

(1) *Assignment of responsibility.* Responsibility for work organization and position management should be explicitly assigned to line managers at appropriate levels in the organization.

(2) *Utilization of total staff resources.* In carrying out their responsibilities, line managers should utilize budget, planning, management analysis, personnel, and other special staff in the development and continuing operation of an effective position management system in the organization. It is especially important that the work of the different staff elements be coordinated and mutually supporting.

(3) *Position authorization and employment controls.* A position authorization and employment control procedure should be established to assure that existing and proposed work organization and staffing arrangements meet the requirements of good position management. Such a procedure must have as its basis adequate records, not only to identify the numbers of employees, but to identify positively the types of employment which are covered by the attached statement of definitions.

The procedure must ensure that (a) employment requirements are kept under continuous review, (b) positions authorized are limited to those that can be financed from available funds, (c) year-end employment does not exceed the approved ceiling, and (d) employment is not permitted to reach a point at any time during the year which would require reduction-in-force or other disruptive or uneconomical actions to get within the approved ceiling by year-end.

The requirements for the authorized position structure should be determined principally through the budget process, but also through the use of such tools as work measurement, work standards, productivity analysis, and manpower and workload reporting. An adequate position authorization and employment control system should provide control over total employment as well as over full-time employment in permanent positions.

(4) *Vacancy control.* Before any vacancy is filled, a review should be made to determine whether the duties of the position can be eliminated, assigned to other positions, or modified to permit performance at a lower grade.

(5) *Position reclassification.* Before any position is reclassified, the organizational work pattern should be thoroughly reviewed to ascertain the necessity for assigning responsibilities as high as the grade being proposed. Approval should be withheld unless the review indicates that such action is clearly consistent with the aims of effective and economical accomplishment of the agency mission.

(6) *Approval of organizational changes.* Each proposed change of organization or position structure should be reviewed and approved as appropriate from the standpoint of work design, occupational distribution, grade distribution, manpower requirements, and costs.

(7) *Interagency sharing of personnel resources.* Efforts to achieve effective manpower utilization should include the exploration of possible arrangements with other agencies for the sharing of personnel resources to meet certain nonrecurring needs or to take care of continuing housekeeping or administrative services. This type of arrangement could be advantageous for small offices, in Washington or in the field, but may be also applicable to specialized work in larger offices,