

DR 690-1-31
Change 1
20 Feb 69

DEPARTMENT OF THE ARMY
Wilmington District, Corps of Engineers
P. O. Box 1890
SAWVP Wilmington, North Carolina 28401

DISTRICT REGULATION
NO. 690-1-31

4 November 1968

CIVILIAN PERSONNEL

Statement of Civilian Personnel Policy

1. Purpose and Scope: The purpose of this regulation is to republish the policies of the Department of Defense and the Department of the Army on civilian personnel management.
- * 2. Reference: CPR 272, Change 2, dated 17 June 1968
3. Policy:
 - a. Department of Defense.

"The Department of Defense is responsible for the security of our country. Civilian employees share fully in that responsibility. Use of civilian employees affords abilities not otherwise available, assures continuity of administration and operation, and provides a nucleus of trained personnel necessary for expansion in any emergency. Because civilian employees free military personnel for primarily military duties, they shall be utilized in all positions which do not require military skills or military incumbents for reasons of training, security, or discipline. The establishment of a work environment in which civilian employees will be able to contribute most effectively shall be the responsibility of every person who plans or directs the work of others. Supervisors will provide progressive and constructive leadership to individual employees, and shall endeavor to create sound management-employee relationships. They will insure that every employee understands what is expected of him, to whom he is responsible and his work relationships with his fellow workers. Productive efficiency can be built only upon a recognition of the individual as the basis of the organization and through application of sound principles of human relations. The following principles will guide the conduct of human relations in the Department of Defense:

This regulation rescinds District Regulation 69-2-31, 16 November 1964.

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"1. There shall be no discrimination because of race, sex, color, religion, national origin, lawful political affiliation, or physical handicap.

"2. Employees shall be placed in jobs for which they are best fitted and shall be given opportunities for advancement.

"3. Training necessary to insure improved job performance and individual development shall be provided.

"4. Appraisal of work performance shall be made fairly and objectively on a continuing basis and such appraisal shall be discussed with employees.

"5. Within whatever compensation schedule is applicable, employees shall receive equal pay for work of equal difficulty and responsibility.

"6. Working conditions shall be made as safe and healthful as possible.

"7. Recognizing that a well-informed work force is a productive work force, employees shall be informed insofar as possible, of plans and policies affecting them and their work.

"8. Employees shall be encouraged to express themselves concerning improvement on work method and working conditions.

"9. Employees shall have the right, without interference, coercion, restraint, or reprisal, to join or refrain from joining any lawful employee organization or association.

"10. Any employee having a grievance shall be accorded a fair and prompt discussion with the supervisor immediately concerned and, failing prompt and satisfactory adjustment, he shall have a right to appeal, under established grievance procedure. In presenting a grievance, an employee shall be free from interference, restraint, or reprisal, and he may designate a representative of his own choice to assist him.

"Maintenance of sound management-employee relations is not the responsibility of management alone. The Department of Defense recognizes its obligation to its employees. In return, it makes reasonable demands of employees to discharge conscientiously their assigned duties in the most effective manner possible, to respect administrative authority of those directing their work, and to observe the spirit as well as the letter of the laws and regulations governing their official conduct. This policy is applicable throughout the Department of Defense. The Secretaries of the Army, the Navy, and the Air Force will assure that it is made effective within their respective Departments."

b. Department of the Army.

"The Department of the Army accomplishes its mission through a team of military and civilian personnel. In peace, as well as in war, the civilian

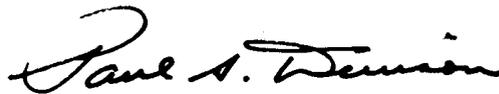
members of this team are an essential part of the Nation's defense. Vigorous and wise management of this civilian work force presents an outstanding opportunity to further the public interest through increased efficiency and consequent reductions in the operating costs of national defense.

"Maximum production and high morale among civilian employees is a direct responsibility of all who supervise the work of others in the Department. Each supervisor in the Department must be trained in the art of leadership to the end that every employee, as an individual, will be provided with incentive to regard his work with pride of accomplishment as well as a means of livelihood and thereby encouraged to produce most effectively.

"I regard sound supervisor-employee relations as the keystone of the Department's personnel management program. This goal can be reached by assuring that every employee shall be treated fairly regardless of race, sex, color, or creed; that employees are assigned to jobs for which they are best fitted by aptitude and experience and are given opportunities for advancement; that employees are trained to do their jobs right and are rated impartially on their performance; that they are compensated equitably and given adequate recognition for superior service; that as safe and healthful working conditions as possible are provided; that they be informed fully about policies and plans affecting them and their work; that they have ample opportunity to express themselves towards improving work methods and altering working conditions; that they be protected in their right to join or not to join any union or lawful, loyal group; and that individuals be accorded a full and fair hearing on any grievance.

"The full application of these principles will provide the management-employee relationships under which employees may be expected to produce to the highest levels of their ability to maintain a spirit of cooperativeness in their work, and to be loyal to the ideals of our democracy."

4. Supervisors should file a copy of this regulation in their Handbooks.



PAUL S. DENISON
Colonel, Corps of Engineers
District Engineer

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