associated with federally mandated LM legislation.

- [Executive Order 13522](#): Creating Labor Management Forums to Improve Delivery of Government Services
- The following are available on the [Federal Labor Relations Authority](#) (FLRA) website:
  - [Authority Decisions Search Tool](#)
  - [Decisions Interpreting and Applying the Statute](#)
  - [Federal Service Labor-Management Relations Statute \(Title VII of the Civil Service Reform Act of 1978\)](#)
  - [Guide to Arbitration Under the Federal Service Labor-Management Relations Statute, October 8, 2010](#)
  - [Office of the General Counsel Historical Guidance](#)
  - [Unfair Labor Practice Case Law Outline](#)
  - [Unfair Labor Practice FAQs](#)



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## The Federal Service Labor-Management Relations Statute

The Federal Service Labor-Management Relations Statute (the Statute) prescribes the LMR rights and obligations of agencies and labor organizations in the Federal service. The Statute also establishes procedures designed to meet the special requirement and needs of the Federal Government.

As a Frontline Manager, you should have an understanding of the important provisions of the Statute. Use the following links to review the provisions of the Statute.

- [Federal Service Labor-Management Relations Statute \(Title VII of the Civil Service Reform Act of 1978\)](#)
- [FAA Guide to Labor Relations](#)
- [Glossary of Federal Sector Labor-Management Relations Terms](#)

Contact your servicing [Employee and Labor Management](#) professional if you need additional help understanding these provisions.



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## FAA Policies and Guidelines

The following links provide information to guide you through the maze of LMR rules and regulations.

- [Collective Bargaining Agreements](#) (by union)
- [FAA Labor Management Forum Charter](#), November 3, 2010
- [FAA Order 3710.18](#), Internal Coordination Requirements for Negotiating Term and Mid-term Agreements (Including MOU and MOA) with FAA Union, 06/01/03
  - [Standard Operation Procedures for FAA Order 3710.18](#)
- FAA Personnel Management System, [Chapter V, Labor Relations](#)
- [Guide to Labor Relations for Managers/Supervisors](#), April 2005
- HRPM Chapter LMR-6.1, [Guidance on Reporting Official Time](#)
- HRPM ER-4.1, [Standards of Conduct](#)



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## Federal Labor Relations Authority (FLRA)

The [FLRA](#) is an independent agency of the Executive Branch of the Federal Government which administers the labor relations program to ensure that the rights provided to employees and agencies by the [Federal Service Labor-Management Relations Statute](#) are properly interpreted and administered.

The FLRA's responsibilities include the following:

- Resolving complaints of unfair labor practices (ULPs)
- Determining the appropriateness of units for labor organization representation
- Adjudicating exceptions to arbitrator's awards
- Adjudicating legal issues relating to the duty to bargain
- Resolving impasses during negotiations

The following links to FLRA documents may provide helpful reference information:

- [ULP Casehandling Manual](#)
- [OGC Historical Guidances](#)
- [Guide to Arbitration Under the Federal Service Labor-Management Relations Statute](#)

**NOTE:** The Federal Mediation and Conciliation Service (FMCS) is not part of the FLRA. It is an independent entity that provides services to both the private and public sectors. It provides mediation to impasse situations but does not issue binding resolutions.



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## FAA Employee and Labor Management Relations

FAA's AHR provides professional guidance and support through the following Labor Relations groups:

- Third-Party Services  
(AHL-200)
- Collective Bargaining Services  
(AHL-300)
- National LR Systems and Programs  
(AHL-400)

The [Labor Relations Fact Sheet](#) describes the types of assistance available from these groups and their specific responsibilities.

To view additional resources, visit the FAA [Labor Relations](#) website.



## Bargaining Obligations

As managers, you will make decisions daily. These decisions cover a wide range of subjects, many of which relate to operational matters. Other decisions relate to working conditions.

When a decision relates to working conditions, management is obligated to negotiate the decision with the exclusive representative of the bargaining unit—the union representative.

[Section 7106](#) of the Statute establishes the following three main categories of bargaining.

### **Section 7106(a): Prohibited Subjects**

Subjects prohibited from bargaining are the mission, the budget, organizational structure, and security, except when implementation or impact make these items an issue.

### **Section 7106(b)(1): Permissive Subjects**

Subjects permitted for bargaining are staffing, method and means of performing work, and technology. Staffing specifically refers to the number of employees assigned to an organizational sub-division. Management determines if they are going to negotiate these subjects or limit negotiations to any implementation and impact issues.

