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	U·S·DEPARTMENT OF THE INTERIOR OFFICE OF SURFACE MINING RECLAMATION AND ENFORCEMENT DIRECTIVES SYSTEM	Subject Number: PER-5 Transmittal Number: 284 Date: 10/14/86

Subject: Position and Pay Management Program

Approval: Jed D. Christensen **Title:** Director

1. Purpose. This Directive provides policy guidance to all OSMRE employees with regard to position and pay management in the Office of Surface Mining Reclamation and Enforcement. It is designed to insure that the best possible overall structure is being utilized. It assigns overall responsibility and provides guidance for the execution and administration of the agency's position management program.

2. Definitions.

a. Position management. The process of grouping duties and responsibilities to form positions, and grouping positions to form organizations in order to accomplish the assigned mission as effectively and economically as possible.

b. Pay management. Assuring equitable pay treatment for employees based upon a position analysis and evaluation program as provided in laws, regulations and policy.

3. Policy/Procedures.

a. General Objective. The establishment of positions through job analysis and evaluation and the effective management of those positions are basic in securing, retaining and motivating a work force adequate to accomplish missions in an efficient and economical manner. It is essential that, in accordance with laws, rules, regulations, and guides, all employees shall be paid equitably and that pay rates bear a direct relationship to the level of skill and responsibility of the work performed.

b. Specific Objectives. It is the policy of OSMRE to utilize position and pay management principles so that:

(1) Positions are accurately classified in accordance with Office of Personnel Management position-classification and job grading standards.

(2) A position structure is established which will best serve mission needs by providing optimum balance among such factors as economy, efficiency, skills utilization, employee motivation and employee development.

(3) A continuing increase in employee productivity contributes to full and economical utilization of positions and minimum use of supervisory and administrative support positions.

(4) Position actions will be avoided which will unnecessarily increase total payroll costs for a given mission or increase excessive layering of supervisory positions. Positions such as Deputy or Assistant Division or Branch Chiefs are to be justified individually.

(5) Positions such as Special Assistants, Staff Assistants, etc., are to be avoided wherever possible.

(6) Vacant positions are reviewed to determine if their duties can be redistributed, eliminated, or reduced in cost without seriously affecting the accomplishment of essential functions.

(7) Support is provided to upward mobility and competitive merit placement programs through establishment of effective job structures, insuring a balance between senior, journeyman, junior, entry level and support positions.

(8) The duties and responsibilities of positions are clearly delineated, do not conflict with the duties of other positions and are designed to attract, retain, and motivate employees, as well as serve as a basis for determinations concerning performance appraisals and awards.

(9) Job analysis is accomplished effectively and position descriptions are current and specific, not vague or overwritten.

c. Applicability. This Directive has agencywide application and encompasses all positions, including SES, PMRS, General Schedule, Trades and Labor, and Expert and Consultant categories.

d. Responsibilities.

(1) In addition to the specific requirements set forth below, the broad responsibilities assigned to the Secretary of the Interior will be discharged through observance of the provisions in Federal Personnel Manual (FPM) Chapter 250.

The Director, OSMRE, is responsible for insuring the establishment and implementation of an effective and comprehensive Position and Pay Management Program throughout the Office of Surface Mining Reclamation and Enforcement. The following identifies those OSMRE officials who are accountable for implementing and administering the ongoing position and Pay Management Program.

(a) Position Management Officer. To assist the Director, OSMRE, the Assistant Director for Budget and Administration (BA) serves as the Position Management Officer. The Position Management Officer will:

1 Monitor the position structure trends of OSMRE and recommend necessary action to insure that the objectives and policies of the program are achieved and upheld.

2 Commit staff resources to the study and execution of proposed reorganizations.

3 Provide The Director and Deputy Director Administration and Finance with an analysis of the position and pay management impacts of any reorganization or realignment proposed for OSMRE.

4 Recommend any follow-up or corrective action necessary to effect the position management policy as expressed in this Directive.

