

DEPARTMENT OF THE ARMY
Omaha District, Corps of Engineers
6014 U. S. Post Office and Court House
Omaha, Nebraska 68102

MROPO-P

15 December 1976

Memorandum
No. 690-1-500

CIVILIAN PERSONNEL**Position and Pay Management**

1. **Purpose.** To prescribe responsibilities and requirements for the management of civilian positions and to outline procedures for complying with Department of the Army and Corps of Engineer policies with respect to Position and Pay Management.

2. **Applicability.** This memorandum applies to all positions within the Omaha District and serviced organizations.

3. **References.**

a. CPR 501

b. ER 690-1-500

4. **Policy.** It is the policy of the Department of the Army that there be effective and economical position and pay management at all times. Consistent with this policy, both the jobs to be performed and the employee performance should warrant the grade to be established. Jobs will be established to provide for orderly, efficient and economical accomplishment of the mission of the organization. Work programs, organizations or jobs will not be created or exaggerated in order to justify specific grades or grade patterns.

5. **Responsibilities.**

a. **Activity Commanders.** Each commander to whom appointing authority has been delegated must take formal action to designate a Civilian Personnel Officer (CPO) to act in his/her behalf. The Omaha District CPO has been authorized to designate members of the Personnel Office staff who meet Civil Service Commission qualification requirements for GS-221, Position Classification Specialists, to make job evaluations and other pertinent position and pay management determinations under provisions of regulations as outlined in CPR 501 and this memorandum. The commander is responsible for assuring that jobs are properly structured and evaluated, and for taking the action necessary to insure that:

(1) Employees are accorded full opportunity to obtain information or reasons for position and pay management actions and to seek adjustments in the titles, codes or grades of their positions in accordance with position classification appeal procedures outlined in DM 690-1-177, paragraph 21 and Appendix A thereto.

This memorandum supersedes DR 690-1-500, dated 9 November 1971.

DM 690-1-500
15 Dec 76

(2) There is full compliance with the provisions set forth in CPR 501. In this connection the commander will:

- (a) Assure establishment and maintenance of an effective position management program.
- (b) Assure that line management and concerned staff elements are made aware of the objectives and requirements of this memorandum and that they act in accordance with its objectives as well as its specific provisions, resolving differences or controversial matters.
- (c) Assure an annual review of the need for all positions as required by Section 1310(d) of the Supplemental Appropriation Act of 1952 and certification as to the need for all positions.
- (d) Assure a review of each vacant position and a determination as to whether job duties may be combined with other work assignments, the position replaced by a higher priority recognized manpower requirement, or abolished without seriously affecting the execution of essential functions.
- (e) Direct appropriate action to assure currency of job descriptions and employee assignments and to avoid manager insistence on unwarranted grade increases or ill-defined, personalized job structure changes primarily intended to raise grades.
- (f) Assure fulfillment of management's obligation to consult and/or negotiate with recognized labor organizations under the provisions of Executive Order 11491 as amended.

b. Position Management Officer. Activity commanders may delegate their position management responsibilities outlined above to one principal assistant. These responsibilities may not however be delegated below the principal assistant. The person so designated as Position Management Officer (PMO) should have direct access to the commander and should have the authority to approve and disapprove controversial position management actions, including job structure changes designed to increase grade levels. The authority of the PMO to make final decisions on position management issues does not extend to making classification determinations.

c. Line Managers and Supervisors. Chiefs of organizational elements and supervisors authorized to establish positions have the primary responsibility for effective work assignments within their organization to achieve a balanced and fully productive workload for all positions under their supervision. Accordingly, line managers and supervisors will:

- (1) Familiarize themselves with the District's position and pay management program outlined in Appendix A of this memorandum.
- (2) Report proposed changes in duty assignment prior to effecting the actions and obtain position and pay management support from the personnel office to preclude misassignments.
- (3) Assure that job descriptions accurately reflect the duties and responsibilities assigned to their subordinates and properly utilize the employee detail procedure for brief periods of changes in assignments.

(4) Assure that an annual review of all positions under their jurisdiction is performed, participate in annual position management surveys and establish positions consistent with economical and efficient position management.

(5) Avoid ill-defined or personalized job structure changes intended primarily to support unnecessary or questionable grade increases.

d. Civilian Personnel Officer. The Omaha District Civilian Personnel Officer (CPO) is responsible for: Providing advice and assistance to the commander, the PMO and operating officials on all aspects of the District's position and pay management program; for assuring that the requirements of the position management program have been met before taking personnel or position actions; recognizing and determining causes of increases in average grade levels and providing corrective staff assistance to affected organizations; and for providing assistance and guidance to employees seeking information concerning the classification of their positions, or those who file job evaluation complaints or appeals, including making Civil Service Commission classification standards available for review, providing counseling, etc.