### **Section 7106(b)(2) and (3): Mandatory Subjects**

Mandatory subjects of bargaining include procedures and arrangements (also known as impact and implementation or I&I). Also included are conditions of employment. You must negotiate these issues. Remember, conditions of employment are **not** about operational policies or procedures.



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## Meeting with Bargaining Unit Employees

As a manager, you need to know when unions have the right to be present during meetings between the Agency and bargaining unit employees.

Most discussions will not include the obligation to involve union representatives. However, in two specific meetings between agency representatives and bargaining unit employees, the union has the right to be present. These meetings include:

- Formal discussions
- Investigative (or Weingarten) meetings

Refer to the [Guide to Labor Relations](#) for a detailed description of these meetings.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Introduction to Labor Management Relations: Types of Meetings. You will need to use your eLMS user ID and password to login.

Contact your servicing [Employee and Labor Management](#) professional if you need additional help.



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## Formal Discussions

According to the Statute [Section 7114\(a\)\(2\)\(A\)](#), in a formal discussion management must give the union the opportunity to attend.

A formal *discussion* is synonymous with *meeting* in this context. A meeting where someone makes a statement or announces personnel policy, even though no discussion takes place, is technically a formal meeting.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Introduction to Labor Management Relations: Types of Meetings. You will need to use your eLMS user ID and password to login.

Review the criteria for a formal meeting in the [Guide to Labor Relations](#).

Contact your servicing [Employee and Labor Management](#) professional if you need additional help identifying a formal discussion.



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## Investigative (or Weingarten) Meetings

When management is involved in examining an employee in connection with an investigation, management needs to be aware of potential Weingarten issues. Based on the Weingarten case, which was tried before the U.S. Supreme Court, employees are entitled to the help of a union representative if they request such assistance.

The Weingarten rights are codified in the Statute Section [7114\(a\)\(2\)\(B\)](#).

Review the criteria for identifying a Weingarten meeting in the [Guide to Labor Relations](#). To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Introduction to Labor Management Relations: Types of Meetings. You will need to use your eLMS user ID and password to login.

Contact your servicing [Employee and Labor Management](#) professional if you need additional help identifying an investigative meeting.



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## Information Requests

[Section 7114\(b\)4](#) of the Statute provides for agencies to furnish labor organizations with data or information related to collective bargaining.

While the FAA recognizes the obligation to provide such information, there are a number of legitimate reasons for denying information, including protecting the privacy interests of individuals.

Review the criteria for providing data or information in the [Guide to Labor Relations](#). Additionally, review the [FAQs](#) concerning information requests posted on the FLRA web site.

Contact your servicing [Employee and Labor Management](#) professional if you need additional help identifying information requests and the need to provide it.



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## Unfair Labor Practices

An Unfair Labor Practice (ULP) is an allegation of the violation of the Statute itself and can be filed against an agency or a labor organization—but never against an individual employee. Even though you may be designated the management official directly involved and actually named in the charge, the ULP charge is against the agency, not against you as an individual.

When your facility or office receives an official ULP from the [FLRA](#), you should immediately send all the original correspondence to your [Employee and Labor Management Relations](#) professional. It is not the responsibility of the Frontline Manager or facility/office manager to respond to the charge.

[Section 7116](#) of the Statute lists the possible ULPs that both labor and management may commit. Many are the same for both labor and management. The most common ULP filed against management is failure to negotiate in good faith.



## Reasonable Accommodation

### Overview

Reasonable accommodation refers to any changes or adjustments in the work environment, in the application process, or in a benefit or privilege of employment for a reason related to physical or mental impairment. For example, making existing facilities readily accessible to and usable by employees; job restructuring; providing qualified readers or interpreters.

The decision-maker for FAA employees who request reasonable accommodation is the individual's frontline manager. Management is ultimately responsible for receiving, processing, and granting or denying reasonable accommodation requests through an interactive process and in a timely manner.

The decision-maker may need to consult with the appropriate HR, Legal, Civil Rights Offices, Disabilities Program Manager, and/or the Disability Resources Center when making a decision. You may also want to review the purpose of the **Accountability Board**.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, EEO: Understanding Reasonable Accommodation. You will need to use your eLMS User ID and password to login.