(b) Deputy Directors, Assistant Directors, Administrative Service Center Chiefs, Field Office Director and other OSMRE Managers and Supervisors. In structuring positions, managers and supervisors authorized to establish positions have the primary responsibility for effective work assignments within their organizations. The objective is to achieve a balanced and fully productive workload for all positions under their supervision. This is basic to the establishment of an efficient and economical position structure to accomplish assigned functions. Accordingly, managers and supervisor will:

1 Familiarize themselves with the OSMRE Position and Pay Management Program and provide any necessary explanation of the program to employees.

2 Insure that positions established or changed within area of jurisdiction are consistent with the policies and objectives of this Directive. Attachment 1 provides criteria to consider when establishing a new position or filling a vacancy.

3 For each Branch, Staff Office or higher level organiational unit, develop a position management plan which (1) identifies each position in the organization by grade(s) or series, (2) identifies special purpose position, e.g., upward mobility, cooperative education position, and (3) justifies on a case-by-case basis, any staff positions, or deputy or assistant positions within the organization.

4 Insure that job descriptions accurately reflect the duties and responsibilities assigned to their subordinates.

5 Provide an explanation to employees, of the reasons for changes in job evaluation, with the assistance of the appropriate personnel specialist.

6 Properly utilize the employee detail procedure whenever a subordinate is given work assignments not reflected in his/her current job description.

7 Continuously review all positions under their jurisdiction and participate in annual position management surveys.

(c) Servicing Personnel Officer. The Servicing Personnel Officer is responsible for :

1 Providing advice and assistance to the Director, position Management Officer, managers and supervisors on all aspects of the OSMRE Position and Pay Management Program.

2 Planning, scheduling, and executing the annual Position and Pay Management Survey.

3 Providing position management assistance and job analysis and evaluation services as defined herein, and coordinating such activities with other personnel office functions.

4 Providing assistance and guidance to employees who file job evaluation complaints and appeals.

5 Assuring that the requirements of this Directive have been met before taking personnel or position actions.

6 Assuring that individual position actions and annual position management surveys are effectively conducted in line with program requirements of this Directive with appropriate support for management/manpower analysis and other staff representatives.

7 Identifying and determining causes of increases in average grade levels and providing corrective staff assistance to affected organizations, so as to maintain a proper grade balance.

8 Recommending appropriate consideration for the retention or reassignment of career employees adversely affected by management decisions regarding position structures. Where practicable, organization and position structure changes resulting in adverse grade decisions may be delayed for a transition period provided that employees continue to perform the duties of the job description to which officially assigned.

9 Classifying positions in conformance with applicable Office of Personnel Management Position Classification Standards. This authority may be delegated to Personnel Management Specialists in Headquarters, and Administrative Service Centers, as required.

(d) Personnel Specialists. Personnel Specialists in both Headquarters and Administrative Service Centers will:

1 Assist managers and supervisors to determine relative priority of need for positions in the organization being reviewed when compared to other position needs under the usual conditions of "allocation of shortages."

2 Determine whether or not each position appears to be fully utilized in the existing or proposed structure under existing or expected workloads.

3 Analyze how position utilization compares with standard yardsticks and comparable organizations.

4 Consider alternative structures which would meet urgent needs with fewer positions or meet new needs within existing positions.

5 Assist managers and supervisors to regroup work into distinct but coordinated functions to make a smoothly functioning organizational entity, in relationship to overall agency function.

6 Assure that adequate and current methods are being used or considered, including ways to increase productivity by modernizing these methods.

7 Assure the propriety of the ratio of overhead to program positions.

8 Analyze the effect of structural changes on productivity; work count information as to proportions of work of different types and levels of difficulty; peak and valley workloads and ways to level these out through better scheduling; layout, workflow, and equipment utilization; and use of automatic equipment and related systems considerations.

