

Department of Transportation
Office of the Secretary
Washington, D.C.

ORDER

DOT 3510-2

7-21-76

SUBJECT: POSITION MANAGEMENT

1. PURPOSE. This Order states policy and outlines certain criteria essential for the effective management of positions, the optimum use of manpower resources, and the continuing control of unnecessary grade escalation in the General Schedule.
2. REFERENCES.
 - a. Federal Personnel Manual Chapter 312, Position Management, which provides criteria essential to efficient and economic planning, establishment, utilization, and cancellation of positions.
 - b. Office of Management and Budget Circular No. A-64 (Revised), 6-28-65, Position Management Systems and Employment Ceilings, which establishes criteria for effective position management systems, and discusses employment ceilings.
 - c. Office of Management and Budget Bulletin No. 72-4, 8-5-71, Control of Grade Escalation in the General Schedule, which includes certain specific measures to consider in the continuing control of grade escalation.
3. POLICY. The Department of Transportation is committed to the reduction of Government costs by the achievement of efficient, productive, and economic operations in the attainment of its mission. Effective position management is essential to that commitment and is accomplished through the development and implementation of positive management controls designed for that purpose. Necessary controls include, among others, those related to employment ceilings; improved organization and work structuring; the use of work simplification and productivity measurement techniques; strong position classification, job engineering, and staffing standards programs; effective methods and procedures studies; and appropriate periodic and cyclic management reviews.

DISTRIBUTION: All Secretarial Offices
All Operating Elements

OPI: Office of
Personnel and
Training

4. DISCUSSION.

- a. Position management is viewed as the development of a position structure which reflects the organization and distribution of work in the most economic and efficient manner to fulfill mission needs. It demands the continual evaluation of positions and of skills requirements, and it is directed toward the maintenance of balance between productivity, costs, skills utilization, and the attraction, retention, and motivation of competent personnel. It is essentially a function of that managerial level which has major responsibility for determining the kinds of work to be accomplished, and for the design of positions in accordance with work requirements. When position structures identify nonconflicting and well delineated duties and responsibilities, managers are better able to meet current needs and plan for future requirements.
- b. Positive position management permits optimum use of manpower resources. It is the most effective means of controlling grade escalation without curtailment of vital programs or services, without detriment to morale or productivity, and without adverse impact on equal employment opportunities for minorities, women, and veterans, or on other special and necessary programs. Managers are responsible for maintaining position and organization structures in consonance with statutory requirements that positions be classified in accordance with published Civil Service Commission standards. When problems arise, managers are advised to seek the services of appropriate staff offices for the identification of satisfactory options.

5. RESPONSIBILITIES.

- a. Office of the Secretary (OST). The Assistant Secretary for Administration has primary responsibility for Department-wide position management. OST staff elements carry out position management responsibilities as follows:
 - (1) The OST Director of Personnel and Training (TAD-10) is responsible for:
 - (a) Developing, coordinating, and promulgating Departmental policies and guidelines, as appropriate, for the conduct of positive position management throughout the Department.
 - (b) Providing staff guidance and technical assistance for effective position management and prevention of grade escalation.

- (c) Evaluating personnel management aspects of Department-wide position management, and conducting and coordinating appropriate studies in cases of adverse trends. Recommending suitable corrective actions to promote economic and efficient utilization of personnel and position resources for the control of unwarranted grade escalation.
 - (d) Collecting and disseminating pertinent information, and submitting reports as required by OST, the Office of Management and Budget, the Civil Service Commission, et al.
- (2) The OST Director of Management Systems (TAD-20) is responsible for:
- (a) Developing, coordinating, and promulgating Departmental organization policy and guidance designed to maximize structure control. Devising concepts, plans, and standards for operational relationships, assignments of responsibility, and delegations of authority. Initiating organization structure management techniques for the prevention of improper organization layering and duplication, overly long chains of command, poor supervisory employee ratios, and related matters.
 - (b) Promulgating guidelines for the developing of effective productivity management, work measurement, staffing standards, and management improvement techniques designed to maximize the use of available manpower resources.
 - (c) Ensuring effective use of available manpower spaces throughout OST and the operating elements by exercising tight employment ceiling control, and by recommending the use of Secretarial manpower resources for only those missions and activities that contribute to the Department's goals and objectives.
 - (d) Conducting and assisting in the conduct of management reviews throughout the Department for the purpose of improving organization structure, functional alignment, and management procedures and systems.
- (3) The Director of Budget (S-50) is responsible for the control of budgeted (numbers authorized) positions.
- b. Departmental Elements. Departmental elements are responsible for:

