



USUHS



DIRECTIVE SYSTEM TRANSMITTAL

NUMBER USUHS I-1411 Ch-1 (CHR)	DATE MAY 4 1999
ATTACHMENTS None	
INSTRUCTIONS FOR RECIPIENTS	
<p>The following changes to USUHS Instruction 1411, "Position Management Instruction," dated June 30, 1993 have been authorized.</p> <p>Pen Changes</p> <ol style="list-style-type: none">1. Page 1, paragraph D.3., 3rd line, change references "(e) and (f)" to "(d) and (e)"2. Page 2, paragraph E.1.c., 4th line, change "School of Medicine" to "Schools of Medicine and Nursing"3. Page 2, paragraph E.1.c., 6th line, change "School of Medicine" to "Schools of Medicine and Nursing"4. Page 2, paragraph E.2., 1st line, change "Dean, School of Medicine" to "Deans, Schools of Medicine and Nursing"5. Page 2, paragraph E.2.a., 2nd line, add a "." after the word "authority" and delete "within the School of Medicine"6. Page 2, paragraph E.2.c., 4th line, change "School of Medicine" to "Schools of Medicine and Nursing"	

Number

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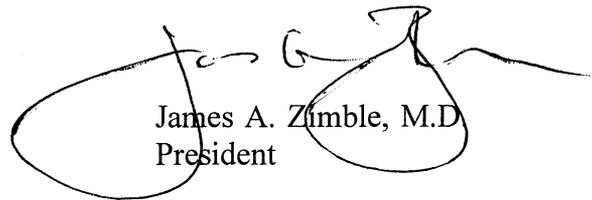
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INSTRUCTIONS FOR RECIPIENTS (Continued)

7. Page 3, paragraph E.3.i., 2nd line, change "Dean" to "**Deans**" and delete "School of Medicine"
8. Page 3, paragraph E.4.b., 1st line, change "Prepare position descriptions based on a position audit and drafts/notes prepared by the line official." to "**Ensure that position descriptions are based on officially assigned duties and responsibilities.**"
9. Page 3, paragraph F., 16th line, change "Dean, School of Medicine" to "**Deans in their respective areas.**"
10. Enclosure 1, REFERENCES page, delete Reference (d)
11. Enclosure 1, REFERENCES page, change reference "(e)" to "**(d)**" and change reference "(f)" to "**(e)**"

Effective Date

These changes are effective immediately.



James A. Zimble, M.D.
President



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES



SUBJECT: Position Management Instruction 1411

(CHR)

DATE:

ABSTRACT

JUN 30 1993

This Instruction implements a position management program. DoD activities are expected to establish, and aggressively pursue, effective position management programs. DoD policy states that all positions be structured to provide an optimum balance among mission needs, economy, efficiency of operations, and effective employee utilization; and that position classification decisions be made solely on the basis of published standards and authorized classification principles and policies. This Instruction tailors the position management program to the needs of USUHS and incorporates all key components including the assignment of managerial and supervisory responsibility and accountability for execution of position management authority.

A. REISSUANCE AND PURPOSE.

This reissues USUHS Instruction 1411, "Position Management"^a; USUHS Instruction 1434, "Annual Position Review,"^b; implements DoD Instruction 5010.37, "Position Management"^c; and reestablishes a position management program.

B. REFERENCES. References used in this Instruction are in Enclosure 1.

C. APPLICABILITY. This Instruction applies to all USUHS components.

D. POLICY.

1. Consistent with the policy of insuring the most effective use of government resources, as provided for in reference (c), the University will vigorously pursue

a position management program that provides proper balance among mission needs, efficiency of operations, economy, and effective employee utilization.

2. Compatibility with, and support for, affirmative action and equal employment opportunity objectives will be integral to the workings of the USUHS Position Management Program.

3. Civilian positions at USUHS will be properly classified in accordance with references (e) and (f). Classification decisions will be made on the basis of published standards and sound classification principles and policies.

E. RESPONSIBILITIES.

1. The President shall:

a. Appoint the Chairperson and members for the Position Management Review Committee.

b. Receive and act on the findings of the Committee.

c. Exercise authority to approve, modify, or disapprove controversial or precedent-setting position management actions outside of the School of Medicine, and individual actions within the School of Medicine, including the proposed establishment, continuance, or change in the duties and responsibilities of positions referred for action to the Civilian Human Resources Directorate (CHR).

