

Summary of Comments on Classif.pdf

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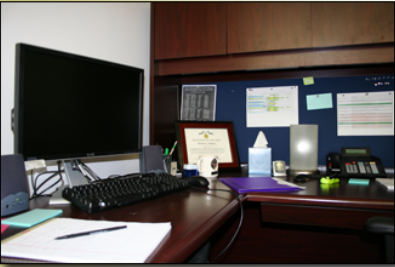


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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Lesson Welcome

Welcome to the lesson on position management and classification. Position management and Classification is the process used to determine what is needed to structure organizations and positions to accomplish the mission with maximum economy, efficiency, and productivity. As a supervisor, it is important that you understand your role in that process.

Lesson Learning Outcomes

After completing this lesson, you will be able to:

- Describe the supervisor's role in position management and classification including:
 - The basics of position management
 - The importance of the position description in the classification process
 - Roles of individuals in the process
 - Tools available to the supervisor

Click the Next button to continue.

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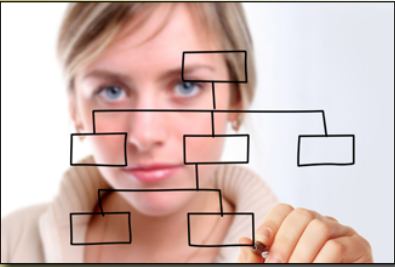
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Module 1: Workforce Management Lesson 2: Position Management and Classification

What is Position Management?

The process used to determine what is needed to accomplish the organization's mission including:

- Number of Positions
- Job Design
- Organizational Structure



 Position management is a **primary** function of a supervisor

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Effective position management is essential to ensure that individuals at all levels within an organization have the structure, processes, tools, and competencies to accomplish the mission of the organization.

There are clear lines of authority and responsibility is coupled with that corresponding authority.

The organization becomes more flexible so that it can be adjusted to changing conditions and technological development.

When effective position management is in place, organizational planning focuses on concrete problems and is a continuing process that facilitates problem solving within all levels of the organization.

Increases the free flow of communication and ideas from top to bottom and from bottom to top.

Employees understand the mission and responsibilities of the organization and each department or division has a major function with a minimum of overlap. This design helps to facilitate cooperation.

Finally, effective position management helps to maximize individual employees' capabilities by promoting effective work methods, providing employee development and advancement opportunities and attracting a high performing workforce.

>> Module 1: Workforce Management Lesson 2: Position Management and Classification

The Benefits of Good Position Management

Good position management:

- Enables mission accomplishment
- Clarifies responsibility and authority
- Provides organizational flexibility
- Facilitates problem solving
- Increases communication flow
- Builds cooperation
- Maximizes individual capabilities



 Mouse over the bullet points for more information.

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

Poor position management is characterized by:

- Splitting an organization into multiple smaller segments (even though there is no need to)
- Excessive layering and use of deputy and assistant positions
- Improper design of jobs
- Using work methods that are outdated (e.g. requiring employees to sign paper leave forms rather than having them submit an automated leave form with an 'auto signature'; employing an administrative assistant whose sole purpose is to take dictation and type memos)
- An inappropriate span of control, either too much or too little (for example, where the supervisor is unreasonably expected to directly supervise over 100 employees (when the command guidance is that they should directly supervise no more than 10 employees) or the opposite where the supervisor is given control over 1 employee whose position is at the same grade level as the supervisor)

Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

A good example of position management would be the efficient utilization of resources by considering the grade level and amount of time needed to accomplish work at that particular grade level. Rather than having four General Schedule (GS)-13s in your office, each performing GS-13 duties 25 percent of the time, for example, you might assign most of the GS-13 work to one GS-13 and have the remaining work performed by GS-11 or GS-12 employees. This approach also allows for some career progression within the organization.

Module 1: Workforce Management Lesson 2: Position Management and Classification

The Dos and Don'ts of Position Management

Click on each of the column headers for more information.

Do	Don't
<ul style="list-style-type: none"> Design positions around skills and mission essential tasks 	<ul style="list-style-type: none"> Design positions around personal qualifications of an employee
<ul style="list-style-type: none"> Design positions to promote career progression whenever possible 	<ul style="list-style-type: none"> Design all positions at the full performance level
<ul style="list-style-type: none"> Structure positions clearly to avoid overlapping duties, unnecessary positions, and fragmentation of work 	<ul style="list-style-type: none"> Structure positions so that it results in duplication of work or positions that aren't essential to the mission
<ul style="list-style-type: none"> Combine homogeneous functions and duties at the same grade level 	<ul style="list-style-type: none"> Create excessive layering with too many levels in the chain of command
<ul style="list-style-type: none"> Structure an organization to limit the number of supervisors 	<ul style="list-style-type: none"> Fragment an organization by splitting into many small segments
<ul style="list-style-type: none"> Empower employees through delegation of increased responsibility and authority 	

Click **JOB AID** to view Position Management Checklist

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Module 1: Workforce ManagementLesson 2: Position Management and Classification

A close-up photograph of a person's hands, wearing a dark suit jacket and a pink tie, holding a small globe made of puzzle pieces. The person is placing a single puzzle piece into the globe. Several other puzzle pieces are scattered on the surface in front of them.

