

# Desk Guide For Supervisors on LN Employment in Turkey

## INTRODUCTION

It is Air Force policy to utilize local national (LN) employees whenever possible and to align employment conditions with customs and practices in the area in conformity with Turkish laws while applying American concepts of management and personnel administration.

Supervisors are responsible for the effective utilization and administration of local national (LN) work force. Supervisors' tasks are challenging: As a representative of the U.S. government, supervisors are expected to set an example for their employees to follow.

This desk guide has been prepared by the Civilian Personnel Flight (CPF) to assist supervisors in their personnel management responsibilities.

The guide contains only a brief resume of various subjects, and it must be used in conjunction with USAFEI 36-110, Administration of Resident Non-US Citizen Personnel Turkey, the Collective Labor Agreement (CLA) and the Turkish Labor Law #4857. The Labor Relations Specialists assigned to CPF are always available to help supervisors. Please call them any time you have a question or a problem.

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## COLLECTIVE LABOR AGREEMENT (CLA)

USAFEI 36-110-Administration of Non-US Citizen Employees for Turkey provides guidelines regarding employment and administrative policies. You should familiarize yourself with these provisions.

Under the direct hire system of employment, 39 ABW is the legal employer for all employees regardless of the organization and sources of the funds throughout the country of Turkey, excluding individuals working for any third party employer, e.g., KBR and AAFES, other contractors, concessionaires and vendors.

The CLA is an agreement between Turk Harb-Is Union and 39 ABW. Appropriated Fund (APF) and Non Appropriated Fund (NAF) employees are hired under the CLA. CLA covers wages, terms and conditions of employment, and governs union-management relations.

For the CLA, the US Government is represented by 39 ABW via the Civilian Personnel Section. USAFE/A1KC oversees the CLA. Day to day personnel administration under the CLA is jointly conducted by the Civilian Personnel Section and USAFE/A1KC, as necessary.

Reference: USAFEI 36-110 Administration of Resident Non-US Citizen Personnel-Turkey  
<https://static.e-publishing.af.mil/production/1/usafe-afafrika/publication/usafe-afafricai36-110/usafe-afafricai36-110.pdf>

## YOUR RESPONSIBILITIES AND AUTHORITIES

You are in the best position to know individual employees and their jobs and how you can best utilize the employees to accomplish the mission assigned to your function. Your responsibilities include:

1. Determining duties to be assigned to a position and assigning work to employees.
2. Selecting individuals to fill vacancies.
3. Establishing performance requirements and accomplishing performance evaluation of supervised employees. This includes submission of recommendations for incentive awards or taking corrective actions, as appropriate.
4. Scheduling work, administering leave, and overtime for your subordinates, including certification of time and attendance reports.
5. Ensuring that standards of conduct are met and disciplinary action is taken when appropriate.
6. Resolving informal grievances.
7. Understanding basic principles of position classification and explaining to your subordinates how classification standards apply to them or their position as required.
8. Determining training needs of your employees; providing, obtaining, and reporting training needed and/or given; evaluating training; encouraging self-development.

9. Encouraging employee participation in the Suggestion Program.
10. Maintaining necessary records to accomplish these duties.
11. Keeping employees informed in regard to injury compensation, pay administration, etc.
12. Taking appropriate action for healthy, safe and secure work environment, in compliance with Turkish labor health and safety laws.
13. Taking appropriate action promptly when employees are injured on the job.
14. Handling day-to-day relations and establishing rapport with union officials to promote cooperation and work harmony. This includes hearing union officials for and resolving issues and/or minor employee grievances, tracking union leaves for minimum adverse effect on the mission, handling temporary or permanent reassignment of union officials and fully coordinating with CPS in reduction-in-force process.

Your authority to act as a supervisor is a delegated function: You must understand what action you may take and what must be coordinated with or approved by higher level supervisors and/or the Civilian Personnel Section. You should be careful while exercising your personnel or supervisory/managerial authorities and responsibilities, as your actions related to local national employment program and/or implementation of the CLA is likely to be considered as an "employer" commitment in Turkish courts!

## INTERVIEW AND SELECTION PROCEDURES

The U.S. supervisors of local national employees are required to attend and make the selection to ensure that it is performed in a courteous, righteous and correct manner. An interview is another measure to determine other factors such as communication skills both orally and/or in writing and it may be necessary to test special skills (if any) required to perform those duties. It is not mandatory to interview all the candidates referred. However, it is recommended to interview at least a few candidates referred through CPS.

During the interviews, you should describe the duties of the position to be filled.

LN managers and supervisors may assist in conducting the interview. Other panel members should be at the same grade level or higher than the grade level of the position to be filled. You are advised not to select a candidate whose family members or relatives are in the same section or in the chain-of-command to avoid nepotism.

