

particularly where other agencies are better equipped to perform such services more effectively and economically.

(8) *Reporting.* The position management system should provide complete, accurate, reliable, and timely information on numbers of employees to meet central reporting requirements of the Civil Service Commission and the Bureau of the Budget as well as periodic reports for the use of the agency in reviewing the effectiveness of the system. The reports should provide essential data for effective analysis by the agency head and upon request by the Bureau of the Budget, the Civil Service Commission, and the Congress. While the frequency of central reporting will vary from agency to agency, the system should make it possible to provide management, either periodically or upon request, with the following information:

(a) The number of positions authorized under the position management system, by employment category and grade. (See Attachment A for definitions of employment categories.)

(b) The number of occupied positions, by employment category and grade.

(c) Any new arrangements entered into for the provision of services by contract.

(d) An analysis and explanation of any significant changes in the position structure, together with an analysis of any longer-term trends indicated.

(9) *Special reviews.* When budget reviews, internal management appraisals, quarterly reports, or other available data indicate that an organization may not be achieving effective position management, action should be initiated to identify the reasons and bring about changes in personnel, organization structure, management practices, or work processes to achieve improvement.

c. Assessments of the effectiveness of its position management system should be made by the department or agency itself, and will be made by the Bureau of the Budget as part of its continuing surveillance of agency programs, by the Civil Service Commission in its inspection of position classification, and as a part of the joint reviews of management and manpower utilization conducted by the Bureau of the Budget, the Civil Service Commission, and the agencies under review.

4. *System and nature of employment ceilings.*

a. Maximum allowable employment figures ("employment ceilings") are determined by the President at the time of the annual budget review, both for the end of the fiscal year then in progress and for the end of the succeeding fiscal year.

b. Each year the employment ceilings applicable to the year in progress are intended to be absolute limits as of the end of the fiscal year, consistent with the employment reportable to the Civil Service Commission on the Standard Form 113 series, and in accordance with this Circular.

c. Generally, employment ceilings reflect budget proposals and assumptions with regard to workload, efficiency, proposed new legislation, interagency reimbursable arrangements, and other special financing methods. Employment included for proposed legislation, or for carrying out proposed supplemental appropriations, must be re-