The Supervisor's Role


As a supervisor, you are responsible for:

- Achieving the best balance of economy, effectiveness and skill utilization
- Determining job duties and responsibilities
- Ensuring accuracy of the position description

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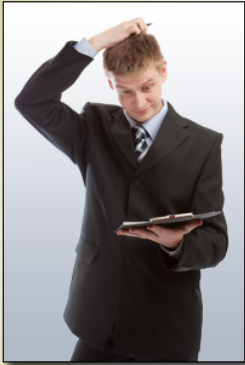
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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Issues Faced By Supervisors


Issue 1: I've been given a new mission and told to create a new position. What are my next steps?

Issue 2: I suspect that several of the position descriptions for employees in the organization need to be updated. What do I do?

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Supervisor Scenario



The image shows a virtual office desk. On the desk, there is a framed certificate that reads 'DEPUTY CHIEF OF POLICE' and 'COMMANDEER'S AWARD FOR LIAISON'. Next to it is a white mug, a blue tissue box, a small digital clock, a large frosted glass lamp, a black office phone, a green lanyard, and a blue sticky note. A green rectangular callout box is overlaid on a document on the desk, containing the text 'Click to review your team.' Another green rectangular callout box is overlaid on a 'To Do List' on the wall, containing the text 'Click to view To Do List.' The 'To Do List' itself has the text 'To Do List - create new position'.

Click to review your team.

Click to view To Do List.

To Do List
- create new position

DEPUTY CHIEF OF POLICE
COMMANDEER'S AWARD FOR LIAISON

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Module 1: Workforce Management

Lesson 2: Position Management and Classification


Supervisor Scenario

The following are three options for how you, as a supervisor, could proceed.

Contact CPAC and let them know you need to create a new position. Let them know you need the position description as soon as possible. Furthermore, you advise HR to send you a copy for review once they put it together.

The position has been authorized and funded. You have completed your job analysis and have drafted a position description that accurately captures these new duties and responsibilities.

Since this is your first time creating a new position, you immediately go to FASCLASS, find a generic position description that seems to match the duties at the grade level you are seeking and submit the required paperwork to civilian personnel to initiate the action.

 Read the options carefully and select the one that seems to be the best choice. Write your selection down on paper. Later we will review all three options and why each may or may not be the best choice. For now let's look at the lesson content

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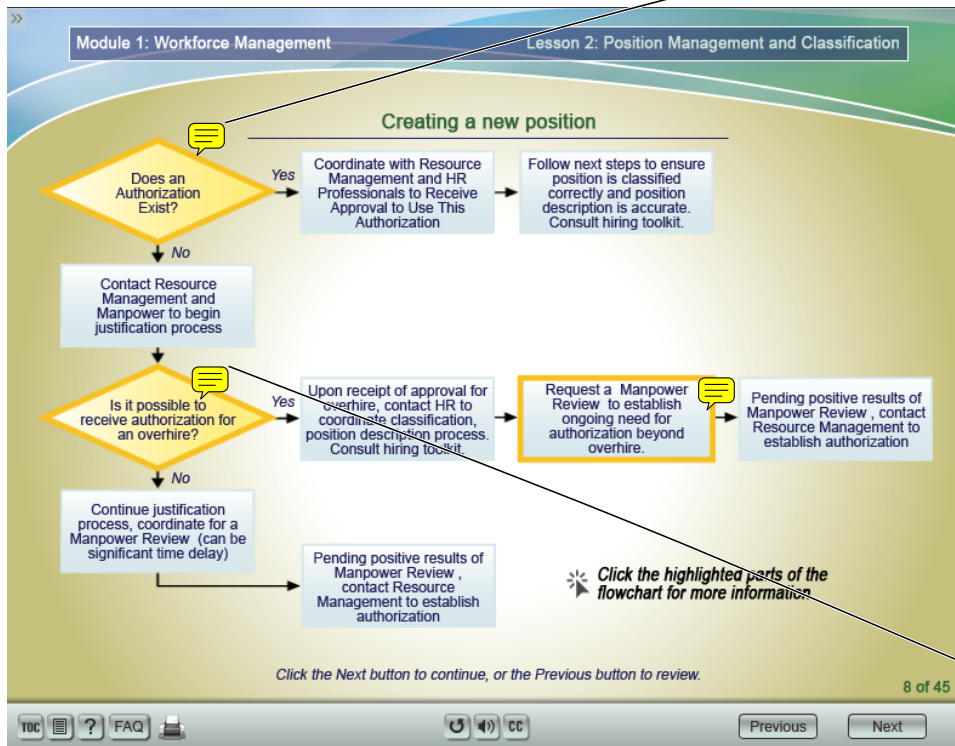
An authorization is specific documentation and approval that funding is available to pay for a position. This authorization is normally found on an organization's Table of Distribution and Allowances (TDA) which reflects the types and numbers of positions required and authorized. A manpower (or manning) document developed by the resource management office is based on the TDA and specifically identifies a position by title and the name of the person who currently occupies the position. If it is a new position, then only the name of the position would be listed on this document, but normally, an authorization must exist before beginning the classification process and ultimately hiring a person for the position.

Please note that while many Army organizations follow this process, there are those that are not held to the numbers and types of positions identified on TDA before initiating a personnel action. Their mission requirements change so rapidly that the TDA approval process cannot keep pace. This process, therefore, would be significantly different for these organizations.