Selection of an internal candidate must be coordinated by the gaining and losing supervisors to establish a release date. The same also applies when transferring an employee from Base Maintenance Contractor or AAFES. The selectee must be released from their current assignment within 30 days. The effective date must be the 1st of the month depending on the date of selection.

If a selection is made from an external list, you annotate the selection by completing the referral certificate and returning to the LN staffing section. After having been notified by CPS of the selection, the selectee will be required to complete a set of legally required forms. This process normally takes four to six weeks from the date of selection to the date of entrance on duty. The new employee also has to be examined physically by the Turkish Worksite Physician prior the first day on the duty.

If the referral list is returned without selection, the reason must be stated on the remarks of this list. If the fill request was submitted to CPS is cancelled, a justification must be attached and returned to the LN staffing section.

## BASE CLEARANCE/OUTPROCESSING

You, in coordination with CPS, must ensure outgoing LN personnel clear their equipment /supply accounts and turn in their badges, passes and CAC to CPS.

## BASE PASSES

Passes for access to Incirlik AFB are issued by the Turkish Air Force Pass & ID Section. CPS is responsible to obtain base passes for employees. For information and procedures in requesting new, renewal and replacement base passes for your employees, contact CPS. For other requests, i.e., vehicle pass, schedule changes, contact the appropriate Pass & ID section. If a pass is lost, the employee should immediately report the loss in writing to the Pass & ID Section, and CPS and request reissuance of the pass.

You must ensure all employees possess a current pass to enter the base of their duty location and visibly wear them at all times when on base.

## ORIENTATION OF NEW EMPLOYEES

Job induction is the operating unit's first step in employee development. It is the starting point in increasing the employee's competence. His/her future value to US Forces (USF) in Turkey could very well hinge on his/her experiences occurring in the first few days on the job. During this time, more than any other, you have an opportunity to build morale, develop interest and loyalty, and speed up the day when the new employee will reach optimum efficiency.

You should advise employees of the following:

- Organizational Structure
- Hours of Work
- Leave Procedures
- Performance Requirements
- Use of Government Property and Computers
- Breaks
- Safety
- Reporting All Accidents
- Standards of Conduct
- Grievance Procedures
- Duty-Free Items



## STANDARDS OF CONDUCT

New employees are informed during initial orientation of the standards of conduct they must follow. In general, the rules require getting to work on time, wearing proper attire, doing a good job, conducting oneself on and off the job in a manner which reflects favorably on the individual and the USF.

Put forth every effort to prevent situations requiring disciplinary action by: (1) encouraging employees to recognize and fulfill their responsibilities, (2) counseling employees to behave properly in accordance with the Standards of Conduct for Air Force Civilian Employees, (3) promoting effective employee-management relations to minimize disciplinary action, and (4) imposing appropriate penalties which can reasonably be expected to achieve this objective within your shop or office, when necessary. Coordinate actions with your Civilian Personnel Section in dealing with disciplinary problems. Administrative remedial (disciplinary) actions authorized for employees are covered under "Discipline" (see below).

Maintain an employee folder for each one of your employee which does not have to be in a specific format. A copy of 971 file for your employee can be obtained from CPS.

## DISCIPLINE

The objective of disciplinary action is to correct and rehabilitate, not to punish and penalize.

Put forth efforts to prevent or remove situations developing which will require disciplinary action. However, when administrative remedial action becomes necessary, determine the appropriate remedial (disciplinary) action by referencing Appendix 2 of the CLA and submit a memorandum for the proposed offense to CPS for formal remedial action. Remember – your authority does not extend beyond oral disciplinary action: You cannot issue a written reprimand or warning, fine, suspend, or remove employees without having gone through the CLA procedure on disciplinary actions. Actions proposed by you will be reviewed by CPS, who will also consult with the Legal Office. The action will be effective only after the Labor Relations Council between 39 ABW and Turk Harb-Is Union meets and discusses the proposed action; the decision is notified to the employee by CPS.

**Offenses and Penalties** - The offenses for which administrative remedial penalties are authorized will be imposed within the minimum and maximum specified in CLA, Appendix 2. An employee may be charged with an offense other than the one that described, if it does not already exist in the chart.

The preferment of more than one charge for a single offense should not be made. However, you may include separate offenses in one set of charges.

### 1. **Admonition or Oral Reprimand:**

A formal procedure is not required for this action under the CLA. Before you administer this action, (1) gather all facts, (2) conduct a discussion with the employee privately, (3) explain your expectations and give definite instructions as to how the employee can correct himself/herself or improve his/her work, (4) follow up and give results, and (5) make a brief entry on Supervisor's Employee Record, 971 File.

