

2 Identify, through total evaluation of personnel management, the various factors, both internal and external, which have an impact on work organization and position management.

3 Review and analyze results of work organization and position management policies, systems and procedures. Whenever possible, follow through a system or procedure from beginning to end.

4 Interview managers, supervisors, nonsupervisory employees and supporting staffs as appropriate to determine:

- o Actual extent of understanding of policies, procedures, responsibilities, etc.
- o Manner of implementation of responsibilities.

5 Conduct a sampling of positions as discussed in the following section on Classification of Positions to:

- o Determine consistency between actual operations and functions and those described in organization and function charts and other issuances reflecting management decisions about work organization.
- o Identify misclassifications.

6 Analyze thoroughly evidence of poor organization and significant grade level changes and management justification of such changes.

(d) Illustrative Interview Questions

- o Have changes occurred in your staffing and grade structure during the past two years? If so, describe.
- o How do you go about establishing or altering position structures?
- o By what method and how often do you review your organizational structure to assure that its design fosters accomplishment of mission and the effective use of manpower?
- o To what extent do you use staff resources, e.g., personnel, budget, manpower, management science personnel, in organizing work and managing positions?
- o What changes in organization or assignment of duties might contribute to greater efficiency and more effective use of manpower?