If an authorization does not exist, then the process must be initiated to first identify what the requirement is for the position and also to determine a means for the position to be funded. The organization's Resource Management (RM) and Manpower representatives will need to work closely with you as you begin this justification process.

Because there is generally a delay in the authorization process, it is sometimes advisable to receive permission to hire an employee in an "overhire" status.

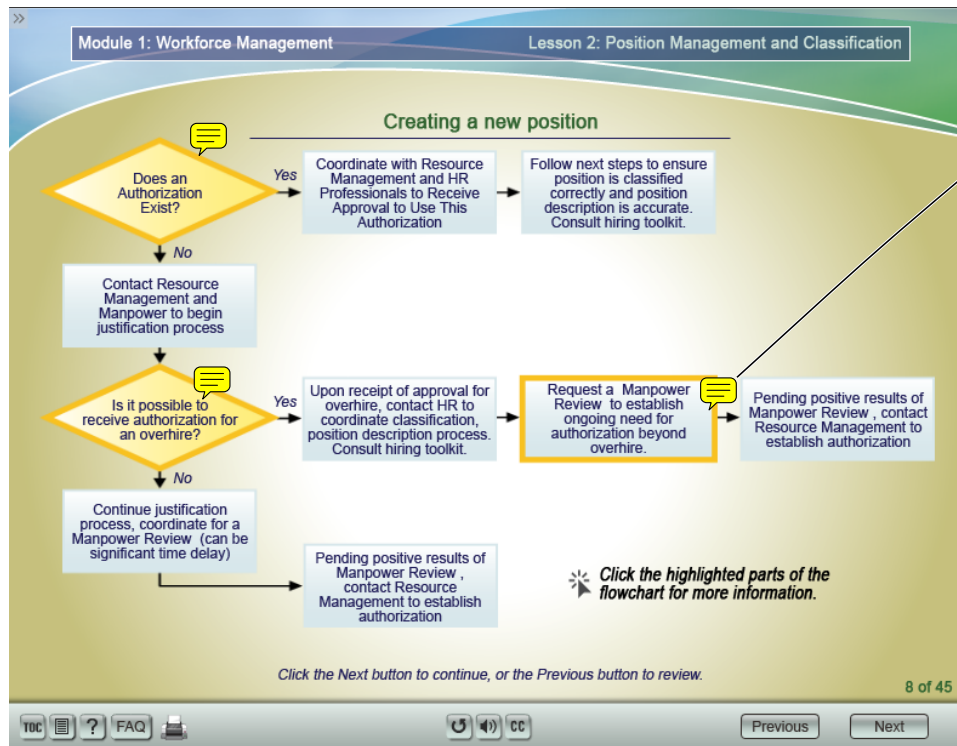
Overhires are civilian employees, required for more than 1 year, without



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a valid manpower authorization. Situations that warrant consideration for overhires include a headquarters-directed new mission, a local response to mission requirements, or an early start to an already programmed mission.

Organizations may also fund these overhire positions from their own budgets, but this process must normally be justified and approved at the major command level.



Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

Manpower refers to the number and kind of people needed to perform mission essential work. The process for determining this is continuous and contains multiple factors. As changes occur in missions, programs, workload, and technology, the numbers and types of individuals needed to do the work also fluctuates. The basic methods used for determining manpower requirements are surveys, staffing standards, modeling techniques, and staffing guides. When a requirement is being determined, a supervisor must work closely with resource management and human resource personnel in order to initiate a manpower review. The manpower review process is intensive and time-consuming.

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

The position classification system is based on the following key statutory provisions:

- There should be equal pay for substantially equal work. 5 USC, Section 2301 Merit System Principles addresses this statutory provision identifying "Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance."
2. Variations in pay should be in proportion to substantial differences in the difficulty, responsibility and the qualifications required.
3. Position classification serves as the foundation for all other Human Resources areas (such as, Recruitment and Performance Management).

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Module 1: Workforce Management Lesson 2: Position Management and Classification



What is Classification?

The classification system plays an integral role in position management and organizational design. It is a process through which Federal jobs are assigned to a pay system, series, title, and grade or band, based on consistent application of position classification standards:

The classification system:

- Originated in 1923, later replaced with the Classification Act of 1949
- Is based on **3 key statutory provisions**
- Is used to classify positions under several systems (General Schedule, Federal Wage System, Defense Civilian Intelligence Personnel System (DCIPS), personnel demonstration projects)

This lesson focuses on the two primary classification systems in the federal government – General Schedule (GS) and Federal Wage System (FWS).

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>> Module 1: Workforce Management Lesson 2: Position Management and Classification

Classification Stages

There are five basic stages in the classification process. Note that there is a significant amount of work to be done before the official request for personnel action is submitted. Coordination with your CPAC is key in ensuring the effectiveness of this process.



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graph TD; A[Determination of Need] --> B[Position Description (PD)]; B --> C[Request for Personnel Action (RPA)]; C --> D[Classification Confirmation/Position Build]; D --> E[Staffing];
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Note: These five stages are also used in reclassification of an existing position, a process discussed later in this lesson.