## 2. Official Actions:

- **Reprimand:** Written documentation of the offense and the corrective action required (Official Reprimand).
- **Wage Cut:** A temporary deduction in pay not to exceed two day's wages, under which the employee still comes to work but is not paid.
- **Removal:** Involuntary termination for misconduct.

It is very important you have valid and current evidence in writing and witness statements as necessary. Make sure you build a complete record of documentation for the offense. Examples of such documentation can be time and attendance records, task registers and logs, customer complaints in writing, police reports, your MFR on the incident and etc. All formal action taken on the employee will become a matter of permanent record. For wage cut and removal, make annotation on the time and attendance record.

The CLA also designates "Offense Frequency" (1st, 2nd and 3rd offenses) upon which such offenses will be counted in determining the penalties for subsequent offenses. Make sure that the actions proposed are progressive for the same offense in cases of repetition. Exceptionally, the Labor Relations Council may impose a lighter or severer sanction than contemplated by the sequence in Appendix 2.

On disciplinary actions, Appendix 2 of the CLA and Article 35 for procedures are the references. You must coordinate a formal action with your Labor Relations Specialist.

Again - Let's keep in mind that maintaining good conduct of employees can be accomplished through an effective employee-management relation.

## DRIVER'S LICENSE

All persons who operate government vehicles must have valid driver's license. Do not tell any employee to operate any government motor vehicle without a license or ask a person not licensed for a particular type of vehicle to operate such a vehicle. In addition, Turkish legislation requires different types of operator's licenses for each vehicle type. i.e., forklifts, buses, loaders and etc.

## EXCUSING EMPLOYEES FROM DUTY

As a supervisor you are responsible for insuring that your employees work a full daily schedule which is eight-hours a day. Employees are not authorized time off without charging it to leave. Employees are required to work during each goal or down day and US holidays.

If you are in doubt, questions regarding excusing employees from duty should be referred to CPS.



## FILLING JOBS

You are responsible for initiating all actions to fill a position. CPS may know of the vacancy, but they cannot fill the job until you initiate the action. To initiate a fill action for a position, you must prepare a "Personnel Action Request/Official Notification of Personnel Action" (SF 52). For further details, please contact the LN staffing section of CPS.

Personnel Action Request/Official Notification of Personnel Action is available at <https://www.opm.gov/forms/standard-forms/>

## MERIT PROMOTION – VACANCY ANNOUNCEMENT

Employment opportunities for current employees and external candidates are posted on <https://www.39fss.com/civilian-personnel-section> website. A Vacancy Announcement opens for a period of at least 3 workdays for internal candidates, and 5 workdays for both internal and external candidates. Employees interested in applying must submit an application form or submit a resume to CPS in order to compete for promotion based positions. CPS also accepts applications from individuals, former or non-Incirklik employees who do not have access to Incirklik AFB.

## TYPES OF EMPLOYMENT

### Temporary Employment

Temporary employees cannot be employed in permanent positions. Temporary jobs are those that last for a period of 12 months or less. Only in cases of prolonged sick leaves, maternity leaves, leave without pay, short term military service and the like, the Employer may conclude temporary employment agreement with selected individual to replace such employees. The Employer will inform the Union in writing and in advance of such actions.

When you have questions regarding employment of temporary employees, contact CPS LN staffing section.

## TRIAL/PROBATIONARY PERIOD

Newly hired permanent employees must serve a trial period depending on their employment category, which allows supervisors to assess each employee's ability on the job and make a retention decision. Probationary periods are 60 days for M and FM category employees (Manual), and 90 days for CT category employees (Non-Manual).

Employees who separated from the worksite for resignation or any reason (except for termination for cause) will not be subject to probationary period when rehired under a permanent status within the same job classification provided they had previously completed a probationary period.

The placement follow-up and trial period evaluation are important programs in the overseas area. The

methods you use to meet, assign, guide, train, and evaluate your employees will have a significant impact on your effectiveness as a supervisor, and will determine your success in dealing with individuals of different culture.

Frequent discussions with your employees help to keep them informed concerning their duty performance. The difference in language should not interfere with this responsibility. You can talk to your employee through an interpreter, if necessary, and your interest in them as individual persons will be a rewarding experience.

During the trial period, you will assist the employee in adjusting to his/her job by close observation and frequent discussions. Contact CPS immediately if it appears that the employee cannot make a satisfactory adjustment.

## TEMPORARY ADMINISTRATIVE ASSIGNMENTS

Some of the more common situations where employees may be assigned to other related types of work on a temporary basis are:

1. Temporary shortage of personnel.
2. An emergency work situation.
3. Providing coverage when the incumbent of a position is on extended leave, sick leave, leave without pay, etc.

