

United States Department of Agriculture
Federal Grain Inspection Service

Directive 4312.1

1/3/94

POSITION MANAGEMENT

1. PURPOSE

This Directive:

- a. Describes the Federal Grain Inspection Service (FGIS) Position Management Policy and Procedures.
- b. Identifies who is responsible for implementing the Policy and Procedures.
- c. Indicates the types of proposed organizational or personnel changes that require approval and procedures for requesting that approval.

2. REPLACEMENT HIGHLIGHTS

This Directive replaces FGIS Instruction 311-1, dated 12-23-82.

3. DEFINITION

Position management is the continuous and systematic management process of ensuring that organizations, positions, and functions are structured efficiently and economically. It is the process each manager uses to determine how many positions are needed; how positions should be designed; and the type of organizational structure that is required to accomplish the functional assignments of the organizational unit.

4. POLICY

It is FGIS policy to organize and manage its work so that the mission is accomplished at optimal levels of efficiency, effectiveness, and economy. To the extent possible, managers will ensure proper position management by:

- a. Maintaining permanent employment levels at the lowest possible level consistent with accomplishing the mission.
- b. Maintaining the lowest possible personnel costs by minimizing the number of organizational levels and segments, and the number of assistants; and maintaining the most efficient ratio of supervisory, managerial, and support staff positions to line positions.
- c. Combining work requiring higher level skills and training into the fewest number of positions to minimize the number of higher graded positions.
- d. Using part-time and/or temporary personnel in lieu of full-time, permanent personnel whenever possible.
- e. Establishing stable organizational structures that will be maintained over long periods of time to avoid costly

revisions or disruptions in relationships with other governmental units or industry.

- f. Making clear and understandable functional assignments.
- g. Establishing clear position-to-position relationships and lines of authority.
- h. Preventing an overlap of responsibility or conflict of duties among positions.
- i. Establishing clearly defined career ladders for major occupations.

5. RESPONSIBILITIES

a. The Administrator has final responsibility for position management and organization within FGIS. This includes taking final action on requests and proposals submitted by the Division Directors by taking independent action on some issues or referring others to the Position Management Committee for recommendations.

b. The Position Management Committee, as requested by the Administrator, serves as the focal point for implementing the Position Management Policy and advising the Administrator. The Committee consists of:

Deputy Administrator	Chair
Directors	
Field Management Division	Member
Resources Management Division	Member
Compliance Division	Member
Quality Assurance and Research Division	Member
Chief, Classification, Staffing and Compensation, APHIS	Member

The Committee will:

- (1) Coordinate and provide guidance for the implementation of the Position Management Policy.
- (2) Review and recommend approval or disapproval to the Administrator of all requests for positions or proposals for organizational change coming before the Committee.
- (3) Review and recommend approval or disapproval to the Administrator of all proposals for organizational change requiring the approval of the Department.

c. Division Directors will:

- (1) Ensure that good position management priorities and objectives are followed throughout their respective divisions.
- (2) Apply position management principles in reviewing all requests to establish positions, fill vacancies, or recruit.

(3) Obtain approval from the Administrator to establish positions GS/GM-13 and above, or fill vacancies for GS/GM-14 and above.

(4) Submit proposed organizational changes to the Administrator for approval.

(5) Serve on the Position Management Committee.

d. Managers and Supervisors will develop and maintain staffing patterns within their areas of responsibility which are consistent with the Position Management Policy.

e. The Animal and Plant Health Inspection Service (APHIS) Human Resources Division, will:

(1) Provide representation on the Position Management Committee.

(2) Provide advice and assistance to managers and supervisors in designing and implementing effective, efficient, and economical staffing patterns.

(3) Prepare organizational charts, functional statements, and necessary documentation for proposals requiring Departmental approval.

(4) Provide liaison with the Department on proposed organizational changes.

f. APHIS Human Resources Operations (HRO), will:

(1) Provide advice and assistance to managers and supervisors on staffing patterns and individual positions.

(2) Prepare classification evaluation statements for individual actions when necessary.

(3) Conduct position reviews and make reports on classification and position management.

6. FILLING POSITIONS

a. Intermittent positions:

(1) Field Office Managers (FOM's) are authorized to hire intermittent employees directly through HRO.

(2) Field Offices should be aware of their ceilings and hire as needed to meet service demands.

b. Permanent positions GS-12 and below:

(1) Division Directors will submit requests to establish positions, fill vacancies, recruit, etc., to APHIS, HRO, for processing.

(2) Approval to hire full or part-time permanent employees requires the Division Director's approval. FOM's must justify the position needed before approval.

c. Positions GS/GM-13 and above:

(1) Division Directors will submit requests to fill vacancies for already established GS/GM-13 positions to APHIS, HRO for processing.

(2) Division Directors will request approval from the Administrator to establish new GS/GM-13 positions or to establish positions, fill vacancies, recruit, etc., for GS/GM-14 and above positions. The request shall contain appropriate justification which includes:

(a) How the position fits into the organizational unit and/or the reasons for a change in the GS/GM-13 and above staffing pattern when requesting the establishment of new positions.

(b) Alternative staffing options considered.

(c) The cost effects of the proposed action.

7. ORGANIZATIONAL CHANGES

Division Directors will submit proposed organizational changes to the Administrator for approval. Proposals will include appropriate justification as follows:

a. Nature of the proposed change in organizational structure or geographical alignment.

b. Factors making the proposed changes necessary.

c. The rationale for choosing the proposed change compared to alternatives.

d. Program accomplishments expected as a result of the change.

NOTE: Minor realignment of geographical areas between field offices and the conversion of a field office to suboffice status is within the authority of the Field Management Division Director and not considered an organizational change for the purposes of this Directive.

8. ORGANIZATIONAL CHANGES REQUIRING APPROVAL BY THE DEPARTMENT

a. Any addition, deletion, or modification to the official FGIS organization chart.

b. A gain or loss of a major function by any of the units identified in the official FGIS organization chart.

c. The relocation of any facility or activity:

(1) From a rural to an urban location.

(2) From one urban area to another.

d. The establishment of any new facility in an urban area.

e. The establishment, abolishment, or relocation of any field unit with 10 or more employees.

/s/ David R. Galliard
Acting Administrator

