

GENERAL ORDERS }
No. 82

DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., 19 July 1956

RESPONSIBILITY FOR CIVILIAN PERSONNEL MANAGEMENT IN THE ARMY ESTABLISHMENT

1. **Authority for civilian personnel management.** Ultimate responsibility for civilian personnel management in the Army Establishment is vested, by both statute and sound management principles, in the Secretary of the Army. By virtue of the authority vested in me by section 101 (b), Army Organization Act of 1950, the Assistant Secretary of the Army (Manpower and Reserve Forces) has general supervision over and is authorized to act for me on all matters pertaining thereto. In accordance with Executive Order 9830, establishment-wide staff direction of the function will be provided under the supervision of the Chief of Staff by the Director of Civilian Personnel, reporting to the Deputy Chief of Staff for Personnel.

2. **Pattern of administration.** *a. Scope and objectives.* Civilian personnel management is concerned with the development and maintenance of a skilled and effective civilian workforce, both United States citizen and foreign national, and includes the following specific activities: recruitment and placement, job evaluation and pay administration, incentives, communication, employee relations and morale, performance appraisal, training, career development and an efficient system of administration. These elements of the Department's management function shall, wherever conducted, be administered as an organizational and functional entity.

b. Decentralization. The Department's long-established policy of decentralizing civilian personnel management through command channels to the lowest practicable operating level is reaffirmed. Operating and supervisory authority, delegated herein will be administered in the most economical manner possible. There will be maximum use of cross-servicing arrangements in the interest of efficiency and quality of service, and duplication of staff at successive command echelons will be minimized to the maximum possible extent.

3. **Delegation of authority.** Within the framework of common policies, procedures and other program requirements prescribed for establishment-wide use, authority for carrying out the civilian personnel program of the Department is hereby delegated to and will be administered through the following:

a. The Administrative Assistant to the Secretary of the Army for the Secretary of the Army area;

b. The Chief of Staff for all other elements of the Department of the Army headquarters at the seat of government and for field activities reporting direct to elements of the Army Staff and not covered by other delegations herein;

c. The Comptroller of the Army for field activities under his direction and control;

d. The Deputy Chief of Staff for Logistics, for field activities of the technical services;

e. The Deputy Chief of Staff for personnel, for field activities under his direction and control, including those of The Adjutant General, The Provost Marshal General, the Chief of Chaplains and the Chief of Information and Education;

f. The Chief, Armed Forces Special Weapons Project, for activities under his command, both headquarters and field;

g. The Chief of Engineers for civil functions activities;

h. The Commanding General, Continental Army Command, for his headquarters and specialized boards, branches and units operating under his direct supervision;

i. Commanding Generals of continental armies and the Military District of Washington for organizations and activities under their direction and control except that, to the extent directed by the Commanding General, Continental Army Command, recommendations concerning major policy changes or decisions shall be directed to or through his headquarters for review, coordination, and approval;

j. The Commanding Generals of oversea Army commands for organizations under their command jurisdiction and those for which the Department of the Army has been designated the executive agent. Commanders of Army components operating within a unified oversea command will exercise the authority delegated herein subject to such uniform policies for the theater as may be established by the unified commander pursuant to authority conferred by the Secretary of Defense to the head of the respective military department. Installations and activities located within the territorial boundaries of an oversea command, but which are under the command jurisdiction of commands or services with headquarters outside the oversea command area, shall be subject to policies governing personnel within the oversea command and, where appropriate, shall be provided personnel services by the oversea command.

4. Operating responsibilities. The authority delegated in paragraph 3 will be redelegated to the lowest operating level which is consistent with efficient administration, but in no event below the commanding officer of an independent field activity. Whenever it is determined that authority should not be delegated for reasons of economy and efficiency, or having been delegated, is being exercised improperly or in an uneconomical manner, the command officials named above are authorized to withhold or withdraw all or any part of the delegation and to exercise the authority themselves or to arrange for its exercise through another official in the same or different command to whom such authority has been delegated. Exercise of operating civilian personnel responsibility by those specified above or their subdelegates shall include authority to execute official personnel actions effecting the appointment, status, assignment, or separation of civilian employees, to assign positions to appropriate grades in accordance with the Classification Act of 1949, as amended, or the Department of the Army Wage Board Plan, to establish and maintain programs that contribute to the general competence, morale, and productivity of civilian employees, and to assure a continuing upward flow of occupational talent through systematic planning of career development and opportunity. All authority delegated or redelegated hereunder shall be exercised in strict compliance with applicable laws, policies, regulations, standards, decisions, or other requirements which may be prescribed by the President, the Congress, the Department of Defense, the Department of the Army, or outside control agencies.

5. Command responsibilities. a. To the extent required by the needs of their particular missions, command officials who have redelegated operating authority pursuant to paragraph 4, will supervise and coordinate civilian personnel management activities of their subordinate activities. This will be accomplished through providing effective leadership and direction, including the following:

- (1) Systematic program planning, evaluation, and analysis, with special emphasis on determination of needs peculiar to the command;

- (2) Development of policies, programs, and standards for application within the command and designed to meet its particular needs, subject to such coordination, review or approval as may be required by higher echelons;
- (3) Continuing surveillance over current operations to identify problem areas by subject matter and organizational location, in order to provide appropriate direction or to recommend program adjustments to higher echelons;
- (4) Promotion of the Department's economy and program objectives in this field by facilitating interchange of information and experience, joint use of facilities and services, and performance of operating functions which may not be delegated below the command level for legal, administrative, or other reasons.

b. Continental United States commands and activities at all levels will provide necessary civilian personnel support to the overseas missions of the Army Establishment, through encouraging and releasing personnel to accept overseas assignment, employing personnel returning from overseas, and performing support services in accordance with Department of the Army instructions.

6. **Army-wide Guidance in Specialized Occupations.** As an integral part of their responsibility for technical direction and guidance, the chiefs of functional areas common to more than one command (such as comptrollership, safety engineering and supply management), will encourage the development of Army-wide career programs and occupational standards for categories of specialized personnel of primary interest and concern to their functional areas. Leadership and guidance in the development and maintenance of such programs will be provided in a manner consistent with the discharge of other Army-wide responsibilities, within the framework of a unified Department of the Army civilian personnel program, and in keeping with the normal authority for civilian personnel administration delegated to the various commands.

7. **Rescission.** General Orders 52, 1952, and General Orders 8, 1955, are hereby rescinded. Redelegations of authority issued under General Orders 52 which are compatible with the delegations herein will not require renewal to continue in effect.

Wilber M. Brucker.

WILBER M. BRUCKER
Secretary of the Army

Official:

JOHN A. KLEIN,
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The Adjutant General.*

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