

## **POSITION MANAGEMENT PROGRAM**

- Sections**
- I. Purpose**
  - II. Introduction**
  - III. Reference**
  - IV. Requirements**

### **I. PURPOSE**

This chapter establishes policies, procedures, and assigns responsibility for the formation and implementation of the CDC\* Position Management Program (PMP).

### **II. INTRODUCTION**

The law which governs the classification system clearly places upon agencies the authority and responsibility to establish, classify, and manage their own positions. A position management program is a systematic approach for determining the number of positions needed, the skill and knowledge requirements of those positions, and the grouping of duties and responsibilities among positions. Position management is an inherent responsibility of supervisors and managers for it is only after the position has been defined by managers that it can be classified (i.e., assigned a title, series, and grade). Good position management results in a carefully designed position structure which blends the skills and assignments of employees with the goal of successfully carrying out the organization's mission. It has a positive effect on an organization's productivity and its product or service delivery cost by structuring positions within an organization to achieve maximum economy and effectiveness within established resource levels.

### **III. REFERENCES**

- A. 5 U.S.C. Chapter 51: Classification.
- B. U.S. Office of Personnel Management, Position Classification Standards.
- C. Manual Guide-General Administration No. CDC-21, Securing Approval of Changes in Organization and Functions, April 28, 1995.
- D. HRMO Quality Operating Procedure No. QOP-300-19, Reorganizations and Union Partnership, September 7, 1994.

---

\*References to CDC also apply to ATSDR.

#### **IV. REQUIREMENTS**

##### **A. Objectives:**

1. Establish an overall and position structure that will best serve the mission of CDC in accordance with official statements of organization and functions; optimize economy, productivity, and organizational effectiveness; and support the goals of the National Performance Review.
2. Ensure positions are properly classified in accordance with classification standards and directives published by the United States Office of Personnel Management (USOPM) and other appropriate authorities.
3. Increase productivity by implementing and adhering to quality management principles that include the elimination of unnecessary vacant positions and the avoidance of position design practices which fragment grade controlling duties and cause an increase in operating costs.
4. Ensure positions are structured in a manner which clearly delineates assigned duties and responsibilities within the framework established by official statements of organization and functions, avoids conflict or overlap with other positions, and serves as an effective tool for recruitment, training, advancement, and evaluation of a quality work force.

##### **B. Definitions:**

1. Duty - A series of closely related tasks which result in an end product or service, and require a set of similar or closely related knowledge, skills, and abilities.
2. Organizational Structure - The overall ordering of positions within officially approved organizational units based on considerations of mission, function, reporting relationships, work flow, workload, and/or span of control, and the relationship of such units to each other.
3. Position - An aggregate of logically ordered duties and responsibilities officially assigned to an individual employee.
4. Position Classification - A comparison of the duties and responsibilities assigned to a position and the qualifications required to perform those duties with the

appropriate standards and guides in order to determine the proper pay plan, title, series, and grade of the position.

5. Position Management - A systematic approach for determining the number of positions needed, the skill and knowledge requirements of those positions, and the grouping of duties and responsibilities among positions.

C. Program Components:

1. The accuracy of position descriptions will be verified as part of the annual performance appraisal process by having the employee and supervisor discuss the accuracy of the position description. The supervisor will certify the accuracy of the position description and, if inaccurate, ensure that the position is redescribed and submitted to the Human Resources Management Office (HRMO) for classification within 30 days.
2. Classification determinations will be made per appropriate USOPM and agency position classification standards and guides.
3. Supervisors will be evaluated in their annual performance review on their effectiveness in executing their position management responsibilities.
4. Employees may appeal the pay system, title, series, or grade of their position at any time. General Schedule and Wage Grade employees may submit an appeal directly to either the USOPM or the Agency (i.e., CDC, HRMO/ Policy and Executive Management Staff). However, if General Schedule employees submit an appeal directly to USOPM, subsequent appeal to the Agency is prohibited. Wage Grade employees must submit an appeal to the Agency and receive an Agency decision prior to submitting an appeal to USOPM.
5. Disputes over classification and/or position management issues, especially those which are precedent setting or cut across Center/Institute/Office (CIO) lines, will be resolved by the Position Management Officer in accordance with procedures established by the Position Management and Classification Review Committee (PMCRC).
6. Based on periodic assessment of pertinent position management indicators, or for other appropriate management reasons, the PMCRC will select organizations and/or occupations for position management and/or classification reviews.