### Program and Orders

Review the [National Outreach Program for Diversity and Inclusion](#) web page to learn more about the following order governing reasonable accommodation:

- [DOT Order 1011.1](#)
- [FAA Order 1400.12](#)

### References

Use the following links to review additional information on reasonable accommodation:

- [DOT Disability Resource Center](#)
- [FAA Reasonable Accommodation Process Handbook](#)
- [How to Respond to Reasonable Accommodation Requests](#)



## Equal Employment Opportunity

### Overview

The FAA is committed to being a Model Equal Employment Opportunity (EEO) employer in compliance with all anti-discrimination laws, regulations, and policies. All managers and supervisors are required to demonstrate commitment to EEO policies.

The Agency has zero tolerance for harassment and for discrimination based on race, color, religion, sex, sexual orientation, national origin, age, disability, or reprisal for participating in protected EEO activity.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the following Equal Employment Opportunity lessons. You will need to use your eLMS User ID and password to login.

- Anti-Discrimination Laws
- Preventing Discrimination
- Sexual Harassment
- Understanding Reasonable Accommodation

### FAA EEO Policy

The following list contains links to specific FAA EEO policies:

- [Annual Reminder on Non-Discrimination](#)
- [FAA New Employee Orientation Policy](#)
- [HROI Addressing Findings of Discrimination, 11/29/04](#)
- [Order 1110.125a, Accountability Board, June 2002](#)
- [Order 1400.10, Equal Employment Opportunity Mediation](#)
- [Order 1400.12, Processing Accommodation Requests for People with Disabilities](#)

### DOT EEO Policy and Information

Use the [Civil Rights Home page](#) of the Department of Transportation to search for additional EEO policies and information.

### U.S. Equal Employment Opportunity Commission

The U.S. Equal Employment Opportunity Commission (EEOC) enforces the Federal laws passed to eliminate discrimination. It also provides oversight and coordination of all Federal equal employment opportunity regulations, practices, and policies.

Use the following links to learn more about the EEOC:

- [EEOC Home page](#)



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- [Facts about EEO Complaint Processing](#) (29 CFR Part 1614)
- [MD 110: Federal Sector Complaint Processing Manual](#)
- [MD 715: EEO Reporting Requirements for Federal Agencies](#)
- [The Digest of EEO Law](#)

## Office of Civil Rights

The FAA [Office of Civil Rights](#) (ARC) advises, represents, and assists the FAA Administrator on civil rights, diversity management, and equal opportunity laws, policies, and regulations. ARC also provides guidance and resources to managers regarding EEO and diversity management.

## EEO Reference Guides and Brochures

The following publications are sources of information for the No FEAR Act, MD 715, FAA Model EEO Program, and Reasonable Accommodation:

- [EEO Program Reference Guide](#)
- [Manager's Booklet: Are You Plugged Into MD 715?](#)
- [Preventing Sexual Harassment in the Workplace](#)

## EEO Complaint Program

The [EEO Complaint Program](#) provides information on filing and resolving EEO complaints.

## EEO Pre-complaint Process

Use this link to review a presentation of how to begin the [Pre-Complaint Process](#).

## Alternate Dispute Resolution

The [Alternate Dispute Resolution](#) program was created to settle allegations of workplace discrimination and/or harassment raised through the **EEO Pre-complaint Process**. The objective of this program is to resolve allegations early and at the lowest possible level.



## Accountability Board

### Overview

As a manager, you are responsible for creating a workplace free from harassment and intimidation. You must also ensure that all employees in your organization are familiar with how the Accountability Board functions.

The Board oversees management's response to allegations or incidents of harassment or other misconduct that creates an intimidating, hostile, or offensive work environment, and outlines the procedures to ensure consistent and timely handling of such allegations.

To report allegations of harassment, go to the Accountability Board [Home page](#).

The procedures for reporting, investigating, and processing such allegations are prescribed by [Order 1110.125a, Accountability Board, June 2002](#).

The following publications provide additional information:

- [The Cornerstone of Organizational Excellence](#)
- [Accountability Board Brochure: What should I do when ...?](#)

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Accountability Board. You will need to use your eLMS User ID and password to login.



## Employment Procedures

### Overview

FAA personnel are critical to the success of the Agency. Their goals as an employee are to satisfy future mission requirements and support the Agency goals of safety, security, and efficiency. Within this framework, managers need to be familiar with the employment process and understand the criticality of seeking qualified personnel.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson: Employment Issues. You will need to use your eLMS User ID and password to login.

Refer to **FAA Performance Management System** in this Toolkit to view related topics.