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Classification is a Series of Decisions

Collaboration with CPAC and Supervisor

1. What are the major duties of the position?
2. Which pay system fits the work best?
3. Which category or type of work is needed?
4. What is the occupational series?
5. What is the grade?
6. What is the title?
7. What is the Federal Labor Standards Act (FLSA) exemption status?
8. What are the other codes for the position?

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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Pay Plans



There are two major pay plans within the federal government, General Schedule (GS) and Federal Wage System (FWS)

- General Schedule (GS)
 - 15 grades
 - World wide base salary, locality differentials
- Federal Wage System (FWS)
 - 3 categories – WG (nonsupervisory), WL (leader), WS (supervisory)
 - Locality rates are developed by OSD, Wage and Salary Division

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

The majority of GS positions within the Federal Government fall into the P, A, T, or C categories. The "other" category includes such positions as guards, police, firefighters. Knowing the PATCO categories can help you understand the classification architecture of the General Schedule and guide you to the appropriate classification standards to evaluate your position.

What are some examples of PATCO jobs?

Physicist, Nurse, Accountant – Professional
Budget Analyst, Management Analyst - Administrative
Engineering Technician, Nursing Assistant – Technical
Mail and File Clerk, Office Automation Clerk – Clerical
Firefighter, Guard – Other

It is important to note that the majority of supervisors will be working within the General Schedule.


>> Module 1: Workforce Management Lesson 2: Position Management and Classification

General Schedule Work Categories

The Federal Government divides white collar work into these 5 categories, commonly referred to as:

PATCO

- Professional
- Administrative
- Technical
- Clerical
- Other



Click the image for more information.

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Series and Grades

General Schedule (GS)

- Occupational Group
- Series
- Grade (determines salary based on pay plan table)

Federal Wage System (FWS)

- Occupational Group
- Series
- Grade (determines pay based on similar work in the area)

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Sample Classification Determinations

Each classification system provides the structure, rules, measurement criteria, and application guidelines necessary for determining the proper pay plan, title, series, and grade for covered positions.

Position Title	Pay Plan	Series	Grade
Supervisory Budget Analyst	GS	0560	13
Materials Handler Leader	WL	6907	05
Administrative Assistant (Records)	GS	0341	07
Motor Vehicle Operator	WG	5703	06

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Sample Documents


Request for Personnel Action (RPA) or SF-52



Worksheet



Notification of Personnel Action (NPA) or SF-50



Final Document

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

A supervisor is required to analyze the job duties and compare those duties to the classification standards. This is basic job analysis.

Working closely with classifiers at the local Civilian Personnel Advisory Center (CPAC) and others, such as the organization's Human Resource (HR) advisor, the supervisor helps determine the pay plan, title, series and grade of a position. Additionally, the supervisor will assist in determining whether a position's proper FLSA designation is Exempt or Non-exempt which has direct impact on how overtime will be computed. For more information on Exempt vs. Non-Exempt rules, see the Fair Labor Standards Act (FLSA) at <http://www.opm.gov/flsa/>

Sometimes, new or revised classification standards or guidance will be issued from the Office of Personnel Management (OPM), Department of Defense (DoD) or Headquarters, Department of Army (HQDA). It is the supervisors responsibility to become familiar with the new standards and understand their impact on the title, series, and grade of current positions. Application of these new standards may require a new or updated position description. The CPAC classification expert is available to guide supervisors through this process.

The screenshot shows a training module interface. At the top, a blue header bar contains 'Module 1: Workforce Management' and 'Lesson 2: Position Management and Classification'. Below this, the main title 'Classification Responsibilities of a Supervisor' is displayed in green. A subtitle states: 'The primary responsibilities that a supervisor has in the classification process are three-fold:'. A yellow sticky note is attached to this subtitle. Below the subtitle, there are three colored boxes, each with a title and a list of responsibilities:

- Job Analysis** (orange box):
 - Analyze job duties
 - Compare duties to classification standards
- Classification Decisions** (blue box):
 - Work with classifiers to determine pay plan, title, series, grade
 - Recommends FLSA Category as Exempt or Nonexempt
- New Standards** (green box):
 - Understand impact on title, series, grade
 - Ensure position description (PD) accuracy

Below these boxes, a small star icon is followed by the text: 'Click each of the three items for more information.' At the bottom of the slide, it says: 'Click the Next button to continue, or the Previous button to review.' The bottom right corner shows '17 of 45'. The bottom navigation bar includes icons for 'TDC', a list icon, a question mark, 'FAQ', a printer icon, and buttons for 'Previous' and 'Next'.

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Module 1: Workforce Management Lesson 2: Position Management and Classification


Classification References and Tools

All classification standards are found at the OPM website:

- Position Classification Standards
- Classifier's Handbook
- Introduction to Position Classification Standards



www.opm.gov



www.cpol.army.mil

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Module 1: Workforce ManagementLesson 2: Position Management and Classification



Disagreements on Classification

When disagreements occur on classification, remember that ultimately, supervisors are responsible for managing positions and organizations.

- When CPAC and supervisor disagree:
- Classifier sends a written position classification advisory to supervisor identifying areas of disagreement.
- The organization's Delegated Classification Authority (DCA) considers CPAC advice and either accepts or rejects.
- If advisory is not accepted, the DCA prepares a written response explaining the classification rationale used to arrive at his/her decision.

