

**CIVILIAN PERSONNEL
POSITION MANAGEMENT PLAN**

FOR THE ADJUTANT GENERAL:

//SIGNED//

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Summary. This regulation establishes the policy and provides guidance regarding civilian personnel position management.

Applicability. This regulation applies to Wisconsin National Guard full-time support personnel members of the Wisconsin Army National Guard, and the Wisconsin Air National Guard personnel.

Proponent. The proponent of this regulation is the Director of Manpower and Personnel/J1.

Suggested improvements. Users are invited to send comments and suggested improvements to Joint Force Headquarters, ATTN: WIJS-J1-LRS, P.O. Box 8111, Madison, WI 53708-8111.

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Contents (listed by paragraph and page number)

Chapter 1, GENERAL PROVISIONS

Authority and Responsibility for Establishing Policy, 1-1, page 1
Policy Governing Establishment of Positions, 1-2, page 1
Definition of a Position, 1-3, page 1
Definition of Position Management, 1-4, page 1
Policy Governing Position Management, 1-5, page 1

Chapter 2, PROGRAM RESPONSIBILITIES

National Guard Bureau, 2-1, page 2
National Guard T5, 2-2, page 2
Human Resources Division, 2-3, page 2
Manager Responsibilities, 2-4, page 3
Supervisor Responsibilities, 2-5, page 3

Chapter 3, ASSIGNMENT OF DUTIES AND RESPONSIBILITIES

Objectives, 3-1, page 4
Planning a Position, 3-2, page 5

***Supersedes WING-HR 312 dated 1 March 1993.**

Chapter 3, ASSIGNMENT OF DUTIES AND RESPONSIBILITIES (Continued)

Position Description, 3-3, page 5

Standard Position Description, 3-4, page 6

Preparation of a Position Description, 3-5, page 6

Local Position Description, 3-6, page 6

Amendments to Existing Position Description, 3-7, page 6

Statement of Differences (SODs), 3-8, page 7

Continuity of Local Position Descriptions and Amendments, 3-9, page 7

Chapter 4, ESTABLISHMENT, REVIEW AND ABOLISHMENT OF POSITIONS

Establishment of Positions, 4-1, page 7

Elimination of Positions, 4-2, page 7

Conditions of Prerequisite to Filling Positions, 4-3, page 7

Position Control Board, 4-4, page 7

Implementation of National Guard Position Descriptions, 4-5, page 8

Restructuring Position Description to Lower Grade, 4-6, page 8

Periodic Review of Positions, 4-7, page 8

Appendix A

Sample Organizational Chart, A-1, page 10

CHAPTER 1

GENERAL PROVISIONS

1-1. Authority and Responsibility for Establishing Positions. Federal agencies are created by law and Executive Order to accomplish specific missions in the furtherance of national goals. The head of each agency is vested with the authority and responsibility for organizing the agency within this framework and within requirements of pertinent statutes and directives. The Chief, National Guard Bureau and the Directors of the Army National Guard and the Air National Guard, through subordinate officials to which they delegate authority, are responsible for structuring the National Guard technician program in a manner which will assure that assigned missions are legally and properly accomplished.

1-2. Policy Governing Establishment of Positions. The policy of the Federal Government, and accordingly the National Guard Bureau, is to organize constituent units in a manner that will make optimum use of manpower resources. Efficient and economical operations are inherent parts of the continuing general management responsibilities of the head of each agency. These responsibilities are shared in turn by all subordinate management and supervisory personnel who are responsible for the work of others. Limited manpower resources and rising personnel and equipment costs make it increasingly important that human resources and material be economically managed.

1-3. Definition of a Position. The work consisting of all the duties and responsibilities currently assigned or delegated by competent authority and requiring full-time or part-time employment of one person.

1-4. Definition of Position Management. Position management is the process by which management decisions are made as to what duties will be incorporated into the position. This process involves consideration of the organizational structure into which the position will be placed, consideration of the workflow and distribution, consideration of the methods and procedures. It also involves personnel, qualifications, manpower, and budgetary considerations.

