



DEPARTMENT OF DEFENSE  
EDUCATION ACTIVITY  
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PERSONNEL CENTER

DoDEA Administrative  
Instruction 5251.9

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY  
ADMINISTRATIVE INSTRUCTION

Intramangement Communication and Consultation

- References:
- (a) DS Regulation 5251.9, "Department of Defense Dependents Schools Intramangement Communication and Consultation," June 8, 1977, hereby canceled
  - (b) DoD Instruction 5010.30, "Intramangement Communication and Consultation," May 2, 1989
  - (c) Chapter 71 of Title 5, United States Code
  - (d) Title 5, Code of Federal Regulations, Part 410, Training
  - (e) Title 41, Code of Federal Regulations
  - (f) Title 5, Code of Federal Regulations, Section 550.331

A. PURPOSE

This Instruction reissues and updates policies and requirements for improving intramangement communication and consultation, and increases manager/administrator active participation in the management process within the Department of Defense Education Activity (DoDEA).

B. APPLICABILITY

This Instruction applies to the Department of Defense Dependents Schools (DoDDS).

C. DEFINITIONS

Terms used in this Instruction are defined in enclosure 1.

#### D. POLICY

It is DoDEA policy that managers shall create and participate in organizations for intramanagement communication and consultation that work best for their own management groups and shall, distribute essential information within and across all levels of management. In this regard, the goals of this Intramanagement Communication and Consultation Program shall:

1. Create a climate in which managers at all levels identify with management and participate actively in setting and attaining management goals, including the objectives of DoDEA's Strategic Plan.

2. Keep managers informed of developments affecting their work situations and provide them with the opportunity to participate in the resolution of management problems.

3. Encourage, as an integral part of daily work relationships, personal communication between managers that provides effective understanding of policies and interactions among organizational subunits.

4. Provide for consultative relationships with associations of managers to supplement other forms of intramanagement communication.

5. Permit managers, in appropriate cases, to use agency equipment or administrative support services for preparing papers to be presented at conferences or published in journals.

6. Permit under 5 CFR part 410, in appropriate cases, the payment of managers' expenses to attend professional organization meetings when such attendance is for the purpose of managerial development or directly concerned with agency functions or activities and DoDEA can derive benefits from their attendance at such meetings.

7. Permit, when appropriate, a liberal leave policy in authorizing excused absences for other managers who are willing to pay their own expenses to attend a meeting of a professional association or other organization from which DoDEA could derive some benefit.

8. Provide its facilities and resources to support organizations (such as space for meeting purposes and agency bulletin boards, internal mail distribution systems, electronic mail bulletin boards about meetings and activities) in accordance with appropriate General Services Administration regulations as contained in 41 CFR.

E. PROCEDURES

1. In developing techniques and procedures that best suit their individual situations, particular attention should be paid to the following:

a. Providing these managers with the tools, information, and assistance needed to represent management in relationships with employees and labor organizations.

b. Obtain feedback about concerns and problems encountered in operating under existing policies or under the provisions of collective bargaining agreements with labor organizations.

2. The voluntary joining together of managers in groups or associations may not be prevented or discouraged. Where they exist, such associations shall be brought into the intramanagement communication and consultation process. In doing this, the fundamental difference must be recognized between such associations and labor organizations representing nonmanagerial employees. In this instance, a nonmanagerial employee refers to members of the Federal Education Association, Overseas Federation of Teachers, and Panama Canal Federation of Teachers. Associations of managers can provide a means of supplementing the Intramanagement communication process. However, it is not intended that such dealings replace the individual contacts and exchanges of information and views that are fundamental to managerial relationships.

F. RESPONSIBILITIES

1. The Director, DoDEA, shall establish consultative relationships at the national and area level of DoDDS.

2. An association of supervisors and management officials that wants to enter into an official consultative relationship must submit a request in writing to the Director, DoDEA, through the Chief, Personnel Center, DoDEA. The request must be accompanied by:

a. Documentation on which the association relies in believing an official consultation relationship should be established under the applicable criteria.

b. A copy of the association's current constitution and bylaws.

c. A list of the current officers of the association.

d. A statement that the association will not engage in any of the prohibited acts or practices outlined in Section D of this instruction.

e. A statement indicating whether the association wants to enter into a dues-withholding agreement.

