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Position Management: Alive and Well in the 21st Century



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Workforce Compensation
And Performance Service



Classification Programs Division

Overview

- Background -- The Turbulent '70's and '80's
- What's Happening Today?
- Position Management -- What is It?
- “Who's REALLY on First?”
- Some “Do's” and “Don'ts”
- Questions? & Answers!



Background: The Turbulent '70's and '80's

- “Grade Creep”
- Grade Controls (GS-13-15)
- Ceiling Controls
- CSC/OPM, OMB, and GAO Involvement



What's Happening Today?

- OMB Bulletin 01-07 of May 8, 2001
 - Directed that plans include budgetary and performance considerations
 - Intent:
 - Flatten the Federal hierarchy
 - Reduce layers
 - Redistribute higher-level positions to front-line service-delivery positions
 - Deadline: June 29, 2001



Position Management: What is it?

- Common Sense, Systematic Approach
- Interrelated Management Actions in Organizing Work
- Convert an Organization's Mission(s) into the Following Elements:



Position Management: What is it? (cont'd.)

- Major Tasks
- Organizational Elements
- Subtasks and Sub-elements
- Duties of Individual Positions



Position Management: What Is It? (cont'd.)

- Components of Position Management
 - Organization design
 - Position design
 - Position classification
 - System constraints (e.g., \$\$'s + or -)



Position Management: What is it? (cont'd.)

- The Goal: **OPTIMAL BALANCE**
Among:
 - Mission needs
 - Economy and efficiency
 - Employee motivation and incentives



“Who’s REALLY on First?”

- HRO’s Consultant Role
 - Advice on position design
 - Advice on organization design
 - Advice on HR issues
- Management’s Role
 - Decision-making
 - Ownership



Some “Do’s” and “Don’ts”

- Do:
 - Consider the organization’s mission
 - Assign responsibility to line managers at appropriate levels
 - Determine the “right” span of control
 - Use team leaders when/if practical



Some “Do’s” and “Don’ts”

(cont’d.)

- Do (cont’d):
 - Establish temporary special project offices, if new work is short-term
 - Disestablish such offices when mission is accomplished
 - Group like functions together (avoid redundancy)
 - Design structures at lowest practical grade levels to meet missions needs



Some “Do’s” and “Don’ts”

(cont’d.)

- Do (cont’d):
 - Balance skill and knowledge levels needed accordingly
 - Use temporary, part-time, details, and/or contractors when practical
 - Use the most effective work processes, equipment, procedures, methods, and techniques
 - Review vacancies to ensure need prior to filling



Some “Do’s” and “Don’ts”

(cont’d.)

- Do (cont’d):
 - Periodically review all organizational structures and positions to ensure optimal balance
 - Group and concentrate higher level duties in as few positions as practical
 - Establish and use career ladders



Some “Do’s” and “Don’ts”

(cont’d.)

- Don’t:
 - Establish highest POSSIBLE grade structure
 - “Spread higher level duties too thin”
 - Create excessive layers of management (including deputies, assistants to, special assistants)



Some “Do’s” and “Don’ts”

(cont’d.)

- Don’t: (cont’d):
 - Use outdated technology, work methods, policies, and procedures
 - Fragment the organization



Questions? & Answers

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