

(b) Coverage

1 The inspector should focus on the following in reviewing work organization and position management.

Management understanding and acceptance of work organization and position management responsibilities.

Effectiveness in carrying out these responsibilities requires both "know-how" and willingness to perform in accordance with policies, systems and procedures.

Management action -- the specific approach used by managers in establishing or altering position structure.

Implementation is a higher form of "know-how," requiring not only understanding, but also responsible and effective action. In most institutional settings, the action required consists of continuing efforts to analyze and appraise mission and operations, to assess means and resources, to translate objectives into specific work processes needed to produce results, and to organize work.

Our prime concern is whether or not managers really seek to have the most efficient and effective organization of work with the least cost to Government and use available services, tools and techniques to accomplish this goal.

Effectiveness of work organization and position management systems and procedures.

We are interested principally in the effectiveness of systems and techniques used by management in carrying out these responsibilities, e.g., whether or not classification and other approaches to analysis and appraisal:

- o Contribute to Federal objectives of continuing increase in employee productivity.
- o Avoid position actions which increase the relative proportion of managerial and supervisory employees to total employment.
- o Avoid continuing those positions which become vacant if their duties can be redistributed without inhibiting the accomplishment of essential functions.

Nature and characteristics of selected position structures.

Our objective is to assess management's effectiveness in establishing and maintaining a position structure which provides optimum balance between economy, efficiency, skills utilization,