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Be well-planned—The duties and responsibilities must be clearly thought out so that they may be clearly stated. The organization should be charted and functional statements developed for each segment of the organization. This is necessary in order to see how each position fits into the total structure.

Accurately describe job duties—Each position description should be concise yet clearly state the major duties, responsibilities, and supervisory relationships.

Be reviewed/updated regularly—The best method of keeping the grades, titles, or classifications adequately current is the mandatory periodic review of all positions within an organization. This review should occur at least **annually and is usually accomplished in conjunction with the performance appraisal cycle.**

Reflect sound position management—supervisors are expected to practice the concepts of sound position management and the result of this is reflected in the position description. This means that supervisors are responsible for ensuring that all positions under their jurisdiction are necessary, and that they are structured to provide the most efficient and economical organization for the accomplishment of required functions.

Module 1: Workforce Management
Lesson 2: Position Management and Classification




Click **JOB AID** to view Effective Position Description Checklist.

Position Descriptions 101

Definition: A position description is a written statement of the basic duties and responsibilities assigned to a position. Often identified by its initials (PD), it is a prerequisite to hiring an employee. A PD should:

- Be well-planned
- Accurately describe job duties
- Be reviewed regularly and updated
- Reflect sound position management on the part of the supervisor

All PDs must accurately describe the work assigned to the employee. PDs should be concise yet clearly state the major duties, responsibilities, and supervisory relationships.

 **Mouse over the bullet points for more information.**

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

The purpose of a PD is to document the major duties and responsibilities of a position, not to spell out in detail every possible activity during the work day.


There should be a balance between being specific enough to describe the major duties and generic enough to address the needs of the position and organization, without incorporating multiple position responsibilities.

The grade of a position description should not be the primary focus as it is being developed/revised, since this will be one of the last steps in the classification process. The determination of the position grade is also not based on the grade/rank of the supervisor.

As identified earlier, a position description is meant to be updated regularly, and may describe major duties that could conceivably become outdated or abolished, depending upon the nature of the position.

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Module 1: Workforce Management Lesson 2: Position Management and Classification



Misconceptions About Position Descriptions

There are many misconceptions about position descriptions. A PD is NOT:

- A description of every possible workday activity
- So generic that it covers most of the positions in an organization
- Based on the rank of the supervisor
- Meant to last forever

 *Mouse over the bullet points for more information.*

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The Importance of the PD

Position Descriptions and the Classification Process are inextricably linked. When a position description needs to be changed, it is referred to as reclassification. If the position is new, then the RPA is submitted to establish a position.

A PD:

- Documents the major duties, responsibilities, and organizational relationships
- Is the official record of job classification

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM
What work will be done? Clearly describe all tasks, grouping them into duties and then major duties. Each separate and distinct duty actually performed and officially assigned must include the percentage of time. Note that the job description is not intended to include every minor task that may be assigned.

How will it be done? Describe the manner in which each duty is performed, the personal contacts involved, the processes involved, and tools and equipment employed.

Under what controls? Describe what instruction and direction is given, what regulations and guidelines are used, and what reviews or inspections of work in progress or upon completion are performed. Other information supervisors must incorporate into the PD include why the work is being done; under what physical and working conditions the work is done; and what particular skills, knowledge, and abilities are required to do the work. For example, if the job is FWS, it must include a description of the physical effort and working conditions because those are 2 of the 4 classification factors. All PDs should contain the skills and knowledge required because in addition to assisting in making classification decisions, it is also very important to recruitment and staffing functions.

Other questions a supervisor might answer include:

Why is the work being done?

What are the work products?

Under what physical conditions is the work done?

What skills or competencies are required to do the work?

While each agency determines who will prepare position descriptions, normally supervisors are responsible for initiating the establishment or change in the position description. Depending on individual circumstances within an organization, the position description may be written by the employee in the job, the supervisor or manager, a personnel specialist, or any combination of these.

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Module 1: Workforce Management Lesson 2: Position Management and Classification

Supervisor Responsibilities and the PD

Supervisors initiate job descriptions by addressing three basic questions:

1. What work will be done?
2. How will it be done?
3. Under what controls will it be done?

Click each of the three questions for more information.

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Requirements for an Effective PD

Must provide sufficient information to:

- Determine the kind of position (occupational series)
- Estimate the level of difficulty and responsibility (grade)
- Indicate the appropriate position title

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A close-up photograph showing a person's hands writing on a notepad with a silver pen. The notepad is white with blue lines, and the pen is silver. The background is blurred, showing what appears to be an office setting.

Formats for Position Descriptions

An important aspect of any job description is the format used to write it.

Two Major Types:

- Factor Evaluation System (GS positions)
- Wage Grade (WG positions)

Other Formats:

- Narrative
- Supervisory General Schedule
- Wage Supervisor

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Knowledge Required by the position

Supervisory Controls

Guidelines

Complexity

Scope and Effect

Personal contacts; Purpose of contacts

Physical Demands; Work Environment

✓

✓

✓

Click

JOB AID

to view Writing a Position Description in most commonly used (FES) format

The Factor Evaluation System (FES)

The Factor Evaluation System (FES) is the most commonly used PD format. The classification criteria (9 factors) are actually embedded in the PD and follow the major duties. Click on the handout for step by step guidelines for writing a position description in FES format.