- (1) Developing, implementing, and administering appropriate policies programs, and supporting systems for positive position management which, as a minimum, meet the provisions and requirements of this directive.
 - (2) Assuring that the objectives and requirements of position management and prevention of grade escalation are communicated to all line managers and coordinated with concerned staff elements.
 - (3) Determining that position authorizations, organization and position structures, and manpower utilization are mission oriented and economically motivated. Assuring that organizations and reorganizations are properly documented with current position descriptions for all employees.
 - (4) Reviewing, periodically, the cost effectiveness of individual line managers in terms of fulfilling mission requirements while meeting the objectives of aggressive position management and prevention of grade escalation.
 - (5) Directing implementation and followup of corrective action when evaluation reveals a need for improvement in any aspect of position management and unwarranted grade escalation.
- c. Line Managers. Line managers, by the very nature of authority delegated to them for the organization of work, the design of positions, and the determination of skills requirements necessary for employees to perform satisfactorily in those positions, are commonly recognized as having primary accountability for effective position management within their individual organizations. Accordingly, they are responsible for:
- (1) Executing the requirements of position management.
 - (2) Initiating and conducting position management studies for the identification and implementation of efficient and economic alternatives for organizations and position structures.
 - (3) Developing and implementing procedures necessary to generate improvements in organization and position structures within each functioning element. Implementing corrective measures when personnel and position actions impact adversely on the objectives of position management.

- (4) Assessing the validity of new position authorizations and the continuance of vacant positions. Evaluating proposals for organization, position, and grade changes, and determining program priorities for planning the most efficient utilization of available manpower and position resources. Directing the attention of key subordinates to the principles of positive position management in the pursuance of assigned missions.

d. Personnel Officers. Personnel Officers are responsible for:

- (1) Determining that proposed position and personnel actions are in consonance with the mandates of positive position management and prevention of grade escalation.
- (2) Providing assistance to management echelons and staff elements for the analysis of personnel aspects of organization and position structuring, and the identification of alternate approaches to organization, position, and manpower utilization. Determining and evaluating trends which have adverse implications for effective position management and the prevention of grade escalation.
- (3) Keeping abreast of organization, position, and manpower planning activities to assure the integrity of programs concerned with equal opportunity for minorities and women, employment of veterans, maximum utilization of skills and training (MUST), upward mobility, and others. Recommending courses of action, in the furtherance of those programs, which meet the objectives of position management with meaningful opportunity for career development and progression, and with the generation of sufficient job interest to permit the attraction, retention, and motivation of competent personnel.
- (4) Conducting studies, interpreting findings, and providing reports as required. Initiating appropriate corrective actions when proposals for position and personnel actions indicate a lack of responsiveness to the requirements of position management.

e. Budget Officers. Budget Officers are responsible for the control of budgeted (numbers authorized) positions.

6. REQUIREMENTS. The Assistant Secretary for Administration and the operating elements will assign responsibility for the development and maintenance of position management procedures which meet their individual needs within the scope of this directive. The effectiveness of position management is subject to continual assessment by the Office of the Secretary, the Civil Service Commission, and the Office of Management and Budget.

FOR THE SECRETARY OF TRANSPORTATION:



William S. Heffelfinger
Assistant Secretary
Administration