1-5. Policy Governing Position Management. All supervisory and managerial levels, with the participation and guidance of the Human Resources Division (HRD) staff, are responsible for taking steps to assure the technicians are performing in accordance with their official position descriptions, that proper supervisory duty work percentages are maintained, that only essential positions are filled, and that unnecessary fragmentation or duplication of higher level duties is not encouraged or permitted.

Management, at all levels, is responsible for determining the duty assignment of each position and for assuring the accuracy of the position description. Effective management and sound administration of positions require that managers and supervisors understand and accept their responsibilities for maintaining current and accurate descriptions of assignments and for adhering to basic personnel management principles. Each manager and supervisor will establish and maintain, within their areas of responsibility, an effective position structure consistent with approved mission manpower authorizations and administrative authorities.

CHAPTER 2

PROGRAM RESPONSIBILITIES

2-1. National Guard Bureau.

- a. Provide broad policy guidance.
- b. Define organizational missions.
- c. Determine manpower requirements of all National Guard entities.
- d. Establish organizational structures.
- e. Monitor the National Guard classification and position management programs.
- f. Ensure that statutory compliance and reporting requirements are met.
- g. Provide other advisory services and policy guidance.

2-2. National Guard Bureau T5 (NGB-J1-T5).

- a. Ensure compliance with all pertinent directives, policies, position classification and job grading standards, etc.
- b. Provide interpretation and implementation guidance on pertinent publications.
- c. Provide position classification and position management advisory services.
- d. Develop and classify position descriptions for implementation nationwide.
- e. Respond to OPM regional offices and NGB personnel management evaluations.
- f. Review classification appeals of exception position descriptions. Nationwide position descriptions are routed through NGB-J1-T5; who makes recommendations to NGB-PR on their disposition.
- g. Conduct position classification and position management education programs for HRD representatives and for supervisors and managers.
- h. Provide other services as required.

2-3. Human Resources Division (HRD). To provide overall direction of the position management and classification program, the Supervisory Human Resources Specialist (SHRS) is designated as the Position Management Officer (PMO) and the Human Resources Specialist (Classification) is designated as the Assistant Position Management Officer (APMO).

- a. Ensure that an effective position management program is established and maintained.
- b. Review every Electronic Request for Personnel Action (ERPA) for recruitment or reassignment to determine: (1) Whether the duties of the position are accurately described and essential, (2) If the

duties of the position can be absorbed by another position of equivalent or higher grade, (3) If funding is available to support the position.

c. Monitor position description compliance and request change through NGB-J1-T5 when standardized position descriptions are inadequate.

d. Restructure positions to lower grades, when practical, for economy and to provide upward mobility.

e. Ensure that supervisory positions spend adequate amount of time performing purely supervisory duties (25% for GS and 85% for FWS). Also, process reclassification actions when time percentages fall below those required to support the grade of the higher level (WS, WL, or small shop chief) positions.

f. Conduct position reviews as required and deemed necessary.

g. Prepare position descriptions and evaluation reports for proposed reclassification of standardized positions and forward to NGB-J1-T5 for review and classification.

h. At the request of NGB personnel centers, provide input for the development of position descriptions for nationwide application.

i. Prepare local amendments to position descriptions when necessary.

j. Provide recommendations to NGB manpower offices for improved organizational structuring.

k. Perform any other position management services as required.

l. Perform desk audits at the request of management or a supervisor to validate that a position is properly described and classified.

2-4. Manager Responsibilities. Activity managers, i.e., Air Commander (Pilot), Command Administrative Officer, have the responsibility for taking actions affecting position management as follows:

a. Ensure that positions are accurately described in position descriptions.

b. Initiate procedures to modify position management structures in order to meet mission requirements, improve efficiency, improve economy, or to meet local requirements.

c. Approve or disapprove requests for action (ERPA's) which affect organizational structure such as recruiting for vacancies, restructuring positions to lower grades, eliminating positions, or establishing new positions.

d. Review the position structure periodically to determine that the organization is not unnecessarily split into too many small organizations, does not have too many levels in the chain of command, has no unnecessary positions, and does not have more supervisory positions than are necessary.

2-5. Supervisor Responsibilities.

a. Ensure that positions are accurately described in position descriptions.

