

(2) Framework for Planning, Work Organization and Position Management

(a) Background

Effectiveness in planning, work organization and position management depends, to a large extent, on the framework within and through which these responsibilities are exercised. This framework should meet the following basic requirements.

- o Provide a definite organizational arrangement for planning, work organization and position management, including assignment of overall responsibility to a high level official, and delegations of authority and responsibility to managers and supporting staffs at appropriate levels in the organization. (No specific organizational arrangement can be prescribed since these responsibilities are a concern of the total management process and the appropriate arrangement would depend on the nature, size and problems of the establishment inspected.)
- o Provide a comprehensive system, including policies and procedures for:
 - Analyzing and appraising work to be done to assure that it is essential and will contribute to the accomplishment of agency objectives, and that appropriate targets and priorities are set.
 - Organizing work and managing positions including position authorization, vacancy control, and approval of organizational change procedures.
 - Estimating, as far in the future and as specifically as possible, the numbers and kinds of people who will be needed.
 - Controlling manpower and increasing productivity on a continuous basis.
- o Provide for cohesion. Unless there is a cohesive policy and effort directed toward the objective of effective and efficient planning, work organization and position management, managers and the various supporting staffs tend to go their separate ways in accord with their own particular segmented viewpoints and interests.

(b) Coverage

The inspector should focus specifically on:

- o The way in which management establishes policy for and organizes manpower planning and control at the level of the establishment being inspected, including the extent of authority and responsibility delegated to the establishment.