

**BY ORDER OF THE COMMANDER  
OF THE OSAN AIR BASE**

**OSAN AIR BASE INSTRUCTION  
36-501**



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**Personnel  
CIVILIAN PERSONNEL RESOURCE  
MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 36-1, *Appropriated Funds Civilian Management and Administration*, and complements Air Force Instruction (AFI) 36-502, *Managing Civilian Personnel Resources*; DoD 1400.25-M, *Department Of Defense Civilian Personnel Manual (CPM)*, AFI 36-807, *Scheduling of Work, Holiday Observances, and Overtime*, and USFKR 690-1, *Regulations and Procedures – Korean Nationals*. It provides guidance to commanders, managers and resource managers about the role of the Civilian Resource Management Board (CRMB), and how the CRMB considers issues concerning overtime management of civilian employees, the performance award process, the summer hire program, and the overhire approval process. It applies to all Korean national (KN) appropriated and non-appropriated fund employees, and United States (US) General Schedule (GS) and Federal Wage System (FWS) appropriated fund employees on Osan Air Base. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

***SUMMARY OF CHANGES***

This publication has been revised to reflect the recent change to USFKR 690-1 which changed the number of regular work hours in an administrative workweek from 44 to 40 hours for KN employees. It also has a few procedural changes with the summer hire employment process.

**1. Terms and Definitions.** The following terms and definitions are used in this instruction:

1.1. **Administrative Workweek.** The administrative workweek begins at 0001 Sunday and ends at 2400 on the following Saturday. The calendar day on which a shift begins is considered the day of duty for that day even though the day of duty extends into the next calendar day or into the following administrative workweek.

1.2. **Overtime Work.** Work in excess of 8 hours in a day or in excess of 40 hours (both US and KN) in an administrative workweek. For KN, payment in the amount of 150 percent of the scheduled hourly base pay rate, hourly Consolidated Allowances Payment (CAP), and any supervisory differential is authorized for all time actually worked as overtime. For US employees, overtime pay is one and one-half times an employee's basic rate of pay or no more than the basic overtime rate of pay for GS-10 Step 1 (DoD 7000.14-R, *Department of Defense Financial Management Regulations (FMRS)*).

1.3. **Call Back Overtime Work.** Irregular or occasional overtime work performed by an employee on a day when work was not scheduled, or for which the employee is required to return to his place of employment, is deemed at least 2 hours in duration for the purpose of premium pay, either in money or compensatory time off.

1.4. **Compensatory Time.** Time off from an employee's regularly scheduled work instead of overtime pay. Compensatory time off is granted on the basis of one hour off for each hour of overtime worked. The use of so-called "unofficial compensatory time," the procedure of allowing employees to work in excess of their 8-hour day with a promise of "comp time" off at a later date (and not reflected on official time sheets) is illegal and its use is prohibited.

1.5. **Holiday Premium Pay (US).** An employee who performs work on an officially designated American holiday is entitled to pay at his/her rate of basic pay plus premium pay (for work not in excess of 8 hours) at a rate equal to his or her rate of basic pay for that holiday. An employee is entitled to pay for overtime work on a holiday (after the 8th hour of holiday work) at the same rate as for overtime work on other days. An employee who is assigned to duty on a holiday is entitled to pay for at least 2 hours of holiday work (similar to call back overtime rule). For example, a US employee who worked 12 hours on a holiday would receive 8 hours of regular pay, 8 hours of holiday premium pay and 4 hours of overtime pay.

1.6. **Holiday Premium Pay (KN).** An employee who performs work on an officially designated Korean holiday (USFKR 690-1, Chapter 6) is entitled to holiday premium pay. The payment of holiday premium is 100 percent of base pay, CAP, and supervisory differential. Work in excess of 8 hours per day or 40 hours per week that occurs on a holiday will entitle an employee to both the holiday premium pay and overtime pay. For example, a KN employee who worked 12 hours on a holiday would receive 8 hours of regular pay (base pay, CAP, and supervisory differential); 12 hours of holiday premium pay (100 percent of base pay and CAP); and 4 hours of overtime pay (150 percent of base pay and CAP).

1.7. **Performance Award.** A cash payment to US and KN employees based on performance reflected in the annual rating of record. A performance award does not increase base pay.

1.8. **Quality Step Increase.** An additional within-grade increase granted to a US GS employee under Title 5 U.S.C. 5336 to recognize sustained high quality performance beyond normal expectations.

1.9. Special Tours of Duty for KN Employees. Special tours may be established for fire fighter personnel and other personnel where a substantial standby period of time is required. The tour of duty for these employees (for example, fire fighter personnel and air traffic controllers) is 24 hours on duty and 24 hours off duty. Sixteen hours of each 24 hours will be considered pay time, and eight hours will be considered as standby (non-pay) time for sleeping and eating. Overtime will be paid for the 16 hours of the second shift when the employee is required to work two consecutive 24-hour shifts.

1.10. Compressed Work Schedule (CWS) for KN Employees. At the discretion of Commanders, a CWS may be established. Participation by employees in the CWS is voluntary, but it is subject to management approval. There are two conditions under the CWS: (1) the average work hours per week in each two week work period must not exceed 40 hours, and (2) working hours in any work week must not exceed 48 hours. Overtime rates will not be paid for those CWS daily scheduled hours, i.e., 9, 10, or 12 hours per day, even though the employee actually worked more than 8 hours a day on those CWS workdays. The hours in excess of 8 hours a day will be accounted for as CWS time earned, and the CWS time earned (or to be earned) during the given week will be paid off/offset by charging to CWS time used during the week. All hours actually worked in excess of the CWS daily scheduled hours on the CWS workdays will be paid at overtime rates.

1.11. Overhire. A civilian position for which there is no funded Unit Manpower Document (UMD) authorization.

## **2. Civilian Resource Management Board (CRMB)**

2.1. The CRMB is a corporate board established to consider civilian resource issues such as the civilian employment plan, civilian pay use, performance awards, civilian training, overtime pay, and use of overhires.

2.2. The CRMB is chaired by the 51 FW/CV, and group commanders or their designees serve as members. Representatives from Manpower, Budget, and Civilian Personnel serve as advisors. The Board considers requests relating to the use of civilian resources, and makes recommendations to the 51 FW/CC on these issues. Organizations will not commit civilian pay resources, e.g., overhires (except where unavoidable), without approval of the CRMB. Meetings are held quarterly, or on an as-needed basis.

## **3. Overhire Approval Process**

3.1. The civilian pay budget is based solely on the number of funded US and KN civilian authorizations on the UMD for each organization. PACAF units at Osan AB may employ overhire employees that can be supported from within each respective group's funds without CRMB approval. Overhire funding options by individual groups include: using supply, equipment, operations, or other funds to pay for overhire employees' pay and benefits. Even though unit funds are used to pay for an overhire, the request must be coordinated with both the Budget Office and the Manpower and Organization Office prior to arrival at 51 FSS/FSCAX for processing.

3.2. Employment of overhires using 51 FW civilian pay funds must be approved by the CRMB. Use AF Form 1768, *Staff Summary Sheet*, for overhire requests (initial or extensions). The AF Form 1768 should explain: amount and source of funds used to support the request; a short description of overhire duties; why the overhire is needed; and beginning and ending dates. Requests must be processed through the appropriate chain-of-command up through the group commander or equivalent. If the position being filled is vice or in-lieu-of a military authorization, the request must also be processed through 51 FSS/FSM for coordination. Upon obtaining all coordination (which must include coordination with both the Budget Office and Manpower and Organization Office), attach the AF Form 1768 to a **Request for Personnel Action (RPA)**, and forward to 51 FSS/FSCAX for processing. Once the necessary review is completed and approval of an overhire position is accomplished, it is forwarded to 51 FSS/FSCAX for appropriate action.

3.3. Technical questions concerning the overhire process should be referred to the Affirmative Employment and Classification Section (51 FSS/FSCAX).