2. The Dean, School of Medicine, shall:

a. Judiciously use position management authority within the School of Medicine.

b. Receive and act on the findings of the Position Management Review Committee.

c. Exercise delegated authority, to approve, modify, or disapprove controversial or precedent-setting position management actions within the School of Medicine, including the proposed establishment, continuance, or change in the duties and responsibilities of positions referred for action to CHR.

3. The Position Management Review Committee shall:

a. Develop guidelines for the assessment of position management

information.

b. Review and analyze position management data, requests for academic support positions, and requests for reorganizations.

c. Assess the general position management performance program of the University.

d. Meet quarterly or more frequently at the call of the Chairperson, as necessary.

e. Be responsible for assessing the University's position management effectiveness by developing data to include the following normative ratios:

(1) Supervisory - nonsupervisory (including military)

(2) Full performance level - developmental level

(3) Professional - technical

(4) Professional/technical - clerical support

f. Develop guidelines to enable the Committee and management to identify unnecessary organizational fragmentation, excessive layering, or improper distribution of resources.

g. Develop procedures for the evaluation of requests from departments/activities for major reorganizations.

h. Review the following data:

(1) Actual depart-

mental/activity ratios as described in E.3.e. above.

(2) Results of periodic reviews of the structure of departments/activities by CHR staff members.

(3) Data provided by the requesting department/activity and CHR concerning proposed reorganizations.

i. Make recommendations to the President, USUHS and Dean, School of Medicine on its findings.

4. The Director of CHR shall:

a. Classify positions in accordance with appropriate laws and regulations, and Office of Personnel Management Position Classification Standards, policies, guidance, and decisions.

b. Prepare position descriptions based on a position audit and drafts/-notes prepared by the line official.

c. Provide positive advice to management on structuring positions for maximum economy, efficiency, productivity, and use of employee skills.

5. Managers and Supervisors will:

a. Be responsible and accountable for the organization of work and for position management within their departments or activities.

b. Ensure that each subordinate position has been accurately and completely described, that all position descriptions are up-to-date, and that major changes in duties are reflected in revised

position descriptions.

c. Eliminate inflated wording in position descriptions.

d. Structure positions for maximum efficiency, economy, productivity, and use of employee skills.

e. Consolidate grade controlling and high grade duties in as few positions as possible.

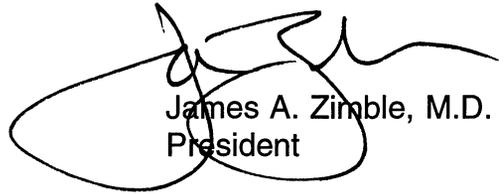
f. Maintain current mission statements for their departments/activities.

g. Provide the Position Management Review Committee with all required information for proposed reorganizations.

F. POSITION MANAGEMENT REVIEW COMMITTEE MEMBERSHIP.

It is composed of senior line managers, including the Vice President for Administration and Management, the Vice President for Resource Management, the manpower officer, and the Director of CHR. Annually, the President will appoint four academic committee members at the Associate Professor level or above to represent the clinical and basic science departments and administrative offices. The President will designate a senior member of the committee to serve as its Chairperson. The Director, CHR will serve as recorder for the committee. The committee will report to the President, USUHS and the Dean, School of Medicine in their respective areas.

G. EFFECTIVE DATE. This Instruction is effective immediately.



James A. Zimble, M.D.
President

Enclosure
1. References

REFERENCES

- (a) USUHS Instruction 1411, "Position Management," June 29, 1988 (hereby canceled)
- (b) USUHS Instruction 1434, "Annual Position Review," October 11, 1985 (hereby canceled)
- (c) DoD Instruction 5010.37, "Efficiency Review, Position Management and Resource Requirements Determination," November 17, 1987
- (d) Federal Personnel Manual, Chapter 312, "Position Management," March 26, 1993
- (e) 5 USC 5101 et seq.
- (f) 10 USC 2112, Sept. 21, 1972