6. Procedures.

a. Annual Position and Pay Management Surveys. As a minimum, review of positions and position structure will be accomplished during annual position and pay management surveys. Surveys will cover all aspects of position and pay management, including related aspects of efficient utilization of full-time positions and the economical use of part-time, temporary and intermittent positions. Survey methods and procedures are outlined in Appendix B of this memorandum. An Annual Position Survey Schedule will be established and published by the Personnel Office at the beginning of each fiscal year.

b. Position and Structure Maintenance. Supervisors are responsible for constantly monitoring the civilian position structure of their organization to ensure compliance with policies and regulations contained in this memorandum. These responsibilities include giving concentrated attention to position and pay management requirements during: The initial establishment of an organizational structure, or reorganization; the review of and prior to filling of any vacant position; and the annual position and pay management survey. In addition supervisors are responsible for monitoring established positions and assuring currency of job descriptions under their jurisdiction by reporting promptly significant changes in major duties or supervisory controls whether affecting grade level or not. Necessary position actions should be requested promptly whenever significant change in positions occur, or are immediately planned. Requests for position actions should not be delayed until the annual position surveys are conducted.

c. Position Actions. A position action is any action which establishes, changes, or abolishes a position, or continues a vacated position. Position actions will be requested as follows:

(1) Submit individual requests on SF-52, Request for Personnel Action, and forward to the Personnel Office.

(2) During the annual position survey, submit requests on DA Form 279, Position Review and Group Action Request List, in accordance with Appendix B.

DM 690-1-500
15 Dec 76

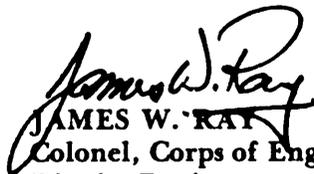
(3) Each position action request (except abolishments) must be accompanied by the following documents:

(a) DA Form 374WS, Job Description Worksheet for Supervisors, describing the job or the changes to be made in the job in detail to allow classification and evaluation; or cite a job description by number when such description covers the work to be assigned to the position.

(b) Omaha District organizational elements — MRO Form 1532, Position Request Action, fully justifying the proposed action in accordance with instructions outlined in Appendix C of this memorandum.

3 Appendices:

- App A — Principles and Objectives
of Sound Position Mgmt
- App B — Supvy Review Position
Survey Method for Annual
Review of Positions
- App C — Justification for Proposed
Position Actions


JAMES W. RAY
Colonel, Corps of Engineers
District Engineer

DISTRIBUTION:

A
B
E
MRD-B

APPENDIX A

PRINCIPLES AND OBJECTIVES OF SOUND POSITION MANAGEMENT

1. **Factors to Consider.** Position structure management as distinguished from work assignments for individual non-supervisory positions, stresses a lean position structure with a practical minimum of supervisory and high grade or "senior level" positions. Position management decisions should be based upon a number of factors, e.g., economy of labor costs, effective utilization of skills, impact of work assignments on employee development and on the attraction and retention of competent employees. In planning to establish or alter a position structure, the interrelationships of these factors as well as the relationships among positions should be considered thoroughly. A position structure which provides an optimum balance between economy, efficiency, skills utilization, attraction and retention of competent employees, and employee motivation and development should be established.

2. **Objectives.** In order to obtain an optimum balance of position management factors, the following specific objectives should be sought:

a. A sound and economical ratio of supervisory and non-supervisory positions. As a minimum, full-time supervisory positions should supervise five positions or more. When subordinate employees require little supervisory attention, the span of control should be greater. All vacated supervisory positions should be reviewed to determine their susceptibility to restructuring to a non-supervisory position.

b. A balanced proportion of professional and specialist positions and supporting or technician positions should be established and maintained. Specifically, a proportion closely related to the frequency of occurrence of tasks of these levels of the organization's normal workload, one which will achieve the highest possible utilization of manpower, and one which will increase such utilization over that achieved by the existing structure. Additionally, a balance between "senior level" positions, i.e., those above the accepted "journeyman level," and lower level positions in any one occupational family within a given organizational element, should be maintained. A close review should be made of all position requests to establish, upgrade or continue "senior level" positions.

c. A reasonable proportion of trainees and juniors to estimated replacement needs for journeymen and seniors, taking into account predictable retirements, quit and transfer loss experience, expansion needs if pertinent, availability of trained replacements in the labor market, and training time required.

d. A clear delineation of work assignments and job-to-job relationships which avoids overlaps, conflicts, and ambiguities.

e. Adequate opportunity for development and progression up a well-defined career ladder for those occupations leading to key positions and requiring planned experience at lower levels. Establishment of promotion ladders from clerical to technical and professional levels is provided for under the Upward Mobility Program. Program objectives of the Upward Mobility Program and their relationship to position management objectives are outlined in DM 350-1-3. Position management should serve as a vehicle to assist in providing sufficient opportunity, job interest and independence, to attract, retain and motivate employees of the needed level of competence.

f. A structure which will lower rather than increase the average grade. The average grade should be consistent with the average level of tasks performed by the organization as a whole and should reflect normal performance of these tasks with unusual tasks performed under close supervision or by a fully utilized senior position.

3. Specific Objectives Regarding Vacant Positions. In determining the need for continuing positions when they become vacant, the following criteria should be applied and such positions abolished if:

a. They are above the journeyman level and can be performed by a journeyman if other senior positions or the supervisor can absorb the senior level tasks.

b. They are one of several journeymen, and the journeyman duties can be performed by the other positions if they are relieved of junior level duties, technician level duties, administrative or clerical duties, or helper level duties.

c. Similar elimination or absorption of higher level duties is possible by relieving other positions of lower level duties.

d. Workload of the organization has reduced in volume by an amount approximately equal to the workload of the position.

e. Work of the position can be performed by other employees who have necessary qualifications without undue detriment to their other work.