#### 4. Overtime Policy and Procedures

4.1. Overtime work that is to be paid must be officially ordered by the appropriate supervisor and approved in writing by a group commander or equivalent, or his/her designee not below squadron commander level. The second level supervisor may approve overtime work when that work will result in compensatory time only and not in a payment of overtime. When using this option, the supervisor must assure that the compensatory time off will be allowed within the time period explained in [paragraph 4.5.1](#) and [4.5.2](#) of this instruction. 51 FW/CC has designated the following Commanders and Deputy Commanders as having approval authority for overtime and holiday work requests: 51 FW/CV, 51 MSG/CC, 51 MSG/CD, 51 MXG/CC, 51 MXG/CD, 51 MDG/CC, 51 MDG/CD, 51 OG/CC, 51 OG/CD.

4.2. Supervisors must use AF Form 428, *Request for Overtime, Holiday Premium Pay, and Compensatory Time*, to request and document advance approval for overtime, including compensatory time by pay-period basis. All requests for overtime and holiday premium pay will be routed through 51 CPTS/FMA for funds availability. The only exception to this rule is in emergency situations when approval of the AF Form 428 may be done no later than the following workday. Supervisors will ensure their timekeepers maintain the AF Form 428 for three years.

4.3. Employees are entitled to a minimum of two hours each time they are called back to duty. Since overtime is usually involved, the use of AF Form 428 is required.

4.4. Compensatory time off is time off with pay in lieu of overtime pay for any overtime work for US employees. A supervisor may require that an employee receive compensatory time off in lieu of overtime pay for any overtime work. Korean employees, regardless of grade level, may request compensatory time in lieu of overtime payment or must be paid for overtime for work over eight hours per day or 40 non-overtime hours in any workweek, except for employees working a special tour of duty or compressed work schedule. One hour of compensatory time off is granted for each hour of overtime worked.

4.5. Compensatory Time Usage Rules

4.5.1. When US employees are given time off in lieu of overtime pay, the compensatory time off earned must be used by the end of the 26th pay period after that in which it was earned. Compensatory time off not used within 26 pay periods shall be paid at the overtime rate at which it was earned. When a DoD employee separates or transfers to another DoD Component or other Federal agency (e.g., from Air Force to Army, from Navy to Air Force, or from Air Force to Department of State), any unused compensatory time off balance shall be paid at the overtime rate at which it was earned. Compensatory time off cannot be granted for work performed on a holiday (except for holiday work performed in excess of eight hours in a day). To avoid the unnecessary expense of paying overtime for unused compensatory time, supervisors must ensure time is made available for its use. Furthermore, supervisors should recommend employees to use any accumulated compensatory time before approving annual or sick leave.

4.5.2. When KN employees are given time off in lieu of overtime pay, it cannot be changed back to overtime payment. Compensatory time will normally be taken in the same pay period accrued. However, the time period for use may be extended up to six additional pay periods. Compensatory time is forfeited if not used within these six pay periods or if the employee transfers or is reassigned to another organization. Compensatory time taken will be accounted for on a first-in, first-out basis. As with US workers, supervisors should recommend KN employees to use any accumulated compensatory time before approving annual or sick leave.

4.6. Overtime expenses are a part of the average annual salary used in determining the total civilian pay budget. The previous fiscal year's overtime amount is factored into the current civilian pay budget. Careful consideration should be given before approving overtime requests. The CRMB and the Budget Office closely monitor overtime expenses to ensure they remain at manageable levels.

4.7. Technical questions concerning the rules for granting overtime or compensatory time, holiday premium pay, and holiday observances should be referred to the Labor and Employee Management Relations Section (51 FSS/FSCAE).

## **5. Performance Awards (Cash Bonus) Procedures**

5.1. Each year, prior to the close of the performance rating cycle for US and KN employees, the Civilian Personnel Office (CPO) will obtain a decision from the CRMB the civilian awards policy. Following approval, the CPO will publish a letter conveying that policy to squadron commanders. Generally, the policy will include procedures, approval levels for awards, and the amount of each organization's awards budget.

5.2. The civilian performance awards approval process will be a decentralized one in which prorated, centrally funded budgets will be determined and conveyed to organizations. The budget for each organization is based on the number of employees assigned to the organization, average grade, and average annual salary. Commanders are tasked with ensuring their awards budget is distributed fairly among their top performers. Commanders must assure all awards approved are appropriate, supported by proper documentation, and meet the intent of the performance awards program.