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## HRPM Employment Policies

To review HRPM Employment policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 1: Employment**. The links to the contents of Volume 1 are displayed (Figure 12) in addition to associated HROIs and reference materials.
3. Click the name of a topic to display its associated information. You may need to scroll to see all the contents of **Volume 1**.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 1: Employment	
Authority to Employ	EMP-1.1
Employment of Relatives	EMP-1.2
Interchange Agreement	EMP-1.3
New Hire Probationary Period	EMP-1.4
Managerial Probationary Period	EMP-1.5
Oath of Office	EMP-1.6
Setting the Effective Date of an Appointment	EMP-1.6a (Effective Dates)
Qualification Requirements	EMP-1.7
Testing Policy for Filling Entry Level Air Traffic Control Specialist Positions in Terminal and Enroute Operations	EMP-1.7a (Series 215Z)
Air Traffic Assistant (FG-2154) Promotion Qualifications	EMP-1.7b (ATS-2154)
FAA Acquisition Career Development Policy for Contracting Professionals	EMP-1.7c (Series 110Z)
Supplemental Qualifications Guidance for 2186 Series Positions In Airway Facilities	EMP-1.7d (AF-2186)
FAA Specific Qualifications Guidance for 1825 Aviation Safety Inspectors - Aircraft Dispatch	EMP-1.7e (1825AD)
FAA Specific Qualifications Guidance for 1825 Aviation Safety Inspectors - Cabin Safety	EMP-1.7f (1825CS)
FAA Specific Qualifications Guidance for 1825 Aviation Safety Inspectors - Rotorcraft-Helicopter	EMP-1.7g (1825RH)
Interview Policy	EMP-1.8
Reference Checking	EMP-1.8a (References)
Selection Priority	EMP-1.9
Permanent External Hiring	EMP-1.10
Temporary External Hiring	EMP-1.11
Re-Employment of Annuitants In Acquisition Related Positions	EMP-1.11a (ACQ)
Entry-Level Pay and Grade for Air Traffic Academy Trainees	EMP-1.11b (ATCS Employment Policy)
Employment of Veterans and Service Members	EMP-1.12
Citizenship Requirements	EMP-1.13
Permanent Internal Assignments	EMP-1.14
Employment Policy for Air Traffic Control Specialist In Training	EMP-1.14a (ATCS)
Temporary Internal Assignments	EMP-1.15
Return Rights after Certain Assignments	EMP-1.16
Return Rights for FAA International Assignments	EMP-1.16a (International Assignments)

Figure 12. HRPM Volume 1 : Employment

The following list links to additional employment policies:

- [FAA Order 3370.5A, Employee Clearance Procedures](#)
- [FAA Personnel Management System, Chapter 1, Staffing](#)
- [FAPM Letter 511-1, Position Management](#)



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## HROIs for Employment

Click this link to review [HROIs](#) associated with employment policy and procedure.

The reasons for performing specific employment procedures are explained at [Human Resources Policy Manual \(HRPM\) Volume 1: Employment EMP-1.28](#).



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## Selection and Hiring

### Overview

As a manager, you must be aware of the FAA staffing policies and procedures that guide the hiring process. The following sections contain references you made need as you begin this process.

### Reference Material for Hiring

The following links provide additional information for starting and managing the employment process.

- [Prohibited Personnel Practices](#)
- [FAA Order 1600.72A: Contractor and Industrial Security Program](#)
- [HRPM Reference Material for Employment](#)

### Staffing Policy Documents

Refer to [Staffing Policy Documents](#) to view the list of staffing categories. The documents specific to a staffing category are listed and linked for online access.

### Employment Fact Sheets

Refer to the [Manager's Guide to Human Resources](#) for fact sheets providing hints and tips on posting a vacancy, interviewing, and hiring, in addition to other employment topics.

### Staffing Process

Refer to [FAA Personnel Management System, Chapter 1: Staffing](#) for general information on the staffing process. Links are included to specific HRPM and PRIB policies.

### Selection

The following list identifies specific Job Aids associated with this topic. To access the Job Aids, go to <https://elms.faa.gov/> and locate the lesson: Employment Issues. You will need to use your eLMS User ID and password to log into eLMS.

- Additional Sources for Filling Positions
- Evaluating and Referring
- HROI On-the-Spot-Hiring
- FAA Selection Policies

### Interviewing

To review hints and tips on conducting a successful interview, go to [FAA Interview Guide](#).

Read [HRPM EMP-1.8 – Interview Policy](#) to ensure that you are familiar with FAA interview policies and procedures and other related information.



## Probationary Period

All permanent hires are required to complete a one-year probationary period. Exceptions to this policy exist, and you should refer to the following to learn more about the probationary period.