The Employer cannot transfer an employee without his written consent to a job outside his job classification or the line of occupation that s/he is hired for or presently occupies, or from a worksite at one province to a worksite at another province. But, employee consent is not required for transfer to similar jobs and to a worksite that is located within the same base, locality or provincial boundaries.

Employee consent is not required at temporary reassignments within an employee's line of occupation due to emergencies, seasonal work, periods during which a large number of employees are on paid annual leaves, sick leaves, or in place of employees on temporary duty. In any case, such reassignments cannot exceed 60 days per year for an employee. You must ensure the 60-day temporary reassignment not exceeded.

If temporary reassignment and on-the-job training are effected for the purpose of promoting an employee to a higher paid position, and if the employee continues to perform duties of the position to which he is temporarily reassigned for either 60 or 90 day probation period of his job classification or more, he will be entitled to the pay for that position at the end of these periods. Employee consent is not required for such promotional reassignments. Such transfers, assignments, and reassignments are notified in writing to the employee by CPS.

## QUALIFICATION REQUIREMENTS

Currently under the personnel programs, there are some of the same established qualification standards for LN positions as there is in the U.S. Civil Service. In addition, the supervisor must establish realistic qualification requirements for the position to be filled as such requirements must be updated based on today's needs. Qualification requirements must be identified based on knowledge, skills and abilities required to perform the duties of the position and actually used for the job, including the minimum education and experience required, education substitution if any, certificates or licenses required, and level of language proficiency requirements, i.e. (ability to communicate effectively orally and in writing such as ability to take instructions or in order to interpret/apply regulations).



Certain types of jobs have special licensing requirements, i.e., driver's license for vehicle operators, boiler's license for boiler men, and welder's license for welders, and network security certification for computer related jobs. Applicants must have appropriate licenses in these cases in order to qualify for the job.

## REDUCTION-IN-FORCE (RIF)

RIF occurs whenever budgetary restrictions, decrease in workload, or functional organizational changes cause the involuntary separation of one or more employees from their competitive levels to reduce personnel. RIF cannot be used as a disciplinary action or to remove an employee for inefficiency.

Commanders/supervisors should contact CPS as soon as they become aware of the possibility that positions may be abolished in the organization. The timing of a RIF may not always be appropriate, due to circumstances related to CLA negotiations. The CPS will advise management on correct timing and procedures and initiate any actions possible to avert a RIF.

Reduction-in-force actions must not be discussed beyond involved management channels prior to the applicable LRC proceedings. The numbers, identities and other reduction-in-force specifics are subject to change, and premature disclosures can generate needless anxieties, disruptions, absenteeism and loss of productivity.

When it becomes apparent that positions must be abolished, you are required to submit Personnel Action Request/Official Notification to CPS requesting and indicating which positions are to be abolished. You should not indicate the name of the employee occupying the position to be abolished, nor make any statement or commitment or show any indication regarding which employee is going to be subject to a reduction-in-force. LN Staffing Section will prepare the retention register and indicate the affected employee.

## DEFINITIONS

**Competitive Area:** The organizational entity or group to which a position is assigned or the NAF activity to which a position is assigned.

**Competitive Level:** All positions with the same title and grade within the competitive area.

**Retention Register:** A list of employees in order by seniority within the same competitive level and area.

**RIF Volunteer:** CPS will accept volunteers from employees within a competitive area and the competitive level who would agree to resign with separation benefits. If the number of such requests becomes equal to the number of employees to be reduced within the competitive level, no further volunteers will be accepted. CPS may also accept volunteers outside the competitive area and/or level if the supervisor of the volunteer accedes to release the employee.

**Service Computation Date:** The employee's date showing the length of unbroken employment period.

**CLA Pecking Order:** The CLA pecking order is as follows:

1. Volunteers
2. Post retirement employees
3. Retirement eligible employees
4. The last hires

This pecking order will be followed in any RIF situation limited to your organization, location, and unit.

## RIF PROCESS

Identify excess positions to be abolished and submit request for each position being abolished.

You should move affected employees to vacant positions within the organization with the assistance of CPS to ensure qualifications and equitable treatment are applied.

Initially, CPS identifies and refers excess candidates as priority referrals to 39 ABW serviced organizations. CPS may request 39ABW/CC make the priority referrals mandatory selection for 39 ABW organizations, depending on the size and manageability of the RIF.

Excess employees who cannot be placed are identified to CPS. Then CPS notifies USAFE /A1KC of the positions being abolished and requests permission for RIF.

USAFE/A1KC approves/disapproves RIF actions. If approved, CPS takes the lead to start the RIF process, including notifications to local Labor Office in cases of mass removals.

CPS delivers RIF notices prior to termination. The Employer has to abide by the notice requirements in the CLA, however, has the option of working an employee during the notice period, or immediately terminating

him/her with a lump-sum payment for notice period.

