

ORGANIZATIONAL PATTERNS

The classification system does not control the type of organizational pattern, the numbers of employees to be used, or the shape of individual positions. These are all completely under management's control, within mission and budget limitations. Thus, the manager may decide to have a "flat" or a "narrow" form of organization, and to divide the work among many specialists or to use a generalist approach. The classification system is neutral towards these decisions and stands ready to reflect whatever job structure management designs.

Congress has made the Commission responsible for insuring that the numerical limitation imposed on non-scientific and non-research and development engineering positions in grades GS-16, 17, and 18 are not exceeded. Other than this the Commission does not control the total number of positions, or the number of positions at any particular grade level, established in an agency. This is a responsibility of management, for only the agency management has the broad authority to determine how work is to be organized and what duties and responsibilities are to be assigned to any given employee.

In addition, the Commission, in delegating authority for personnel administration, does not normally specify the level to which agency heads must or may redelegate this authority, nor does the Commission prescribe an agency's organization for personnel administration. Although the Commission urges, at every opportunity, the redelegation of authority to levels as close to the work level as possible, agency officials are free to redelegate as much or as little of their authority as they feel is necessary or appropriate to the successful accomplishment of agency objectives.

The fact that discretionary areas, broad at the national level, have a disquieting habit of appearing narrow at the laboratory level has been commented on by Chairman Macy in these words:

"I am constantly amazed when I find that a certain discretionary area, which is broad at the national level, as enunciated by the Commission, appears to be narrow when it reaches the laboratory. . . . I would hope that we would have enough confidence in laboratory managers and that we would have an effective enough administrative pattern so that these discretions could be applied at the laboratory level."