- [Managerial Probationary Period](#)
- [New Hire Probationary Period](#)

Links to additional policy and guidance for managing the probationary period appear at the bottom of each web page.

## Employee Development

Refer to the [ESC Career Development and Job Enhancement Guide](#) for guidelines to help you assist employees in career development and job enhancement techniques, in addition to preparation of their Individual Development Plan (IDP).

To review restrictions on funding for employee training, refer to Public Law 105-277.

## Separation

Personnel who leave FAA for other employment opportunity or retirement must follow existing exit procedures. As a manager, you need to be familiar with these procedures and ensure that they have been followed.

Review [Employee Exiting Information](#) for an overview of the separation process.



## Time and Attendance

### Overview

Proper tracking and reporting of time and attendance is a vital frontline manager responsibility. For a description of how the FAA handles this task, click [Labor Distribution Reporting \(LDR\)](#).

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Time and Attendance. You will need to use your eLMS User ID and password to login.

### Time and Attendance Policy

The following links contain the policies, procedures, responsibilities, and regulations related to LDR:

- [FAA Order 2700.37 – Labor Distribution Reporting](#)
- [Financial Manual, Volume 14: Chapter 2 – LDR](#)

### Time and Attendance Collection

The Consolidated Automated System for Time and Labor Entry (CASTLE) is used to gather data for time and attendance and LDR for all FAA employees except those in ATO.

ATO personnel use Cru-X to enter and capture LDR data in addition to managing schedules and time and attendance information, which is then transmitted to CASTLE.

To learn how to apply for access to these systems, use the following links:

- [ATO Finance Cost Accounting System \(CAS\)](#)

To review the procedures and responsibilities related to time and attendance reporting, use the following links:

- [ATO LDR Cru-X Time and Attendance Quick Reference](#)
- [Standard Operating Procedures: Labor Distribution Reporting/Time & Attendance](#)

### Time and Attendance Reporting Resources

The following links may assist in determining which codes to use for time and attendance. The following links may provide some answers.

- [ARC/LDR Codes for Reporting Projects and Tasks](#)
- [ATO LDR Back to Basics: Missing and Straight 80 Timecards](#)
- [CASTLE Time and Attendance Report Handbook](#)
- [AFS LDR FAQs](#)



## Pay and Compensation

### Overview

As a frontline manager, you will need to be familiar with pay plans and tables, premium pay and compensatory time, and annual pay adjustments. However, you do not need detailed knowledge of the complexities of pay policies and your employees' entitlements.

[Core Compensation](#) (Core Comp) is the FAA's pay system. You should know how Core Comp works to be able to properly compensate your employees and recognize their superior performance. Core Comp covers all non-bargaining unit FAA employees and bargaining unit employees where required bargaining has been completed.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, FAA Core Comp Pay and Compensation. You will need to use your eLMS User ID and password to login.

Use the [Pay](#) page to review online payroll tools, calendars, plans, and tables. You may also want to review the information in the Time and Attendance section of this Toolkit.

Remember to review your [labor agreement](#) (CBA) to see if it contains pay information specific to your employees' bargaining unit.

If you need assistance, contact your manager or your [servicing Human Resources representative](#). Make sure you provide HR all the information they need to evaluate and resolve the matter.



