

ORDER

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
CENTRAL REGION

acc-16
CE 1300.5A

9/25/90

SUBJ: POSITION MANAGEMENT

1. PURPOSE. This order establishes a revised Central Region program of position management. It also assigns responsibility for administration of the program.
2. DISTRIBUTION. This order is distributed to all managers and supervisors in the regional office and standard distribution to all field offices and facilities.
3. CANCELLATION. Order CE 1300.5 is cancelled.
4. BACKGROUND. The Office of Management and Budget issued OMB Circular A-64, Position Management Systems and Employment Ceilings, dated 6/28/65, as amended by Transmittal Memorandum No. One, dated 1/2/70, and revised by memorandum dated 7/30/80. This circular stressed the importance of prudent management of positions in each federal department and agency as a means of assuring efficient and economical use of personnel resources. It directed each agency to develop and maintain a system suited to its individual needs. The FAA developed Order 1300.7B, Position Management, dated 6/30/87, to describe a system which is in consonance with the criteria in OMB Circular A-64 and guidance from the Office of the Secretary of Transportation.
5. POLICY. The policy of Central Region is to organize its activities to support a program of effective position management that will optimize economy and productivity of the human element.
6. OBJECTIVES. To implement the national position management policy as described in Order 1300.7B, the objectives are:
 - a. To provide maximum efficiency and effectiveness of financial, material, and human resources and to assure equitable workload distribution.
 - b. To promote, attract, develop, motivate, and retain a competent workforce.
 - c. To streamline organizations by eliminating excessive layering, duplication of work effort, unnecessary positions, improper design of jobs, and wasteful practices.

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d. To promote better communications and coordination between management officials and staff advisors involved in organizational management, financial management, and program planning.

e. To verify the necessity for positions through cyclic position reviews.

7. RESPONSIBILITIES.

a. The Regional Administrator is responsible for the coordination and direction of position management activities in the Central Region.

b. All Staff and Division Managers are responsible for:

(1) Being familiar with effective and efficient position management requirements and how they should be carried out. This is by virtue of their delegated authority to determine:

(a) the work to be accomplished.

(b) the organization of work and the design of positions.

(c) the skills requirements for employees to perform their work satisfactorily.

(d) the organization of positions into homogeneous working groups.

(e) the organization of these groups into rational organizational structures.

(f) the support of Equal Employment Opportunity goals and objectives in all position management actions.

(2) Exercising vacancy control by verifying the need for filling each vacancy. If a position is retained, the supervisor shall review the assigned duties to determine if modification would permit improved performance and if the position can be filled at a lower level.

(3) Coordinating efforts in strategic planning and evaluation of position management with the Human Resource Management Division and with the Budget and Management Systems Branches of the Resource Management Division.

c. The Human Resource Management Division is responsible for:

(1) Classifying positions with appropriate occupational series and grade levels.

(2) Assisting managers in hiring and filling positions at appropriate grade levels.

(3) Ensuring that managers and supervisors receive appropriate training relative to applying position management principles.

(4) Conducting periodic classification audits and/or cyclical reviews that includes analysis of positions for evidence of redundancy, conflict, layering, duplication and overlap.

(5) Assisting all organizational elements in the previously listed position management areas.

d. The Budget Branch is responsible for:

(1) Ensuring that proper budgetary policies, procedures and controls are followed in the acquisition, distribution and utilization of authorized positions.

(2) Maintaining current regional employment plan based on authorized staffing, employment ceilings, and funding levels.

(3) Monitoring and validating position authorizations against defined operating priorities to assure that available resources are used to satisfy needs for which resources are approved.

(4) Reviewing proposed organizational and staffing changes for compliance with budgetary standards and procedures governing authorized position structure and impact on resources.

e. The Management Systems, Planning and Evaluation Branch is responsible for:

(1) Analysis of proposed organizational changes to determine if functions and responsibilities are properly assigned.

(2) Assisting managers in the planning and implementing of changes in these areas:

(a) Organization and functions

(b) Methods and procedures

(c) Work flow and distribution of work.

(3) Conducting studies including staffing validations, methods reviews, staffing standards, productivity improvement, and tasks/procedures analysis designed to recommend changes that are conducive to more effective and efficient utilization of skills, manpower, and other resources.

f. The Office of Civil Rights is responsible for ensuring support of EEO goals and objectives in all position management actions.

8. COORDINATION OF THE POSITION MANAGEMENT PROCESS. To ensure the concepts of this directive, the following items must be considered and the proposed package involving position management activities should be routed through appropriate offices for signature.

a. ORGANIZATIONAL ANALYSIS. This is to be performed by the Management Systems, Planning and Evaluation Branch and includes:

(1) An assessment of the delegation of functional responsibilities which should reflect a clear distinction between organizational elements in concise functional statements.

(2) An assessment of the organizational alignment to determine whether or not it reflects a proper balance between horizontal and vertical structuring and the substructuring of each echelon on a common basis.

(3) An assessment of the supervisor to employee ratio which should consider the size of the work force, the nature of the work, and the limited degree of supervisory review required.

(4) Clear certification of the need for assistants and/or administrative positions and the appropriateness of their organizational placement.

b. HUMAN RESOURCE MANAGEMENT ANALYSIS. This is to be performed by the Human Resource Management Division and includes:

(1) An assessment of position duties, responsibilities, and classification determinations; position skill types, career progression patterns; and proposed method of placement for involved employees.

(2) An assessment of qualification requirements including changes to the knowledges, skills, or abilities and need for orientation and training.

(3) An assessment of the work environment in relation to the management of human resources.

c. BUDGETARY ANALYSIS. This is to be performed by the Budget Branch and includes:

(1) An assessment of employment controls and position authorizations, validation of approval ceilings, and verification of budget control numbers.

(2) An assessment of funding requirements and availability of FTE allowances and validation of proposed appropriations and limitations.

(3) An assessment of average grade changes, cost effects of the requested transaction, and comparison to ceilings.

d. EMPLOYEE PARTICIPATION. Unless documented reasons are submitted that describe why it is not appropriate, information on how employees views were solicited, whether or not employee groups participated, the reasons for inclusion or exclusion of employees views, method of feedback taken or planned, and the impact of employee acceptance or nonacceptance should be included in the package.

A handwritten signature in cursive script that reads "Stanley Rivers". The signature is written in black ink and is positioned above the typed name.

Stanley Rivers
Acting Regional Administrator