Employees not resigning or not placed elsewhere are terminated.

**Notes:**

- RIF notices cannot be withdrawn without the employee's consent.
- If an employee is on sick leave, the RIF notice may still be served but will become effective after sick leave ends.
- The RIF process is finalized following the procedures identified in Article 35 of the CLA.

## LONGEVITY STEP INCREASES

The first "Seniority" increase will be granted upon completion of the probationary period. Further seniority increases will be granted:

- At the end of sixth month following the effective date of the first increase.
- At the end of 15th month following the effective date of the second through the fifth increase.
- At the end of 21st month following the effective date of the previous increase.

The amount of "Seniority" increase and employee promotions will be notified to employees and shown on personnel action.

If an employee is promoted from one grade to another, his/her new pay rate upon promotion is practically determined by adding the difference between entrance rates of the grades held and promoted to his/her current pay rate.

The seniority increase will not be credited in following situations:

- (1) Prolonged sick leave
- (2) Leave without pay
- (3) Absence due to strike

## GRIEVANCE

A grievance is an employee's expressed feeling of dissatisfaction with specific aspects of his/her employment, working conditions, or work relationships which are outside of his/her control.

It is Air Force policy to resolve an employee's dissatisfaction expeditiously at the lowest level possible.

Employees will be treated fairly in every respect and will be unimpeded and free from restraint, interference, coercion, discrimination, or reprisal, in presenting grievances, filing grievance appeals, and requesting grievance reviews. Further, it is intended that dissatisfactions be settled informally, promptly, and equitably at the immediate supervisor's level, whenever possible, and in each case the efforts of supervisors and others concerned will be directed toward that objective.

Your role as the immediate supervisor when an employee has a grievance:

- Discuss the problem with the employee informally.
- Get all the facts as well as the remedy sought.
- Arrange for consultation between the complainant and personnel of other areas as it relates.
- Evaluate all essential facts and inform the employee promptly of your decision.

Your efforts toward good employee-management relations will curtail most of employee grievances.

Reference: USAFI36-1201 Grievances and Appeals Non-US Citizen Employees

<https://static.e-publishing.af.mil/production/1/usafe/publication/usafei36-1201/usafei36-1201.pdf>

## HOURS OF WORK

The basic workweek for all 39 ABW employees is five 8-hour days each week.

Work schedule and minor changes thereto will be established by the operating organization. Contact CPS for guidance on doability of major changes in work schedules. You are encouraged to give employees an explanation of the reasons for, and the operational requirements of, the change. The work schedules must be posted at work sections at least 24 hours prior changes made to the schedule.



A new work schedule should normally be effective on the first day of the month. A change in work schedule includes a change in basic workweek, change in work hours, rest day, and/or recess hours. Employees working eight hours per day are authorized unpaid one hour off-as the midday break (lunch break) during such work periods.

There is no official smoke, tea, coffee break but you are encouraged to show understanding to human needs.

## HOLIDAYS

The following days are established as legal holidays

- 23 April National Sovereignty and Children's Day (1 Day)
- 1 May Labor and Solidarity Day (1 Day)
- 19 May Atatürk Memorial, Youth and Sports Day (1 Day)
- 15 Jul Democracy and National Unity Day (1 Day)
- 30 August Victory Day (1 Day)
- Ramadan Festival (3 ½ Days)

- Sacrifice Festival (4 ½ Days)
- 29 October Republic Day (1 ½ Day)
- 1 January New Year's Day (1 Day)

An employee's consent is not required to schedule him/her for work; 24-hour advance notification suffices. Employees who are not required to work on holidays which fall within their regularly scheduled tour of duty will receive their regular pay. The wages of the employees who work on a holiday which falls within their regularly scheduled tour of duty will be increased by 60%. An employee who is directed to work overtime on general and national holidays in excess of regular tour of duty - will be paid the normal holiday wages plus 160% of his normal rate for each hour that he works overtime in excess of the regular daily tour of duty.

## INCENTIVE AWARDS

Most of our employees do a satisfactory job; therefore, the purpose of the Incentive Awards Program is to motivate employees to do an outstanding or superior job. The program recognizes those employees who improve work operations or make outstanding contributions which include superior performance of assigned duties.

Statistics compiled over the years reflect that approximately 10% of the work force is a good rule of thumb to follow in recommending awards. If you have an employee who appears to be doing a superior or outstanding job, you should consider recommending him/her for an award.