# FRONTLINE MANAGER TOOLKIT

## HRPM Pay and Compensation Policies

To review HRPM pay and compensation policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 2: Compensation Systems and Classification** to view core compensation policies (Figure 11).
3. To view overtime and compensatory time policies for FLSA exempt and non-exempt employees, click **HRPM Volume 3: Premium Pay and Allowances** (Figure 11).
4. Click the name of a topic to display its associated information.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 2: Compensation Systems and Classification	
<b>Air Traffic Controllers Compensation Plan</b>	
Managers and Supervisors Pay in the Air Traffic Controllers Compensation Plan	COMP-2.1AT
<b>Core Compensation Plan</b>	
Agency Initiated Conversions in the Core Compensation Plan	COMP-2.1C
Pay Bands in the Core Compensation Plan	COMP-2.2C
Job Documentation in the Core Compensation Plan	COMP-2.3C
Annual Pay Changes in the Core Compensation Plan	COMP-2.4C
Promotions in the Core Compensation Plan	COMP-2.5C
Flexible Promotion Increases in the Core Compensation Plan	COMP-2.6C
Reassignments in the Core Compensation Plan	COMP-2.7C
Reassignment Increases and Bonuses in the Core Compensation Plan	COMP-2.8C
Reassignment Bonuses in the Core Compensation Plan - Cancelled Refer to COMP-2.8C	COMP-2.9C
In-Position Increases in the Core Compensation Plan	COMP-2.10C
Demotions and Pay Band and Pay Retention in the Core Compensation Plan	COMP-2.11C
Use of Highest Previous Rate in the Core Compensation Plan	COMP-2.12C
Refer to COMP-2.11C for guidance	COMP-2.13C
Temporary Internal Assignments in the Core Compensation Plan	COMP-2.14C
Qualifications Determinations in the Core Compensation Plan	COMP-2.15C
Competition Requirements in the Core Compensation Plan	COMP-2.16C
Managerial Probationary Periods in the Core Compensation Plan	COMP-2.17C
Nature of Action Codes for Job Changes in the Core Compensation Plan	COMP-2.18C
Movement from Wage Grade Positions To FV Positions in the Core Compensation Plan	COMP-2.19C
Expert Level Positions in the Core Compensation Plan - CANCELLED Refer to COMP-2.23C	COMP-2.20C
Grandfathered Employees in the Core Compensation Plan	COMP-2.21C
Reporting Newly Established Human Resources and Budget Related Positions in the Core Compensation Plan	COMP-2.22C
Establishing Positions in the Core Compensation Plan, including the Waiver Approval Process for LJM Band, 2186 Series, and Expert Level Positions	COMP-2.23C
Pay-Setting Principles for Placement in the Core Compensation Plan	COMP-2.24C
Related	
<ul style="list-style-type: none"> <li>Human Resource Operating Instructions (HROI's)</li> <li>Human Resource Policy Manuals (HRPM's) Reference Materials</li> </ul>	

**Figure 11. HRPM Volume 2: Compensation Systems and Classification**

Volume 3: Premium Pay and Allowances	
Overtime and Compensatory Time for FLSA Exempt Employees	PRE-3.1
Overtime and Compensatory Time for FLSA Nonexempt Employees	PRE-3.2
Physician Premium Pay in the Executive and Core Compensation Plans	PRE-3.3
Reservist Differential	PRE-3.4
Related	
<ul style="list-style-type: none"> <li>Human Resource Operating Instructions (HROI's)</li> <li>Human Resource Policy Manuals (HRPM's) Reference Materials</li> </ul>	

**Figure 12. HRPM Volume 3: Premium Pay and Allowances**

The following is a list of specific chapters in the HRPM that you may need to refer to:

- [COMP 2.2c, Pay Bands in the Core Compensation Plan](#)
- [COMP 2.3c, Job Documentation in the Core Compensation Plan](#)
- [COMP 2.23c, Establishing Positions in the Core Compensation Plan](#)



# FRONTLINE MANAGER TOOLKIT

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## HRPM Reference Materials: Compensation Systems and Classification

The [Compensation Systems and Classification](#) page contains a list of guidelines and tools to assist in resolving pay and compensation matters.

The following list contains links to various references including job analysis, payroll information, setting pay, pay plans and tables, and annual pay adjustments:

- [Pay](#)
- [Guide to Basic Pay-Setting Principles and Pay Tool Selection in the Core Compensation Plan](#)
- [Core Compensation: Pay Setting and Managing Positions](#)
- [Job Analysis Tool](#)
- [New Hire Salary Decision Tool](#)
- [Summary of Premium Pay Rules](#)

## Compensation Policy Documents

The [Compensation Policy Documents](#) page contains a list of current documents and topics related to pay and compensation including PRIBs, Orders, LOB and Staff Office policies, pay tables, and additional information all linked to their associated policy information.

## HROI – Compensation Systems and Classification

This page lists the [HR Operating Instructions](#) that describe how to fill a position, determine qualifications and compensation for the position, in addition to salary for promotions and demotions.

## Order 3550.10: Pay Administration

[Order 3550.10](#) contains basic legal and regulatory requirements and Agency rules and procedures on pay administration. A Table of Contents is provided with links to rules and regulations on premium pay for overtime, night, Sunday and holiday work, hazard pay, allowances and differentials in addition to many other topics covering pay administration.

## Job Documentation

Job documentation describes and differentiates between levels of work. The following links provide details related to the Job Documentation System:

- [Job Series Definitions](#)
- [Career Level Definitions](#)

This system is the basis for paying employees in the Core Compensation Plan. Managers of organizations covered by CoreComp use Job Documentation to assign series, job categories, and career levels to positions.

Position descriptions under the CoreComp Plan are replaced with the series definition, the job category definition, and the selected career level definitions. If you need assistance, contact your [servicing Human Resources representative](#).