FES Classification Criteria

- All factors are the same regardless of occupation
- Each factor contains 2 or more levels
- Each level is assigned points
- Grade determined by a conversion scale

9 Factors

1. Knowledge Required by the position
2. Supervisory Controls
3. Guidelines
4. Complexity
5. Scope and Effect
- 6/7 Personal contacts; Purpose of contacts
- 8/9 Physical Demands; Work Environment

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Federal Wage System (FWS) Format

The four factors found in every job grading standard for non-supervisory (Wage Grade) Federal Wage System positions.

- Skills and Knowledge
- Responsibility
- Physical Effort
- Working Conditions

At the beginning of each FWS job grading standard is a paragraph entitled "general" which summarizes the type of work performed, skill and knowledge applied, tools and equipment used, and level of responsibility for that particular grade level.

Click *to view Writing a Position Description in Wage Grade format*

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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM

OPM prescribes the titling practice for each occupation. Only the titles listed may be used for a position's official title. However, you are free to use whatever organizational title you desire. For example, the official title for a GS-5 payroll clerk is Civilian Pay Technician, but some organizations may refer to these positions as Customer Service Representatives. You may also use an organizational title in the body of the position description.

The only exception to this rule is when OPM does not prescribe titles. An example would be a position placed in the GS-0301 series. In such cases, the classifier must create a title appropriate for the position, following the guidance contained in the Introduction to Position Classification Standards. OPM prohibits using titles for "01" jobs that have been established as authorized titles in other series. A common mistake is titling a position in the GS-303 series as Administrative Assistant. That is an unauthorized title because it has been designated by OPM as the approved title for a trainee position in the GS-341 Administrative Officer series.

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Classification: Key Concepts

Titling

Major Duty

Regular and Recurring

Grade-Controlling

Position vs. Person

Click each of the five items for more information.

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Click the image for more information.

Titling

For position titles:

- GS and FWS titles are normally specified by OPM
- When no titles are specified, agencies may develop their own
- Titling guidance can be found in OPM's Introduction to Position Classification Standards

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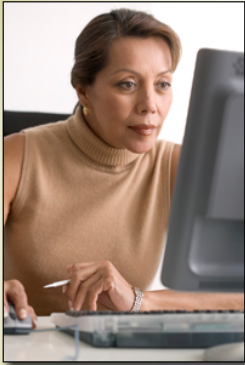
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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Major Duty

The definition of a major duty varies a little from one system to the other. In all systems, major duties are those that represent the primary reason for the position's existence, and which govern the qualification requirements.

In GS, a major duty must also represent 25% of the employee's time or require significant knowledge, skill or ability that would affect recruitment.

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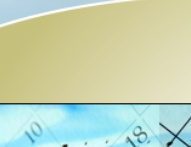
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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Regular and Recurring

In order to be classifiable, work must occur on a regular and recurring basis. Classifiable work is:

- Not emergency
- Not acting in the absence of someone else
- Is typically scheduled (e.g., daily, weekly, monthly)


This concept is grade controlling for FWS positions, but use caution if % of time is low

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Module 1: Workforce ManagementLesson 2: Position Management and Classification



Grade-Controlling

Grade-controlling is:

- Work which supports the grade or pay level of the position
- For GS, must be at least 25 % of employee's time
- For FWS must be *regular and recurring*

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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Position Vs. Person

In staffing, employee qualifications are considered.

In classification, position requirements are considered – the duties of a position are classified, not the skills/knowledge of the employee

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First, there is no need to create a position description from scratch. There are a variety of sources where you can find examples of validated PDs.

One of the best places to look is to your own organization and browse the current PDs. You may discover that there is already a valid PD that will meet your needs that you just need to modify.

Another option available to you is to use FASCLASS, an automated PD tool. Fully-Automated System for Classification (FASCLASS) is a web-based position classification records system. The application automates position descriptions and provides a searchable automated master file of PDs. As with all tools, you need to carefully check to be sure that the PDs you find in FASCLASS will actually meet your needs in outlining the major job duties of a position.

Don't copy or cite a PD just because it appears to be graded at the "right" level. Remember, the grade is determined by the duties.

Module 1: Workforce Management
Lesson 2: Position Management and Classification



Position Descriptions

When writing a position description (PD) there are several points to keep in mind:

- Don't reinvent the wheel
 - Look at current PDs within your organization
- Use FASCLASS to find a PD for a similar organization that describes the duties you need performed
- Don't copy or cite a PD just because it has the grade you desire

Mouse over the bullet points for more information.

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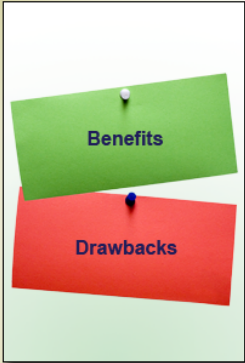
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Module 1: Workforce Management Lesson 2: Position Management and Classification

What are the Benefits and Drawbacks of Standardized Position Descriptions?



The image shows two sticky notes pinned to a light green background. The top note is green and labeled 'Benefits'. The bottom note is red and labeled 'Drawbacks'.

Benefits

- Speeds recruitment process

Drawbacks

- Reduces ability to specialize
- Doesn't account for employee duty differences across organizations

Can you think of other benefits and drawbacks?

