

## S4-2. PLANNING, WORK ORGANIZATION AND POSITION MANAGEMENT

a. Objectives

(1) Our review in this area has the following objectives:

- (a) To evaluate management action in establishing an effective framework for planning, work organization, and position management
- (b) To evaluate the way in which agency management identifies present and future manpower requirements in terms of the proper numbers of people with the skills required to carry out the mission of the establishment
- (c) To evaluate management's effectiveness in developing workable plans to meet manpower requirements
- (d) To evaluate management action in carrying out responsibility for effective work planning and organization
- (e) To evaluate management's effectiveness in assuring sound position classification on a continuing basis
- (f) To evaluate the means by which management assures the most effective and economical use of manpower.

(2) Of primary importance is the way in which top management carries out its personnel management role at the installation or management level being reviewed; and whether or not operating managers really seek to have the most efficient organization of work at the least cost to the Government.

b. Areas of Coverage

Each of the following will generally be covered in written inspection reports under Planning, Work Organization and Position Management unless not applicable or relevant at the installation inspected. Instructions and guidelines which follow are keyed to these areas. (See S4-1, General Guides, and S6-1, Preparation of Written Reports, for information on flexibility in conducting and reporting inspections.)

- (1) Summary
- (2) Framework for Planning, Work Organization and Position Management
- (3) Manpower Planning
- (4) Work Organization and Position Management
- (5) Classification of Positions
- (6) Increasing Efficiency and Economy in Use of Manpower