Employees can be recognized for:

- Sustained Superior Performance (in either time-off, cash or a combination of both)
- Special Act or Service (SASA), and Notable Achievement (NAA)
- Suggestion
- Length of Service

Reference: USAFI 36-731, Non-US Recognition Program

<https://static.e-publishing.af.mil/production/1/usafe-afafrika/publication/usafe-afafricai36-131/usafe-afafricai36-131.pdf>

## JOB RELATED INJURY OR ILLNESS

39 ABW employees who sustain injuries in the performance of their duties may be carried on sick leave. Sick leave up to two days may be issued by the worksite physician. Sick leave beyond two days will be issued by a Social Security owned or recognized hospital.

Employees should be instructed to immediately report all duty-connected injuries or illnesses, no matter how minor.

If and when there is an on the job injury, you should advise CPS staffing section, the Labor Relations Specialist and the



Ground Safety Office of the injury as soon as possible. For more serious injuries, call 911.

When one of your employees is injured or becomes ill in the performance of his/her duties, send or take him/her to a local 39 ABW clinic for employees located in building #486, depending on the severity of the incident. The clinic does not have full capabilities to provide medical care for serious injuries. The military medical facilities may only be utilized for life, limb or eyesight (emergency) cases.

You must prepare a "Job Accident Report" in three copies and forward it to CPS no later than 48 hours after the accident. Contact CPS for guidance.

In case of sickness or accidents or any circumstances requiring some form of medical care while an employee is on in-country temporary duty assignment, s/he may receive medical care at the nearest Turkish hospital/clinic free of charge or for a minimal fee. Regardless whether the sick employee is from or came TDY to your organization, it's your responsibility that s/he receives proper attention until the nearest Turkish hospital/clinic: This includes transporting the sick employee, if necessary.

## RELATIONS WITH ORGANIZED EMPLOYEE GROUPS

39 ABW employees have the right to organize, join or refrain from joining any lawful trade union or other employee groups without interference or coercion. It is also USAFE policy to build and maintain good employee-management relations by recognizing the prevailing customs and laws of Turkey as well as the rights and freedom of employees.

All contacts with union should be made through 39 ABW CPS.

You, however, have an obligation to maintain effective two-way communications with employees to assure that work conditions and environments conducive to effective employee-management relations are maintained. You still have the responsibilities for discussing any matters which an employee or a group of employees desires to present to management for consideration. Such discussions, however, are directed to the individuals or groups concerned rather than to union representatives. Employees are expected and encouraged to discuss any matters with which they are dissatisfied, or feel should be improved, with their immediate supervisor.

## LEAVE

CLA provides guidelines for the administration of various types of leave authorized for 39 ABW employees.

### ***Annual Leave***

It is very important that you as the supervisor effectively manage leave. Annual leave is a constitutional right for LN employees. A permanent employee will accrue:

- 18 days of annual leave on the anniversary date of employment for service between 1-5 years.
- 24 days of annual leave for service 5-15 years.
- 26 days of annual leave for service beyond 15 years.



No use or lose rule apply to annual leave! Therefore, this leave can be banked by the employees which needs to be paid only upon separation. This could be a significant separation cost item for the Employer.

No rules exist regarding the utilization of accrued annual leave. However, it is your responsibility as the supervisor to manage use of accrued annual leave effectively in order to avoid any negative impact on your daily operations/mission simply by knowing your authorities and responsibilities in approving leave.

Annual leave charts are prepared to establish tentative leave schedule for your section on annual basis. This schedule is drafted by the employee and reviewed by you. It is then returned to CPS for further review and discussion at the Labor Relations Council (LRC). After this final review, the annual leave charts are finalized.

Annual leave will be available for use by employees, preferably as scheduled in the charts upon proper request and approval. However, an employee and the supervisor may mutually agree to change the dates based on the mission requirements and employee's need.

You should ask your employees to submit their leave schedules for the year by the end of January. Where operational requirements permit, tentative schedules should be approved for dates as requested. You should also discuss your expectation from the employee on how to properly request leave for your review and approval.

### ***Administrative Leave***

An employee is entitled a total of fifty six (56) hours (=7 workdays) of administrative leave with pay to take care of personal business that s/he cannot conduct at off-duty hours. If the employee desires, the total seven workdays of administrative leave can be added to annual leave. Admin leave will be granted through appropriate form OPM 71.

Administrative leave cannot be less than one hour. It cannot be granted to an employee until the completion of his/her trial period. Up to 24 hour portion of the unused administrative leave will be paid to the employee at the end of the year. Please expect intensive administrative leave requests in the month of December for the unused portion of hours exceeding 24 since "use or lose" rule will apply to this type of leave.