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CPAC's Role in Classification

The local Civilian Personnel Advisory Center (CPAC) plays a major role in position management and classification. The CPAC is your classification advisor. When an RPA (request for personnel action) is submitted, your CPAC representative will verify the PD (position description) format and accuracy. If there are questions, the advisor will contact you to discuss areas of concern.

- Provides HR training, advice and serves as consultant
- Verifies PD format/classification accuracy
- Makes 'exempt' vs. 'non-exempt' determination
- Provides a classification advisory opinion if significant disagreements arise
- Finalizes the action for processing

Click



to view CPAC Review of PD Checklist


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
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Author: Army Management Staff College Subject: Sticky Note Date: 8/9/2011 7:55:43 AM
Fully-Automated System for Classification (FASCLASS) is a web-based position classification records system. The application automates position descriptions and provides a searchable automated master file of PDs. Currently 163,640 PD's are available in FASCLASS, but keep in mind that not all PDs are of equal quality.

Personnel Management and Information Support System (PERMISS) is a decision support system designed to provide general guidance and information on all areas of Army Civilian Personnel Management. This site provides easy to understand, accurate information for viewing and retrieving purposes only. Some of the articles are linked to expert system modules, providing specific advice on discharging personnel management and administration responsibilities.

Civilian Human Resources Agency (CHRA) website (site listed here): While primarily used by Army HR practitioners, the site includes material, references, and on-line training that supervisors may find useful.


Module 1: Workforce Management
Lesson 2: Position Management and Classification



Tools to Help

There are also a variety of on-line tools to help you in the position management and classification process. The purpose of these automation tools is to help promote effective position management.

- **FASCLASS**—the most commonly used PD tool
- **PERMISS**—an on-line encyclopedia that explains classification jargon for supervisors and employees
- **CHRA Website**—includes material, references, and on-line training

 *Mouse over the bullet points for more information.*

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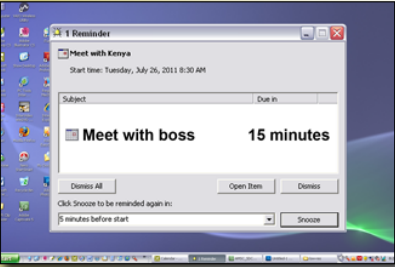
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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Supervisor Scenario Revisited

Now that you have a better understanding of the process used to classify a new position, let's revisit the earlier scenario where your boss discussed the necessity of creating a new position with you.

Look at your notes. Which supervisory response did you select as the best choice?

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Module 2: Performance Management Lesson 5: Coaching, Counseling and Mentoring

Leadership Application

NOT A GOOD CHOICE: As a supervisor, it is your responsibility to begin the process of justifying a new position in coordination with Resource Management and Human Resources. While there are many tools for you to access (your local civilian personnel advisor, websites (e.g. PERMISS, OPM, CPOL, etc.), you have the responsibility of initiating, justifying and tracking this action.

NOT THE BEST CHOICE: While FASCLASS is an appropriate tool to assist with the position description and classification process, it is important that the position description accurately describes the major duties of the position. The grade determination is not the responsibility of the supervisor but is a decision that will be made by the civilian personnel classification advisor.

THE BEST CHOICE: This choice reflects the correct course of action the supervisor needs to take in establishing a new position. This leads to the next step of submitting the Request for Personnel Action (RPA) in the beginning of the hiring process.

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Module 1: Workforce Management Lesson 2: Position Management and Classification

Supervisor Scenario -- Reclassification



Click to view job description

Click to review your team

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Module 1: Workforce Management Lesson 2: Position Management and Classification

Supervisor Scenario



After discussing the issue of Caitlyn's position description with Kenya, what is your response as her supervisor?



 Click image to see your options.

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Module 1: Workforce Management

Lesson 2: Position Management and Classification


Supervisor Scenario

The following are three options for how you, as a supervisor, could proceed.

Tell Kenya that it really isn't necessary to do any further research. Caitlyn is an intern and as such has a standardized position description (PD) that accounts for the majority of the duties required for all interns. Based on your experience, Caitlyn is the same grade as other interns in the organization and while she is always willing to go the extra mile, this wouldn't warrant a change in the PD.

Tell Kenya to go ahead and do some more research and make a plan for follow-up. Meanwhile, review all of the job descriptions for all of the employees to be sure their duties are accurately reflected.

Tell Kenya to submit the SF-52 (Request for Personnel Action) to upgrade the position.



Read the options carefully and select the one that seems to be the best choice. Write your selection down on paper. Later we will review all three options and why each may or may not be the best choice. For now let's look at the lesson content

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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Issue 2: Reclassification, Continued

As a supervisor, it is important that you are familiar with which factors constitute a significant change and which do not in updating a position description.

Some factors that do not constitute significant changes to the position description include:

- The quantity of work produced
- The quality of work produced
- Temporary change in assignments for training or to meet an emergency situation
- Work performed in the temporary absence of another
- Changes in organizational name and location

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Module 1: Workforce ManagementLesson 2: Position Management and Classification



Issue 2: Reclassification, Continued

Justification of reclassification: If a change is warranted, you must begin by showing why the change is necessary. This would involve documenting the increase or decrease in responsibility, the addition (or deletion) of major duties of the position, or the degree of supervision outlined in the current position. This step also involves contacting your local HR and/or CPAC representative(s) to ensure communication and coordination throughout the process.

