

-- too many special assistants

-- deputies where deputies are unnecessary -- two or more deputies where one would do.

4 Basic elements and tools of an effective approach to work organization and position management are outlined below to provide guideposts for this review.

ASSIGNMENT OF RESPONSIBILITY. Responsibility for work organization and position management should be assigned explicitly to managers and supporting staffs at all levels of organization.

DETERMINATION OF OBJECTIVES. The first step in any attempt to organize work is complete and clear specification of objectives. Ways of determining objectives include mission and organization studies, regular or special agency reviews or inspections, and continuing or special appraisals of programs through analysis of reports.

DEVELOPMENT OF PLANS. After determining objectives, managers assess available means and resources, translate objectives into specific work processes needed to produce results, and organize work in such a way that individual jobs are identified.

It is in this action to assess ways and means, and subsequent actions to translate objectives into specific work processes and organize work so that individual jobs are identified that managers actually make the decisions which affect classification and result in classification of jobs; where managers make or fail to make the decisions which result in tight cost-conscious organization of work and related effective use of manpower resources.

While planning is the basis for classification, classification in turn provides an indispensable tool for use in planning to establish or change position structures. Information developed by classification can aid, e.g., in identifying overlapping duties, unnecessary levels of supervision, excessively broad spans of control, and insufficient or unclear delegations of authority.

ANALYSIS AND APPRAISAL. Position management is a continuous process of analysis and appraisal to assure that work is organized and assigned among positions in a manner which will serve mission needs most efficiently and economically. Tools which are available for use by managers in carrying out this responsibility include position authorization and control procedures, vacancy controls, procedures for review of organizational changes, inspections, surveys, or