3. The Chief, Personnel Center, DoDEA, upon receipt of the information submitted in accordance with E.2. above, will review the request and make a recommendation to the Director, DoDEA, within 30 calendar days as to whether or not an official consultative relationship should be established based on the criteria stated in this regulation. Whenever the Chief, Personnel Center, DoDEA recommends the establishment of an official consultative relationship with an association, the recommendation will be accompanied by a plan for dealing with the association. As a minimum, the plan will set forth any privileges or rights deemed appropriate, frequency of meetings, use of official facilities, and use of official time for consultations.

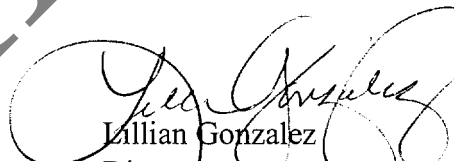
4. The Director, DoDEA, after determining that the association meets the pertinent criteria, will notify the association in writing that it has been accorded official consultative status, setting forth any privileges and responsibilities or rights deemed appropriate. However, should the Director, DoDEA, at any time determine that the association is functioning in a manner contrary to the objectives of this instruction, the official status it has been accorded maybe revoked.

#### G. DUES WITHHOLDING

Dues withholding for an association of supervisors and/or management officials is as authorized by 5 CFR 550.331. (See enclosure 2.)

#### H. EFFECTIVE DATE AND IMPLEMENTATION

This Instruction is effective 60 days after the date of the publication.

  
Lillian Gonzalez  
Director

#### DISTRIBUTION:

Enclosures -2

1. Definitions
2. Dues-Withholding Agreement

DEFINITIONS

A. Association of Management Officials, Supervisors, and Administrators. An association whose membership consists of management officials, supervisors, or administrators (e.g., principals, assistant principals) and which:

1. Is a lawful, nonprofit organization whose constitution and bylaws indicate that it subscribes to minimum standards of fiscal responsibility and employs democratic principles in the nomination and election of officers.

2. Does not discriminate in its membership because of race, color, religion, national origin, age, handicapping condition, marital status, or political affiliation.

3. Must not assist or participate in a strike, work stoppage, or slowdown against the government of the United States or any agency thereof or impose a duty or obligation to conduct, assist, or participate in such strike.

4. Must not advocate the overthrow of the constitutional form of Government of the United States.

5. Is not eligible to be an exclusive representative of employees in a bargaining unit established under reference (b).

6. Does not represent employees who are eligible to be in a bargaining unit under reference (b).

7. Is not affiliated with a labor organization or federation of labor organizations.

B. Management Official. An individual employed by DoDEA in a position in which the duties and responsibilities require or authorize the individual to formulate, determine, or influence DoDEA policies. (See 5 U.S.C. 7103(a)( 11 ) (reference (b)).)

C. Supervisor. An individual employed by DODEA having the authority to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees; to adjust grievances; or to effectively recommend such action if the exercise of authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment. The term "supervisor" includes only those individuals who devote a preponderance of their employment time to exercising such authority. (See 5 U.S.C. 7103(b)(10) (reference (b)).)

D. Manager. A management official or supervisor as defined in subsection C. 2. or 3., above.

E. Labor Organization. An organization as defined in 5 U.S.C. 7103(a)(4), which is in compliance with 5 U.S.C. Section 7120.

Cancelled

DUES-WITHHOLDING AGREEMENT

A. An association which has established an official consultative relationship may enter into a written local agreement permitting voluntary allotments from pay for dues of supervisors and management officials who are association members.

B. If an association desires a dues-withholding agreement, it makes a written request to the Chief, Personnel Center, DoDEA. The request must clearly indicate that the association's constitution and bylaws provide for at least minimum standards of fiscal responsibility and that democratic principles are employed in the nomination and election of officers. The Chief, Personnel Center, DoDEA, in coordination with the Chief, Fiscal Division, after determining the association meets the pertinent criteria, notifies the association and shall make arrangement for such withholdings with the appropriate authorities. If the Chief, Personnel Center, DoDEA, decides not to grant the request after determining that the association's constitution and bylaws do not meet the fiscal and officer-election criteria, the association is authorized, at its request, one further review by the Director, DoDEA.

C. Dues-withholding arrangements shall be incorporated in a written agreement between the Chief, Personnel Center, DoDEA and the association.