- b. Ensure that incumbents are performing the full range of duties and responsibilities of their official position description.
- c. Review all vacant positions, as well as positions that later become vacant, to determine if the duties can be eliminated, assigned to other positions, or modified to permit filling at a lower grade.
- d. Recognize changes in position content, and recommend revisions to the HRD.
- e. Become familiar with the principles and procedures of position management and explain them to technicians as needed.
- f. Inform technicians of classification actions affecting them.
- g. Provide up-to-date organizational charts to the HRD including all full-time manning (technician, AGR and vacant/encumbered).
- h. Route changes to organizational charts through the HRD to be approved by J1. Changes should be mission related in nature.

CHAPTER 3

ASSIGNMENT OF DUTIES AND RESPONSIBILITIES

3-1. Objectives:

- a. The primary objective of assigning duties and responsibilities to individual positions is to provide the basis for orderly, efficient and economical accomplishment of work. This objective requires striking an optimum balance among a number of competing factors: (1) management's desire for economy and productivity; and (2) technicians' desire for work that is challenging and stimulating, as well as monetarily rewarding, and which provides an opportunity for increasing their skills and advancing to higher level positions. The failure of management to provide a reasonable measure of these opportunities can result in high turnover, increased training costs, and lower efficiency. Thus, management is seeking a proper balance among the needs for economy, productivity, skills utilization and technician development and motivation.
- b. Positions should be planned, to the maximum extent possible, so that there are logical entrance levels and logical career patterns for progression to more skilled and higher graded positions.
- c. Careful design of positions provides a solid foundation for selecting and utilizing properly qualified technicians at all skill levels. It also assures that assignments requiring higher level and/or scarce skills are concentrated in as few positions as possible; that there is a proper mix of support positions to professional, administrative and technical positions; and that proper use is made of jobs at all levels in a career pattern to achieve economical operations and provide a source of trained technicians for higher level positions. Thus, careful design of positions provides a basis for balanced and economical staffing.

3-2. Planning a Position.

- a. A position must be systematically planned so that it is logical, consistent internally and fits with other positions into an orderly, productive and efficient organization. Poor position planning can result

in unsatisfactory productivity, high unit cost, confusion of responsibility, technician dissatisfaction, grievances and high turnover. The following factors should be given careful consideration in position design:

- (1) Delegating authority commensurate with assigned responsibilities.
- (2) Establishing a reasonable supervisory span of control.
- (3) Distinguishing supervision from production.
- (4) Making effective use of technicians' skills.
- (5) Assigning duties that are at approximately the same skill level in positions comprised of a variety of duties.
- (6) Concentrating duties requiring special skills or training into as few positions as possible.
- (7) Determining the impact of technological changes in machinery, systems and facilities on manpower requirements.
- (8) Defining the requirements for contacts with others.
- (9) Identifying requirements for training and skills upgrading.
- (10) Determine if a compatible military position exists.

b. Planning a position requires an orderly procedure for arriving at a sound basis for assigning duties and responsibilities. Analysis must be made of the work to be accomplished and a decision made on production methods to be used. The volume and nature of production to be accomplished may affect the division of work specialization. Also, consideration must be given to the requirements for supervision and training, specialized technical support, quantity and quality control, and review and evaluation.

3-3. Position Description.

a. A written record of the major duties and responsibilities assigned to a position must be prepared before a technician can be hired or assigned. A well-designed position has clearly defined operations, tasks, duties, authorities, and responsibilities, and provisions for supervisory control and supervisory requirements.

b. A position description must be certified by the first line supervisors before the position can be advertised for fill or before a technician can be reassigned to fill the position. The original position description will be furnished to the supervisor from the HRD. The supervisor will review the duties and responsibilities to ascertain they are correct. The position must then be signed and dated by the first line supervisor in item 20a and returned to the HRD.

c. Upon employment or reassignment of a technician, or upon establishment of a new position description, a copy of the position description will be emailed to the supervisor as well as a reminder to log into MyBiz/MyWorkplace to retrieve the SF-50. The supervisor will then review the position description with the technician. One copy of the position description will be given to the technician, one will be retained by the supervisor

d. Inaccuracy in the major duties and responsibilities of a position description should be reported to the Human Resources Division. The recommended changes will be reviewed and if the recommended changes are major they will be forwarded to the NGB-J1-T5 Activity for possible implementation.