### ***Event-Based Administrative Leave***

Employees will be granted leave with pay for the following occasions provided they submit proof of documentation, i.e., birth or death certificate to CPS within five workdays after the event:

- Marriage of employee: 5 workdays
- Birth of child: 5 workdays
- Death of spouse, parents, brother or sister, child and dependent stepchild: 3 workdays
- Death of grandparents, parents-in-law: 1 workday
- Adoption of child: 3 Days
- Care of disabled child: 10 Days
- 3 December Disabled Day (Only those hired in this category): 1 Day

## ***Sick Leave***

All employees (including temporary employees) may be carried on sick leave. The maximum sick leave for any one illness is as long as an employee's notice period plus six weeks. The Employer then has the right to terminate an employee based on prolonged illness. Whether it is the same illness, a different illness of the same nature or a recurrence is a matter to be determined on a case-by-case basis.

An employee who is ill and does not report for duty for more than one hour must present upon return to duty a doctor's certificate of illness in order to be entitled to sick leave. A non-job related illness will negatively impact an employee's attendance incentive premium which is an additional two days of wages for each month. Therefore, an employee claiming to be ill must either submit a leave form or a doctor's certification, otherwise reported AWOL on the timecard. This requires a formal disciplinary action. For further details please contact CPS.

Upon presentation of a doctor's certificate indicating that they are incapacitated for duty, permanent employees are placed on sick leave for the duration of their incapacity. The doctor's certificate must be submitted to CPS within four days.

## ***Pregnancy Leave***

Female employees are authorized pregnancy leave as follows:

- **Prior to birth:** Eight weeks (or ten in case of multiple pregnancy) with pay before the birth.
- **Nursing leave:** 1.5 hours/day for 12 months after the birth. The employee has the freedom to determine the hours for this leave. This leave has to be used on daily basis and must be annotated on the time card. No weekly consolidation can be made.
- **After child birth:** Not to exceed eight weeks (or ten in multiple pregnancies) with pay will be authorized. In addition, an employee may request LWOP up to six months effective at the end of the eight or ten week period. The latter is a "must to approve" for you!



## ***Leave Without Pay (LWOP)***

LWOP is a temporary period of absence in a non-pay status granted by the supervisor at the request of the employee. LWOP request (for more than three days) must be reviewed and approved by CPS.

## **REST PERIOD FOR LN EMPLOYEES**

There is no official rest period granted to employees. Short rest periods, not to exceed 15 minutes for each four hours of continuous work may be granted when, at the discretion of the operating officials, it will result in positive benefits to the service. Otherwise, no official break is possible.

Justifiable reasons for granting rest periods include:

- Protection of health by relief from hazardous conditions or considerable physical exertion.
- Work in confined areas.
- To increase or maintain quality or quantity of work.

All rest periods must be between normal periods of work and cannot be established to coincide with beginning or ending of shifts or lunch periods. Rest periods will be considered as a part of the time worked for which payment is due. (Reference 5 AFI 32-106, Chapter 7)

## SOCIAL INSURANCE

**General:** The Government of Turkey (GoT) administrates social insurance programs enumerated below for employees. Insurance premiums are borne by 39 ABW, with employees contributing a portion thereto.

**Health Insurance:** This insurance pays for medical expenses and hospitalization of employees. Family members are also covered under this program and they make use of same medical benefits as the employees. The insurance also compensates employees for loss of pay after the initial 2 days sick leave in a full-pay.

**Workers' Accident Compensation Insurance:** This portion of the social insurance pays for medical expenses and hospitalization of employees for duty-connected illnesses or injuries. The insurance also compensates for loss in pay.

**Unemployment Insurance:** This insurance compensates former employees during periods of unemployment up to 180 days. The amount of compensation per month is equal to monthly minimum wage established by Government of Turkey (GoT). Premium payments are shared by the GoT and the employee.

## TRAINING

Training courses will be provided to employees in the performance of official duties. Supervisors will, with the assistance of CPS, identify and determine their employees' training needs, document the needs, initiate actions to meet the needs, and evaluate the training completed. The CPS Employee Development and Training Section will advise supervisors of effective and proper methods to meet training needs through available on-base, off-base and self-development resources. There are many off-duty training courses for employees who are interested in participating in job related self-development courses in the local economy. Supervisors should encourage their employees to participate in self-development activities for performance improvements.

## PHYSICAL EXAMINATION

39 ABW employees are administered pre-hire, periodic (annual), and special examinations required for specific occupations. Examinations may include various procedures, i.e., physical examination, chest x-ray examination, microscopic stool examination, pneumoconiosis health examination, particular chemical substance hazards health examination.

These examinations will be conducted based on the employee's job. CPS will notify employees of the date and place of examination by letter as necessary.

You should insure that employees undergo a physical examination as scheduled. Employees who for personal reasons fail to receive a physical examination will be required to furnish CPS with certification by the physician that such examination has been accepted/considered completed.

