

APPENDIX B.—CIVIL SERVICE COMMISSION INSPECTION HANDBOOK

INTRODUCTION

In talking about personnel management in this supplement we are using the definition that has been emphasized during the past few years as the inspection program has evolved toward total management review. That is, planning for, getting, developing and using people with the knowledge, abilities and attitudes necessary to get the mission accomplished while adhering to requirements of public policy.

The basic responsibility for personnel management rests with the manager, who also is responsible for the success of the substantive program, since personnel management is an integral part of his overall management responsibility. The manager cannot relieve himself of nor abdicate his underlying responsibility for personnel management nor for carrying out public policy.

In order to avoid confusion, it is also important to keep in mind the difference between "personnel management" as used in this context and "personnel administration." When we use "personnel administration" we mean systems, procedures, and techniques used or developed primarily by personnel specialists and technicians to help managers and supervisors carry out their basic management responsibilities and their legal, regulatory, and other public policy obligations. It is a significant element of personnel management frequently mistaken for the whole.

If we analyze further this total concept of personnel management we find that it breaks down into three broad areas of responsibility that are found at various levels and at varying degrees in any organization.

The first locus is that of top management. This is a relative term since by top management we mean the responsible manager at the level of the organization we are reviewing. Depending on his delegation of authority the top manager has the inescapable responsibility for decision making and policy setting. To the degree that he has delegation of authority or assigned responsibility, and depending upon the level of his organization in the hierarchy, he can make or fail to make the kinds of decisions that are crucial to effective and economical use of people. He is responsible, depending upon his level in the organization, for either determining or influencing the program that his organization will carry out. This, in turn, may have a basic effect on the numbers, kinds, and quality of people needed to get that program accomplished. Failure to think through or understand the program for which the organization is responsible can be detrimental to personnel management in the organization.

Similarly, he is responsible, depending upon his delegation of authority, for determining the organization and flow of work with full knowledge of the impact of these decisions, not only on effective program accomplishment but also on the frugality with which he uses all resources (including people) in getting effective mission accomplishment. He is also responsible for making sure that public policy of the Government, whether as a result of law or regulation or Presidential direction, is a reality in that part of the Government for which he