3-4. Standard Position Descriptions. A standard position description is a single description used to cover a number of like positions. Whenever a group of substantially identical positions exists, use of a standard position description should be considered. They are particularly effective in the National Guard technician program where organization patterns and procedures are uniform or standardized in different locations where the same activities are to be performed. They may also be used in different organizational functions where identical work is being accomplished or when differences are only minor or incidental.

3-5. Preparation of a Position Description. Should a manager/supervisor need to create a new position description, eliminate an obsolete position or modify existing positions, the Human Resources Division will assist in the preparation of the position description. The supervisor should, however, prepare a written draft covering the following:

- a. Knowledge Required by the Position?
- b. Supervisory Controls?
- c. Guidelines?
- d. Complexity?
- e. Scope and Effect?
- f. Personal Contacts? Purpose of Contacts?
- f. Does the technician supervise others; if so, what positions and to what extent?
- g. Physical Demands? Work Environment?

3-6. Exception Position Description. Standard position descriptions, that cannot be applied because of unique local circumstances or differ substantially with regard to reflecting an accurate statement of duties and responsibilities may be replaced by a exception position description, when approved by the Human Resources Division.

3-7. Amendments to Existing Position Descriptions. As positions are reviewed periodically, some will be found to have changed so that their descriptions are no longer accurate. Many changes require only inserting a sentence or two, striking out a few lines, or adding a paragraph to bring the existing description up to date. An amendment may be prepared for any one of several reasons; e.g., to differentiate between organizational locations of otherwise identical positions. Local amendments to existing position descriptions should result in an accurate statement of assigned duties and responsibilities. Amendments may be developed on a separate page or by inserting the amendment onto the existing position description. Since amendments are considered an official extension of a position description, the following procedures apply:

a. Proposed local amendments will be carefully reviewed by HRD. If there is any question with regard to possible effect on title, pay plan, occupational series and/or grade, NGB-J1-T5 will be consulted.

b. Supervisors will submit proposed amendments to HRD attaching a newly certified OF 8. This provides HRD with proof the amendment was proposed and accomplished with supervisory concurrence.

c. No more than one amendment will be added to an existing position description.

d. Each approved local amendment must reflect an effective date and the authority (HRD) that established the amendment. Copies of the amendment and the pertinent position description will be furnished to the supervisor and incumbent (s).

3-8. Statement of Differences (SODs). A statement of differences may be prepared for a position description for any one of several reasons, e.g., to differentiate between organizational locations of otherwise identical positions, or to temporarily lower the grade of a position to aid in recruiting and/or fill at trainee level.

3-9. Continuity of Exception Position Descriptions and Local Amendments. An exception position description is for the incumbent only and must be reviewed and re-approved by NGB-J1-T5 prior to filling the position. Local amendments will remain valid throughout the lifespan of the position.

CHAPTER 4 ESTABLISHMENT, REVIEW AND ABOLISHMENT OF POSITIONS

4-1. Establishment of Positions. Positions are established by National Guard Bureau based upon known or projected organizational needs or upon special State requests. The number of positions which can be filled is determined by allocations from the National Guard Bureau.

4-2. Elimination of Positions. Positions which become obsolete because of changes in functions and assignments, organizations, methods and procedures, or workload should be eliminated.

4-3. Conditions Prerequisite to Filling Positions:

a. Basic Requirements. Before filling a position, supervisors should assure themselves that the position is properly authorized and classified, that funding is available, and that the position is not scheduled to be abolished or changed through reorganization or other management action. These basic requirements can be verified by contacting the State Position Classification Specialist.

b. Action Based on Vacancy Due to Absence. If a position becomes vacant for an extended period of time due to a technician going into a non-duty status, the position may be backfilled. Backfill position approval is subject to current NGB guidance and state budget. Coordinate with SHRS for backfill approval.