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Module 1: Workforce ManagementLesson 2: Position Management and Classification



Issue 2: Reclassification, Continued

There are two types of position audits that can be conducted:


1. An "individual," "desk," or "site audit" is an interview with the occupant of a position, usually conducted at the work site.
2. A "group" audit is an interview with two or more employees who occupy identical positions.

Once the audit has been accomplished, it's time to begin the processing of the official document and submit the Request for Personnel Action (RPA) reclassifying the position.

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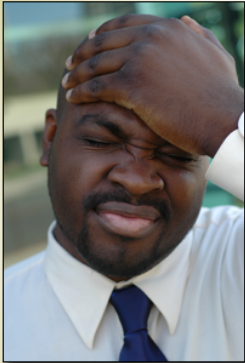
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Module 1: Workforce Management Lesson 2: Position Management and Classification

Common Supervisor Errors in Position Management and Classification

Common mistakes supervisors make in Position Management and Classification are:

- Prematurely submits RPA
- Assumes all FASCLASS PDs set the standard and are first-rate
- Believes that all changes in employee duties should result in a change in position description
- Fails to include 'other duties as assigned' in PD
- Ignores importance of a collective bargaining unit agreement on PD
- Fails to collaborate/coordinate with CPAC
- (also doesn't understand key players roles).



Click  to view Handout "That's Not In My Job Description."

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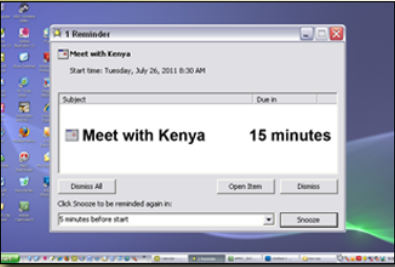
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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Supervisor Scenario Revisited

Now that you have a better understanding of reclassifying a position, let's revisit the earlier scenario where you met with Kenya about her concern that Caitlyn's job description did not accurately match her contributions.

Look at your notes. Which supervisory response did you select as the best choice?

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Module 2: Performance Management

Lesson 5: Coaching, Counseling and Mentoring

Leadership Application

NOT A GOOD CHOICE: Have you actually looked at the PD? Is it required to use the same one for all of the interns? How does the PD compare to the other employees in your section doing similar work?

THE BEST CHOICE: Having the team lead involved in the process is a good thing. Responsibility for moving forward rests with the person with supervisory authority, but it allows her to learn more about something she is interested in. It's also important that you do your own research. Oftentimes leaders get caught up in all the fires, that these issues get put on the 'back burner'....

NOT THE BEST CHOICE: Immediately upgrading the position is jumping the gun. Also, Kenya does not have authority to submit the SF-52. As a supervisor it is your responsibility to understand the reclassification process and initiate and track it properly.

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Module 1: Workforce Management


Lesson 2: Position Management and Classification



Additional Considerations to Research

1. What is the supervisor's responsibility in position management and classification?
2. What tools are available to assist you in the process? What resources are available?
3. What are the implications of a poorly developed position description?
4. When are changes to PDs warranted?
5. Can't we just upgrade the position without all the hoopla?
6. Why is it important to periodically review your employees' PDs?

 [Click here](#) to open a PDF file of this list. You can then print it and add it to your Supervisor Development Folder.

 **Remember you can always click the FAQ button to help you find answers.**

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Module 1: Workforce Management

Lesson 2: Position Management and Classification



Lesson Takeaways

You have completed the Position Management and Classification lesson. As a supervisor, it's important that you:

- Understand position management as a workforce strategy
- Ensure the currency, adequacy, and accuracy of the position description (PD)
- Know what does or doesn't constitute a PD change
- Use automated tools wisely
- Understand the roles of the key players in classification



Click image for Supervisor Reflections

Do you have a thorough understanding of the Lesson Takeaways? Do you still need to do some reading about the Additional Considerations listed on the previous screen? If you feel confident about your knowledge of Position Management and Classification, proceed to the next lesson. If not, use the flyout menu to review, or use the Reference tool or FAQ tool to gain more knowledge.

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Module 1: Workforce Management

Lesson 2: Position Management and Classification

Lesson Takeaways



Reflections for a Supervisor

As a supervisor, consider the following...

- How thoroughly do I analyze the need for a new position?
- How specific should the position description be written?
- How does having the HR personnel department involved help with position building?

use the Reference tool or FAQ tool to gain more knowledge.

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Module 1: Workforce Management

Lesson 2: Position Management and Classification



A digital certificate with a blue border and a gold seal. The text on the certificate reads: 'CERTIFICATE OF Completion', 'THIS AWARD IS GIVEN TO', 'You', 'IN RECOGNITION OF SKILLS GAINED BY', 'PARTICIPATION IN THE AWT MANAGEMENT', 'STAFF COLLEGE'S R.D.C. LESSON'.

Lesson Complete!

Congratulations, you have completed the Position Management and Hiring lesson. Exit this lesson to continue with the Supervisor Development Course. Remember, you can always come back to this lesson to review.

Congratulations!

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