D. Responsibilities:

1. Associate Director for Management and Operations (or designee):

- a. Serve as the CDC Position Management Officer with overall responsibility for the Position Management Program.
- b. Appoints managers to serve on the PMCRC.
- c. Ensures managers and supervisors understand their position management and classification responsibilities.
- d. Ensures position management/classification reviews are conducted as needed and recommendations implemented in a timely manner.
- e. Resolve any organizational conflicts related to position management and/or classification issues.

2. Position Management and Classification Review Committee (PMCRC):

The Position Management and Classification Review Committee is composed of permanent and ad hoc members, a technical advisor, and observers as follows:

Permanent Members

- Chairperson - the Position Management Officer
- Director, HRMO
- MASO senior manager

Ad Hoc Members

- A manager from the CIO(s) involved in the action to be reviewed
- Two managers from CIOs not involved in the action to be reviewed

Technical Advisor

- HRMO Operations Branch representative

Observers

- The Equal Employment Opportunity Office will be asked to provide a representative.
- Appropriate union(s) will be asked to provide a representative for meetings/issues that involve bargaining unit positions.



The responsibilities of the PMCRC are as follows:

- a. Periodically assess the overall status of the CDC/ATSDR position management program.
  - b. Recommend the conduct of specific position management/classification reviews.
  - c. Establish procedures to resolve disputes that include a second level review within HRMO and a review/appeal to the Position Management Officer and PMCRC.
  - d. Advise the Position Management Officer on position management issues.
3. Supervisors/Managers:
- a. Determine how the organization should be structured (i.e., the manner in which functions and responsibilities should be grouped and the need for subordinate work units based on the diversity or volume of work) and the kind, mix, and number of positions needed (i.e., clerical, support, professional, supervisory, etc.).
  - b. Involve HRMO and the Management Analysis and Services Office (MASO) early in the planning stages of reorganizations.
  - c. Define the duties and responsibilities assigned to individual positions.
  - d. Evaluate, on a continuing basis, the efficiency and effectiveness of subordinate organization and position structures against established criteria and standards. Many factors related to position management are qualitative and subjectively measured. However, there are some objective, quantifiable measures that are relevant indicators. Elements that can be tracked to show position management trends include:
    - Average grade
    - Percent of workforce in high grades (GS-14 and above)
    - Ratio of supervisory to nonsupervisory staff
    - Ratio of full performance to developmental/trainee staff
    - Ratio of clerical and technician positions to professional and/or administrative staff

- Percent of positions above the full performance level in the total workforce, an organizational unit, or a specific occupational series
  - Ratio of support positions to line positions
- e. Certify the accuracy of employee position descriptions during the annual performance appraisal process. Take appropriate corrective action.

4. Human Resources Management Office (HRMO):

a. Operations Branch

- (1) Advise managers on good position management practices in the recruitment, classification, and employee development processes.
- (2) Review all proposals for reorganizations coming from MASO and recommend approval action. Proposed reorganizations are evaluated for position management considerations, including impact on position classification and employee utilization.
- (3) Provide guidance on the interpretation and application of the position management program and classification standards and guides.
- (4) Provide advice on unwarranted overlap or duplication of duties between positions, job dilution, classification impact of existing or proposed position and organizational structures, etc.
- (5) Work with program officials in resolving problems identified in position management reviews or during individual position actions.
- (6) Provide managers, the Executive Partnership Council, and the PMCRC periodic information regarding position management indicators.
- (7) Serve as the technical advisor to the PMCRC.

b. Policy and Executive Management Staff (PEMS)

- (1) Develop recommendations for the PMCRC regarding position management reviews by organization, occupation, or a combination of other appropriate factors.



- (2) Advise CDC management on efficient position structures.
- (3) Provide final HRMO review of proposed reorganizations.
- (4) Provide training in position management and classification for HRMO personnel and CDC managers and supervisors.
- (5) Maintain records of position management and classification reviews.
- (6) Oversee the implementation of recommendations related to position management and classification issues.

c. Information Management Staff

- (1) Provide CDC managers and supervisors, the labor/management partnership councils, and other HRMO employees with information and statistical data to monitor trends in the PMP.
- (2) Produce necessary reports, including the quarterly Workforce Analysis Report, to meet human resources planning and evaluation needs.

5. Management Analysis and Services Office (MASO):

- a. Conduct workforce analyses and establish streamlining and position management targets for CDC components.
- b. Review proposals for organizational changes and recommend action based on assessments of functional clarity; programmatic uniqueness; clear and direct reporting relationships; resource management and economy; and organizational and position design, including ratios of support to program staff, number of senior level positions, span of control, organizational layering, and supervisor-to-nonsupervisory employee ratios.