4-4. Position Description Master File. NGB-J1-T5 is the office of record for the master file of all position descriptions and evaluation statements. HRD will maintain a master file of all position descriptions and evaluation statements. In addition to the state master file, all standards used in classification of positions are maintained by the HRD, and upon request, made available to supervisors and technicians to

assist in determining proper classification of duties and responsibilities. Distribution of standardized and exception position descriptions will be made by HRD as follows:

a. Supervisor Copy. Supervisors will receive and maintain a copy of the current position description in the supervisory record for each technician under their supervision.

b. Employee Copy. Each technician will be provided with a copy of their position description by their supervisor.

4-5. Implementation of National Guard Position Descriptions.

a. Accurate position descriptions are necessary for authorizing payment of public funds. To emphasize this requirement, the following supervisory certification statement is required on all official position descriptions subject to the General Schedule or Wage System and signed by the first and second level supervisors in Block 20 of OF 8: "I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false and misleading statements may constitute violations of such statutes or their implementing regulations."

b. Standardized nationwide position descriptions reflect specific organizational arrangements and functional assignments as determined by NGBP functional specialists. Deviation from standardized position descriptions and organizational arrangements are not permitted without prior consultation between the HRD, NGB-J1-T5, and NGB functional specialist. When new standardized position descriptions are issued, supervisors must make every effort to arrange their assignments to conform with the new position description, existing work arrangements notwithstanding. Therefore, supervisors must promptly certify new standardized position descriptions and HRD must implement standardized position descriptions within stated time limitations. A supervisor may not refuse to sign an appropriate standardized position description unless it is virtually impossible to use. In such cases, an exception position description may be needed. HRD may not delay implementation of new standardized position classification packages while considering the development of replacement exception position descriptions since standardized position descriptions reflect NGB management intent. There may be rare instances when it becomes obvious that the only way to secure an accurate statement of duties is through the use of an exception position description. Such cases will be referred immediately to the HRD. Supervisors must not knowingly certify inaccurate position descriptions, nor may they refuse to certify a standardized position description because they disagree with management intent or the classification of the position (s).

4-6 Restructuring Position Description to Lower Grade.

a. If due to mission or organizational changes, the level of a position's duties and responsibilities is permanently decreased, the grade of that position will be lowered to reflect the decrease in duties.

b. The state Human Resources Specialist (Classification) will conduct a desk audit to select the most appropriate lower graded position description.

4-7. Periodic Review of Positions. All positions regardless of whether filled, vacant, or encumbered by AGR personnel, may be reviewed periodically by an entire functional area in order to address the inter-relationship among sub-functions or positions. Examples of major functional areas are: USPFO and

ANG Aircraft Maintenance. The need for each position is to be considered, and those found to be unnecessary must be abolished. Positions determined to be necessary must be reviewed to assure the position description is adequate and the classification is proper. Consideration must also be given to ensure required time percentages are met to support the classification of supervisory positions; recommendations for improved organizational structure; supervisory controls (how work is assigned and reviewed); and impact of mission or technology changes upon the organization. The periodic review will be administered by the HRD.

a. The supervisor, along with the technician concerned, will review the position description to determine that the major duties currently being performed are accurate and any significant changes should be noted. Should a major change to the position description be recommended, it is only necessary to indicate the items that should be added or deleted and the justification for changes.

b. A part of the periodic review process will include random desk audits performed by representative (s) of the Human Resources Division. The desk audits will be conducted to ensure assignments and responsibilities are consistent with published position descriptions; to assist managers/supervisors in fulfilling legal and regulatory requirements and operating responsibilities; to assist in program review and control; to provide a review of manpower utilization; to provide for a check of principal duties, responsibilities and supervisory relationships of various positions. Technicians and supervisors will be notified of desk audits.

c. Each manager and/or supervisor must maintain and provide the HRD with a current organizational chart (wire diagram) of the major functional area. Information on the organizational chart will be blocked and include position title, position description number, pay plan, occupation code/series, and grade (example: Supply Clerk, 07256000, GS-2005-05). Incumbent's name is required on the organizational chart. See Appendix A for example of organizational chart.

d. Any changes to established organizational charts must be routed through the HRD for J1 approval.

Date

UNIT X Sample Organizational Chart