# FRONTLINE MANAGER TOOLKIT

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## Annual Pay Changes

Refer to [HRPM Comp 2.4c: Annual Changes in the Core Compensation Plan](#) to learn about performance-based pay increases, including levels of increase, computing increases, and eligibility.



## Occupational Safety and Health

### Overview

The Occupational Safety and Health Act (OSHA) was passed in 1970 and amended in 2004. The purpose of the Act is to ensure safe and healthful working conditions for all working men and women, and assists and encourages every state in the U.S. to do the same.

OSHA also provides research, information, education, and training in the field of occupational safety and health. The OSHA guidelines are integrated into the FAA day-to-day operations at all levels. See [Occupational Safety & Health](#) for a list of FAA programs, training, and initiatives for OSHA.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, Occupational Safety and Health. You will need to use your eLMS User ID and password to login



# FRONTLINE MANAGER TOOLKIT

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## Manager Responsibilities

When a mishap occurs, managers are typically one of the first to hear about it. You also know the types of work your employees do and the environment they work in. Thus you are familiar with the operations and processes that affect your employees and you know the hazards associated with their workplace.

You must report injuries and illnesses according to the criteria in [FAA Order 3900.19b](#) using the [Safety Management Information System](#) (SMIS) website. SMIS requires that you log on with your user ID and password. The report will be automatically forwarded to the local OSH Manager in the location where the mishap occurred, where a thorough investigation will be performed.



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## OSHA Laws and Regulations

The following list identifies the Federal laws and regulations associated with OSHA:

- The Occupational Safety and Health Act of 1970, Public Law 91-596
- Executive Order 12196, Occupational Safety and Health Programs for Federal Employees
- 29 Code of Federal Regulations Part 1960, Basic Program Elements for Federal Occupational Safety and Health Programs



# FRONTLINE MANAGER TOOLKIT

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## FAA OSHA Policies

[FAA Order 3900.19B, Occupational Safety and Health Program, Updated August 26, 2008](#), establishes policy framework and assigns responsibility for an effective agency-wide employee safety and health program.

[Executive Order 13513, Federal Leadership on Reducing Text Message While Driving](#) establishes policy to prohibit the use of text messaging while driving on official business or while using Government-supplied equipment thus improving safety on roads and highways.

[DOT Order 3902.10, Text Messaging while Driving](#), reiterates the requirements of EO 13513 to establish a mandatory ban on text messaging while driving and appropriate disciplinary action for violation of the order.



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## OWCP References and Guidelines

Information about Workers' Compensation can be found on the FAA [Employee Safety and Workers' Compensation](#) and the [Department of Labor](#) websites.

## HRPM Emergency Situation Policies

To review HRPM Emergency Situation policies, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 11: Guidance on Emergency Situations**. The links to contents of Volume 11 are displayed (Figure 13) in addition to associated HROIs and reference materials.
3. Click the topic that you want to review.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 11: Guidance on Emergency Situations	
<a href="#">Guidance on Leave Issues Related to Natural Disasters and National Emergencies</a>	EMS-11.1
<a href="#">Guidance on Pay Issues Related to Natural Disasters and National Emergencies</a>	EMS-11.2
<a href="#">Guidance on Work Schedule Issues Related to Natural Disasters and National Emergencies</a>	EMS-11.3
Related	
<ul style="list-style-type: none"> <li>■ <a href="#">Human Resource Operating Instructions (HROI's)</a></li> <li>■ <a href="#">Human Resource Policy Manuals (HRPM's) Reference Materials</a></li> </ul>	

Figure 13. HRPM Volume 11: Guidance on Emergency Situations

## References and Guidelines

Use the following links to review additional guidelines for health, safety, and emergency planning:

- [Safety, Health and Security](#)
- [Employee Response to Emergencies Guide](#)
- [Handling Traumatic Events: A Manager's Handbook](#)
- [Frequently Asked Questions for Employees Affected by Natural Disasters and National Emergencies](#)
- [Pandemic Influenza Q&A's](#)



## WorkLife and Employee Benefits

### Overview

The FAA WorkLife program provides assistance to current FAA employees and recent retirees and immediate family members who may be facing personal or professional challenges. These programs can also help you respond to performance and conduct problems affecting your workplace.

To review the Frontline Manager Curriculum for this topic, such as job aids and resources, go to <https://elms.faa.gov/> to access the lesson, WorkLife Solutions. You will need to use your eLMS User ID and password to login.



