

STAFFING FOR EFFECTIVE PERFORMANCE

A primary objective of Federal personnel administration is to enable managers to carry out their missions and programs effectively. Therefore, the personnel function must operate as a part of the total management function rather than as an end in itself. To insure that this relationship exists, agency heads are responsible for determining the appropriate pattern of organization for personnel management most suited to the needs of the agency. The Commission does urge agency heads to delegate their personnel management authorities to subordinate management officials as near the work levels as possible.

Most Federal departments and agencies operate under the civil service merit system, which emphasizes the following principles:

- Wide publicity for employment opportunities.
- Equal consideration of all qualified applicants.
- Qualification standards related to the work to be done.
- Selection from among the best qualified.

Many features of the Federal personnel system apply equally to all agencies and to the many, diverse occupational groups, from clerical to professional, found in the Federal service. Generally, however, there is enough discretion within the broad framework of statute and regulation to allow agencies to develop personnel programs to meet the needs of special groups such as scientists and engineers.

To insure sound planning before recruitment is started, managers should determine the staffing pattern that promises full achievement of the mission or project to be undertaken. This staffing pattern should include forecasts of the numbers of employees needed, the qualifications they must have, and the expected duration of their assignments. Once this advance planning is completed, active recruitment can begin.