

audits and periodic reports. Normally an establishment's position management system should provide for position authorization and vacancy control procedures, approval of organizational changes, periodic reports and special reviews. Classification surveys are particularly helpful to the manager in analyzing and appraising work on a continuous basis.

In organizations where objectives are clearly identified, the key elements in the work organization and position management process consist of continuous analysis and appraisal and development of plans to improve operations.

COORDINATION. Wherever labor is divided, it must be coordinated and integrated to be fully effective. So it is with work organization and position management. Maximum effectiveness in carrying out these responsibilities requires a cohesive effort by managers and supporting staffs.

Both managers and supporting staffs have an integral part of the total responsibility for work organization and position management -- the managers for decision-making and action, and the supporting staffs for leadership, direction, advice and assistance in selected aspects of the work organization process. Joined together, through their varying expertise and perspective, these officials should be able to diagnose all factors which affect work organization and to recommend organizations which are most suitable for accomplishment of mission.

Cohesiveness in organizing work and managing positions must take several forms. There must be a close and effective working relationship not only between managers and the various supporting staffs -- personnel, comptroller, organization and management, etc. -- but also among supporting staffs. For example, classification can assist in staffing an organization by facilitating recruitment, career development, and career progression. Position classification standards can serve as guides in recruiting, testing, and selecting employees; can assist managers to group duties into jobs so as to facilitate recruiting, promoting, and reassigning personnel; and can permit the manager to organize work in such a way as to provide career ladders and cross occupational training.

One approach to a coordinated effort in establishing new position structures or modifying existing position structures is for the manager to obtain and consider alternative structures proposed, as a minimum, by the organization concerned, by other managers, by staff elements, and by appropriate higher echelons of organization.