5.3. US employees rated “Fully Successful” or higher may be nominated for up to five percent of their base salary. If an employee received a promotion during the past year, the award will be limited to no more than one percent. Only exceptional performers should be nominated for Quality Step Increases (QSI), which, for budget purposes, are equivalent to a three percent cash bonus. KN employees with outstanding ratings may be given an award of up to 160 hours at the scheduled hourly basic rate.

5.4. Each organizational commander with five or more civilian employees is responsible for managing performance awards within the prorated share of each year’s centrally funded awards budget or may reallocate funds from another area within that unit’s overall organizational budget to accommodate an increased amount, in coordination with the Chief, Financial Analysis (51 CPTS/FMA). Organizations with less than five civilian employees will be consolidated into a “shared” budget.

5.5. Technical questions concerning the prorated share of each year’s awards budget and information for completion of performance appraisals should be referred to the Labor and Employee Management Relations Section (51 FSS/FSCAE).

**6. Summer Hire Employment Process.** This program is predicated on the availability of funding each year.

6.1. The purpose of the program is to provide meaningful employment experience for military and DoD civilian dependents. Summer hires are employed as a “Clerk” or “Laborer”. They perform miscellaneous, helper-type duties. The program typically runs from June to August of each year.

6.2. If a summer-hire employee can be effectively used, organizations will submit a request to 51 FSS/FSCA by the suspense date established each year by the CPO. Each request must include a brief description of duties to be performed, including any special skills needed, such as typing, computers, light lifting, etc. The work schedule of the position must be identified.

6.3. Organizations may request an employee by name if the employee has previously worked in that organization. Summer-hire employees will not be assigned to the same organization as the military or civilian sponsor. Where there are not enough applicants available, the CPO will endeavor to distribute the supply of applicants to all requesting organizations in an equitable manner.

6.4. Program Restrictions. Applicants must be at least age 14 (by program start date) but no older than 22 to be appointed, and they must be US citizens. They must be a dependent of an active duty military member or a US Federal civilian employee. College students must be taking at least 12 semester hours of study or eight hours in a trimester. Applicants must provide as proof of student enrollment a copy of their registration receipt showing matriculation and number of enrolled credit hours.

6.5. Application Requirements. All application packages must include a resume and the sponsor’s PCS orders for military dependents or letter of employment for US Federal civilian employee dependents. Summer hire applicants under the age of 16 must submit a parental consent letter.

6.6. Technical questions concerning the summer-hire process should be referred to the Affirmative Employment and Classification Section (51 FSS/FSCA).

WILLIAM D. BETTS, Colonel, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoD 1400.25-M, *Department Of Defense Civilian Personnel Manual (CPM)*, 1 December 1996

DoD 7000.14-R, *Department of Defense Financial Management Regulations (FMRS)*

AFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 18 March 2019

AFI 36-502, *Managing Civilian Personnel Resources*, 18 April 2017

AFI 36-807, *Scheduling of Work, Holiday Observances, and Overtime*, 25 August 2015

AFMAN 33-363, *Management of Records*, 1 March 2008

USFKR 690-1, *Regulations and Procedures – Korean Nationals*, 1 July 2017

***Adopted Forms***

AF Form 428, *Request for Overtime, Holiday Premium Pay, and Compensatory Time*

AF Form 847, *Recommendation for Change of Publication*

AF Form 1768, *Staff Summary Sheet*

***Abbreviations and Acronyms***

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFRIMS**—Air Force Records Information Management System

**AFPD**—Air Force Policy Directive

**CAP**—Consolidated Allowances Payment

**CPM**—Civilian Personnel Manual

**CPO**—Civilian Personnel Office

**CRMB**—Civilian Resource Management Board

**CWS**—Compressed Work Schedule

**FWS**—Federal Wage System

**GS**—General Schedule

**KN**—Korean National

**OPR**—Office of Primary Responsibility

**QSI**—Quality Step Increases

**RDS**—Records Disposition Schedule

**RPA**—Request for Personnel Action

**UMD**—Unit Manpower Document

**US**—United States