## HRPM Policies for WorkLife and Employee Benefits

To review HRPM policies for WorkLife and Employee Benefits, perform the following steps:

1. Click [HRPM Table of Contents](#).
2. In the list of contents, click **HRPM Volume 12: WorkLife and Benefits**. The links to contents of Volume 12 are displayed (Figure 14) in addition to associated HROIs and reference materials.
3. Click the topic that you want to review.

From the [FAA employees' Home page](#), you can enter *HRPM* in the **Search** field to display the link to the HRPM TOC.

Volume 12: Work Life and Benefits	
<a href="#">Child Care Subsidy Program</a>	WLB-12.1
<a href="#">Death Gratuity Payment Program</a>	WLB-12.2
<a href="#">FAA Telework Program</a>	WLB-12.3
<a href="#">Eligibility Changes to the Federal Long Term Care Insurance Program to Include Same-Sex Domestic Partners</a>	WLB-12.4
<a href="#">National Employee Forum</a>	WLB-12.5
<a href="#">Employee Associations</a>	WLB-12.6
Related	
<ul style="list-style-type: none"> <li>■ <a href="#">Human Resource Operating Instructions (HROIs)</a></li> <li>■ <a href="#">Human Resource Policy Manuals (HRPM's) Reference Materials</a></li> </ul>	

Figure 14. HRPM Volume 12: Work Life and Benefits

## HROI Policies for WorkLife and Employee Benefits

Use the following links to review the policies associated with these topics:

- [Process for Applying for Childcare Subsidy Program](#)
- [Process for Using FAA Telework Program](#)

## HRPM Reference Materials for WorkLife and Employee Benefits

Use the following links to review additional information on topics associated with work life and employee benefits:

- [FAQs for Childcare Subsidy Program](#)
- [Checklist for Making Recommendations for Granting a Waiver to Mandatory Separation at Age 56](#)
- [FAQs: Waiver Process to Mandatory Separation at Age 56](#)
- [FAQs: Eligibility Changes to the Federal Long-Term Care Insurance Program to Include Same-Sex Domestic Partners](#)



# FRONTLINE MANAGER TOOLKIT

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## WorkLife Programs

To review programs designed to meet the needs of a diverse FAA workforce, go to [WorkLife Programs](#). These programs assist employees in balancing work and life, and include personal counseling, legal and financial services, child services, and [support tools for managers](#), in addition to other services.

## FAA Secure Telework Policy

To review the minimum security requirements and procedures for preparing eligible personnel to work remotely using Government Furnished Equipment (GFE), go to FAA [Order 1370.110](#), Secure Telework Policy.

Additional links for teleworking information include the following:

- [Telework Information for Managers and Interested Personnel](#)
- [FAA Telework Agreement](#)
- [Telework Fact Sheet](#)



# FRONTLINE MANAGER TOOLKIT

## Glossary

<u>Term</u>	<u>Definition</u>
<b>Alternative Work Schedules (AWS)</b>	Previously established options for flexible and compressed work timetables available to FAA employees.
<b>Collective Bargaining Agreement (CBA)</b>	An agreement between employers and employees which regulates the terms and conditions of employees in their workplace, their duties and the duties of the employer. Also known as the <i>labor contract</i> .
<b>Cost Accounting System (CAS)</b>	The accounting system used to report the total cost of delivering FAA products and services.
<b>Federal Aviation Personnel Manual (FAPM) Letter</b>	FAPM letters are explanatory documents that further establish the original meaning of a policy or procedure or expand or limit the established policy or procedure.
<b>Federal Service Labor-Management Relations Statute (the Statute)</b>	The regulation prescribing labor-management relations rights and obligations of agencies and labor organizations in the federal service. The Statute also establishes procedures designed to meet the special requirements and needs of the federal government.
<b>HROI Table of Penalties</b>	The listed offenses and suggested penalties used for guidance when disciplinary action is required.
<b>Human Resource Operating Instructions (HROI)</b>	The recorded instructions that guide how FAA policies and procedures are to be followed
<b>Individual Development Plan (IDP)</b>	The blueprint of short- and long-term development goals and needs generated yearly by each FAA employee.
<b>Labor contract</b>	See <i>Collective Bargaining Agreement</i> .
<b>Labor Distribution Reporting (LDR)</b>	The process FAA uses to capture labor hours by projects and tasks.
<b>Personnel Reform Implementation Bulletin (PRIB)</b>	The process and procedures for implementing personnel reform in the FAA.
<b>the Statute</b>	See <i>Federal Service Labor-Management Relations Statute</i> .



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Term

Definition