

APPENDIX D

[Circular No. A-64 (Revised)]

EXECUTIVE OFFICE OF THE PRESIDENT,
BUREAU OF THE BUDGET,
Washington, D.C., June 28, 1965.

Subject: Position management systems and employment ceilings.

To the Heads of Executive Departments and establishments:

1. *Purpose.* This Circular (a) establishes criteria for the operation of an effective position management system, and (b) sets forth information on the concepts and procedures to be followed with regard to employment ceilings, their observance, and related reporting to the Bureau of the Budget. Effective July 31, 1965, this revised Circular replaces Circular No. A-64 dated March 31, 1964, as amended by Transmittal Memorandum No. 1 of January 5, 1965.

2. *Policy.* Consistent with the policy of reducing Government costs (see Bureau of the Budget Circular No. A-44, Revised, March 29, 1965), the President expects each agency head to pursue vigorously the efforts of his agency to achieve lower employment levels and increased productivity through tighter management, aggressive manpower utilization programs, simplification of procedures, and stripping work to essentials; and to assure strict observance of the employment ceilings.

3. *Position management.*

a. Each department and agency will develop and maintain a position management system designed to assure that the work is organized and assigned among positions in a manner which will serve mission needs most effectively and economically. As used in this Circular, position management includes the evaluation of the need for positions and required skills and knowledge; and the organization, grouping and assignment of duties and responsibilities among all positions. The position structure should be designed to utilize the most effective work processes, equipment, procedures, methods and techniques.

The position management system should be designed to identify, prevent and eliminate such common faults as unnecessary organizational fragmentation, excessive layering, excessive use of deputies, assistants to, and special assistants, improper design of jobs, outmoded work methods, and improper distribution of manpower resources.

b. A position management system should be developed which is best adapted to the needs of a particular agency or program. Provision normally should be made in each position management system, however, for the following key elements: