

(4) Work Organization and Position Management

(a) Background

1 Work organization and position management is defined as the organizing of work among positions in a manner which recognizes the impact of organizational planning, distribution of functions, lines of authority and supervisory responsibility on the classification of positions, and assures the most effective personnel management possible in terms of:

- o Minimum number of positions
- o Minimum total cost for all positions
- o Maximum utilization of skills
- o Minimum number of managerial and supervisory positions
- o Provision of developmental and promotional opportunities
- o Sharp, nonconflicting delineation of duties and responsibilities, avoidance of overlap, duplication of effort, etc.

2 Work organization and position management is closely related to the classification of positions. The management actions involved in work organization and position management -- deciding what duties are to be performed, how a position will relate to other jobs in an organizational hierarchy, etc. -- are part of the process which results in the classification and price tagging of positions.

3 The importance of this review is highlighted by:

- o The President's requirement for increased frugality and efficiency.
- o Recent findings that many Federal establishments are not sufficiently concerned with tight, cost-conscious organization of work, resulting in
 - some measure of unwarranted grade escalation
 - fragmentation of high-level duties among jobs combined with lower-grade duties
 - too many supervisors in relation to those supervised
 - too many levels of supervision
 - too much duplication of effort