## SAFETY

You are responsible for insuring that safe work practices are followed in your office or shop. You should arrange periodically for meetings with employees at which time safety lectures are given. You are also responsible for obtaining required safety equipment for your employees, i.e., ear plugs, goggles, gloves, safety toe shoes, and hard hats. Everyone loses from on-the-job injuries -- prevent them! There may be many Turkish people around your work sections. It is your responsibility to know who directly works for you and who works for the contractors. It is your responsibility to ensure protective equipment and work clothing is provided for those who are directly working for you, and ensure that contractor company is in full compliance for their employees.

## SUGGESTIONS

The suggestion program for employees is the same as the one for US civilian and military personnel. You should encourage your employees to submit suggestions; you should help them in putting their suggestions in; and you should promptly evaluate suggestions sent to you for action.

## SEPARATIONS

**Voluntary separations:** Employees should be advised to give advance notice of resignation in accordance with Turkish Labor Law 4857. This allows time to process actions and provides lead time for obtaining a replacement. In case of resignation for retirement, an advance notice is not required by law but preferred management to have.

**Involuntary Separations:** Employees must be given advance notice of involuntary separations in cases of RIF IAW with the Turkish Laws. Actions to involuntarily separate employees (removals, RIFs, separation for disability, disqualification, etc.) must be coordinated with the CPF.

## PERFORMANCE EVALUATIONS

You are required to conduct performance evaluations (1) to improve productivity, increase morale, and improve work performance which will aid the overall mission, and (2) to recognize an employee whose performance is better than the normal. Supervisors evaluate the performance of each employee who, on 15 May of a calendar year, has been assigned to his or her position for at least 90 days

You will:

- Develop reasonable and realistic performance standards so that an employee clearly understands what is expected of him/her.
- Discuss performance with employees periodically.
- Provide help and assistance to a marginal employee.
- Consider appropriate recognition for an employee who has performed assigned duties in a superior manner.
- Record discussions and performance evaluations by annotating part B of AF Form 971, Supervisor's Employee Brief, as prescribed in AFPAM 36-106, Supervisor's Record.
- Record a summary of the evaluation on AF Form 971 which can be obtained through CPS electronically. Special rating forms are not authorized

Reference: USAFEI 36-116, Probationary Period Performance Evaluation Non-US Citizen Employees  
<https://static.e-publishing.af.mil/production/1/usafe-afafrika/publication/usafe-afafricai36-116/usafe-afafricai36-116.pdf>

Reference: USAFEI 36-131, The USAFE-AFAFRICA Non-US Recognition Program  
<https://static.e-publishing.af.mil/production/1/usafe-afafrika/publication/usafe-afafricai36-131/usafe-afafricai36-131.pdf>

## POSITION CLASSIFICATION

39 ABW positions are classified by matching the duties and responsibilities of the position with an appropriate job definition.

Although the LN positions are classified under a different grading system from that of the US system, the

system as applied has the same basic principle.

Under the CLA and position classification system, especially in Clerical Technical (CT), the grades are comparable in general similar to GS grade levels, but in reverse order.

The CLA Wage Scale categorizes employees in three different basic wage groups.

**CT 1-9** : Admin, Clerical, and Professional Grades

**FM / FMA 1-5**: Foreman/Leadman Grades

**M 1-5** : Manual Grades

[https://static.e-publishing.af.mil/production/1/usafe/publication/usafei36-118/usafei\\_36-718.pdf](https://static.e-publishing.af.mil/production/1/usafe/publication/usafei36-118/usafei_36-718.pdf)



## RECORDS

The records you maintain for local national employees are the same as those kept for US citizen employees. The basic records are:

Supervisor's Employee Record or Work Folder

SF 182 - Request, Authorization, Agreement, Certification of Training and Reimbursement

Position Description (Task List - Optional) of each basic job

Leave Schedules

Employees occupying Emergency-Essential (E-E) positions will not be required to execute a DD Form 2365. However, they will be informed that their positions are designated as E-E and that their availability for duty during emergencies is solicited. Annotation of the discussions must be made in the Supervisor's Employee Record.



## REFERENCES

Following are the regulatory references recommended for review as necessary:

<b>DoD 1400.25 VOLUME 1231</b>	Employment of Foreign Nationals
<b>AFI36-129_USAFESUP</b>	Civilian Personnel Management and Administration
<b>USAFEI36-1201</b>	Grievances and Appeals Non-US Citizen Employees
<b>USAFEI36-110</b>	Administration of Resident Non-US Citizen Personnel - Turkey
<b>USAFEI36-116</b>	Probationary Period Appraisal and Performance Evaluation Non-US Citizen Employees
<b>USAFEI36-118</b>	Non-US Position Classification Outside Germany
<b>USAFEI36-131</b>	USAFE Non-US Recognition Program
<b>USAFEI36-132</b>	English Language Proficiency Testing of LN Employees and Applicants