(e) The Budget Officer/Analyst. In concert with the appropriate Personnel Management Specialist in the Branch of Headquarters Personnel Services, Division of Personnel and the respective Administrative Service Centers, the Budget Officer or Analyst will assure that:

1 Proposed positions are compatible with agencywide manpower ceilings assigned to OSMRE.

2 Proposed positions are compatible with existing and anticipated performance budgets, i.e., that number and associated costs of positions for a particular program area are consistent with appropriations for that function.

3 Analyze the costs of the various alternative structures to determine the savings which could be reallocated to other priorities; whether reasonable allowances have been made in estimates for predictable and justified changes; how a fund reduction should be distributed if one is directed (e.g., by applying a straight percentage reduction or through a detailed analysis of established priorities).

4. Reporting Requirements. None

5. References.

a. Federal Personnel Manual - OPM, Chapters 312 and 511.

b. Department of the Interior, Departmental Manual, Part 370 DM 312 and 511.

6. Effect on Other Documents. This document supersedes Directive PER - 05, dated 12/28/79 and change notice PER-5-1, dated 5/31/84.

7. Effective Date. Upon Issuance.

8. Contact. Division of Policy and Evaluation, (202) 343-4656.

Attachment

ATTACHMENT 1

Criteria to Consider When Establishing a New Position or Filling a Vacancy

Note: These criteria also apply when changing the work of a position, reestablishing an inactive position, or taking any other action involving one or more positions within an organization.

1. The position is needed if:

   a. It is essential to accomplish current mission objectives;

   b. The current and projected workload clearly supports its establishment or continuation; and,

   c. It represents the best use of available funds or is important enough to justify additional funds.

2. The position is sound from the standpoint of economy and effectiveness if:

   a. It is fully consistent with current or projected workloads;

   b. The work cannot be absorbed by other positions without serious damage to essential functions; nor can it be performed more economically or effectively by introducing a labor-saving device. Suitable arrangements cannot be made to shift any sporadic or seasonal work to other positions;

   c. If supervisory, the segment supervised cannot be merged with another segment without seriously interfering with mission accomplishment;

   d. If supervisory, it reflects a reasonably broad span of control. At least three substantive personnel (performing the "line" work of the segment) are supervised at the first level, and many more when subordinates require little attention, policies and procedures are well established, and the workload is stable. At higher levels a minimum of three segments are supervised;

e. If a deputy position (full-time line assistant), it is not being established primarily for continuity. The supervisory workload is too much for one person or the superior is frequently away for extended periods and the deputy must make major decisions in his absence. Such responsibility cannot be assigned on a part-time or rotating basis to other personnel;

f. If a support or service position, it does not unduly increase the ratio of such positions to "producer" positions;

g. If concerned with high level work, it does not remove some of this work from other positions without good reason. (Furnishing backup to a higher level employee in his absence is not considered a good reason);

h. If that of "team leader" or "group leader," there is sufficient need to establish or continue the position based on differences in the kind, level and variety of the work of the "leader";

i. If both line and staff positions exist in the same operational or functional area, there is a clear and definable distinction as to assigned duties, delegated responsibility, and area of performance relative to mission and function; and,

j. If a projected level of performance or program responsibility is the basis for a current allocation and grade level, full performance or the assumption of such responsibility should be realized within six months from the time such position is filled.

3. The position is sound from a personnel management viewpoint if:

a. Someone with suitable qualifications can probably be obtained within a reasonable time period.

b. If the position is an additional one requiring scarce skills (and therefore posing a recruitment problem for the activity), all alternative approaches have been explored;

c. Any specialized training required by the position can be arranged;

d. The position is consistent with the OSMRE's Affirmative Action Program; and,

e. The position is consistent with established career management objectives, including OSMRE career ladders.

4. <u>The position is sound from a motivational viewpoint if</u>:

a. It is not unduly narrow in terms of scope and function. It provides reasonable opportunity for job satisfaction in terms of achievement and responsible performance, and growth potential for career development;

b. If an entry or low grade-level position, it is not "dead end," but provides reasonable opportunity to progress to higher level work; and,

c. If supervisory, it is a true management position (goal setter, planner, developer of people, etc.) rather than a "pusher" or "super checker."