

employee motivation, and other relevant management considerations; e.g., a position structure which provides for:

- o A sound and economical ratio of managerial and supervisory positions to nonsupervisory positions.
- o Adequate numbers of senior level, journeyman, junior technician, trainee, and supportive personnel.
- o A clear delineation of work assignments and job-to-job relationships which avoids overlaps, conflicts, and ambiguities.
- o Sufficient job interest to attract, retain and motivate employees of the needed level of competence.

Manifestations of poor organization might include:

- o Evidence of (1) fragmentation of higher level duties, (2) proliferation of organizational units, (3) unnecessary numbers of deputies or assistants, or (4) duplication of effort.
- o Indications that (1) an office is not organized and operating as prescribed or (2) organization and assignment of duties have contributed to an unwarranted escalation in grades or have served to depress grades.

The extent of cohesiveness between and among managers and supporting staffs, for example, how the manager uses staff assistance and how supporting staffs integrate in carrying out this responsibility.

2 Findings resulting from this review should provide reasonable evidence of the effectiveness of management in organizing work and managing positions.

3 There is a very close relationship between coverage under this item and coverage of Classification of Positions which follows. Under Work Organization and Position Management the inspection focus is on actions of management which precede the classification and price tagging of positions while coverage of Classification of Positions focuses on results of the work organization and position management process as well as the administration of the classification function.

(c) Factfinding Techniques and Sources of Information

1 Review policies, procedures, training programs, etc., to identify formal efforts made to inform managers and other employees of their work organization and position management responsibilities.