

CIVILIAN PERSONNEL
MINNESOTA NATIONAL GUARD
POSITION MANAGEMENT PROGRAM

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CHAPTER 1

INTRODUCTION

1. Philosophy. Position management is a basic managerial responsibility involving the design of jobs within an organization. As managers create units and positions within those organizations, they affect the efficiency, economy, productivity and effectiveness of their installation. Good position management involves such things as simplifying the work to best achieve the agency's mission; controlling the organizational structure so that the work is completed economically; organizing the labor market and using employee skills to the fullest; and providing career opportunities to ensure a quality pool of future managers. Particularly in times of tight budgets, position management can be a powerful tool in assuring that the agency mission is accomplished while resources are diminishing.

1-2. Objective. The primary purpose of this regulation is to outline policy, establish procedures and assign responsibility for position management within the Minnesota National Guard full-time work force.

1-3. Policy. The policy of the Federal Government, the National Guard Bureau, and the Minnesota National Guard is to organize in a manner that will make optimum use of personnel resources. Promotion of efficient and economical operations will remain an ongoing policy and goal within the Minnesota National Guard, and will be vested in all management and supervisory personnel who are responsible for the work of others.

CHAPTER 2

POSITION MANAGEMENT

2-1. General. Federal agencies are created by law and executive order to accomplish specific missions in the support of national goals. The Chief, National Guard Bureau, is responsible for organizing the National Guard within the requirements of pertinent statutes and directives. The Adjutant General, State of Minnesota, through the Support Personnel Management Office, is responsible for ensuring that the Minnesota National Guard full-time work force is organized according to these statutes and directives. Managers and Supervisors are responsible for economical and efficient use of personnel resources, assigning work as described in standard National Guard position descriptions, certifying to the accuracy of position descriptions and notifying SPMO when they change. Specific areas of position management responsibility include:

2-2. 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.

2-3. National Guard Personnel Centers.

- 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. Conduct on-site position reviews to ensure that all positions are properly described and classified.
- e. Classify position descriptions for implementation nationwide.
- f. Respond to OPM regional offices and NGB personnel management evaluations.
- g. Review classification appeals and make recommendations to NGB-PR on their disposition.
- h. Conduct position classification and position management education programs for SPMO personnel, supervisors, and managers.
- i. Provide other services as required.

2-4. Support Personnel Management Office.

- a. Ensure that an effective position management and classification program is established within the state.
- b. Provide position management and classification advice to the Adjutant General and staff.
- c. Review requests 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.
- d. Select the most appropriate standard position description for use.
- e. Develop and coordinate local exception position descriptions.
- f. Restructure positions to lower grades for economy and to provide upward mobility.
- g. Ensure that new and revised position descriptions are reviewed and certified by supervisors prior to implementation.
- h. Provide recommendations to the appropriate NGB_Personnel Center for improved organizational structuring.
- i. Request the elimination of any position determined to be unnecessary.
- j. Perform any other position management services as required.

2-5. SPMO Remote Designees (ANG Only).

- a. Serve as liaison between the air base and the SPMO regarding position management and classification issues.

- b. Maintain copies of current ANG Support Personnel Manning Documents (SPMD's) for organizations serviced.
- c. Review SF52 "Request for Personnel Action" prior to submittal to SPMO.
- d. Coordinate the availability of funds to support position authorizations.
- e. Advise managers and supervisors concerning classification and grade levels of positions within their organization.
- f. Maintain organizational charts for units serviced and forward copies to the SPMO Classification Branch.
- g. Coordinate the implementation of national classification packages for units serviced.
- h. Conduct desk audits to obtain information relative to proper title, series and grade and submit recommendations to the SPMO Classification Branch.
- i. Maintain publication and documentation files to support the position management and classification program.

2-6. Managers (Commanders, Deputies & Directors).

- a. Initiate procedures to modify position management structures in order to meet mission requirements, improve efficiency, improve economy, or to meet local requirements.
- b. Approve or disapprove requests for action (SF's 52) which affect organizational structure such as recruiting for vacancies, restructuring positions to lower grades, eliminating positions, or establishing new positions.

- c. Review position structures periodically to determine that the organization is not unnecessarily split into too many small segments, 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.
- d. Ensure that new position description release packages are implemented within required time frames.
- e. Ensure that subordinate supervisors are trained in position management responsibilities.

2-7. Supervisors.

- a. Become familiar with the principles and procedures of position management.
- b. Ensure that position descriptions are accurate by completing the required certification on the Optional Form 8 "Position Description."
- c. Ensure that incumbents are performing the full range of duties and responsibilities of their official position description.
- d. Recognize changes in position content, and recommend revisions to position descriptions.
- e. Inform technicians of classification actions affecting them.
- f. Review all vacant positions before staffing to determine if the duties can be assigned to other positions, or modified to permit filling at a lower grade.
- g. Ensure that up-to-date full-time organizational charts are maintained which show position description number, title, series and grade.

h. Furnish the State Position Classification Specialist (MNAG-SPM-C) with a copy of current organizational charts.

CHAPTER 3

PROPER USE OF EMPLOYEES

3-1. General. Technician position descriptions represent an effort by NGB Manpower, Offices of Primary Responsibility and Personnel Centers to provide adequate resources, accomplish the mission, and support these jobs at the highest possible grades. Duty assignments to AGR employees or supplemental employees will not adversely affect the classification of technician positions. Assignments of technicians to positions intended by NGB for AGR employees or supplemental employees will not be permitted.

3-2. Proper Use of Technician Employees.

a. Managers and supervisors must ensure that duties in official technician position descriptions are fully assigned and performed and not duplicated, diluted or diminished for any reason. Failure to do so may adversely affect the classification of the technician position, as well as the incumbent technician.

b. The term "performs other duties as assigned" is intended to cover minor duties which do not affect the classification of the position, are usually not important to work operations, and which change frequently. This term will not be used as authority to assign personnel duties outside the scope of the position description.

3-3. Proper Use of Supplemental Employees.

a. In order to avoid potential adverse action to technicians, careful use of supplemental employees (e.g. seas employees, state

military duty
employees, temporary technicians, military tour personnel, etc.)
is
imperative. Supplemental employees will not be placed in
positions intended
by NGB to be held exclusively by technicians. If supplemental
employees are
placed in positions which allow an option, the corresponding
technician
position will not be filled. In no case, will the total of all
technician and
supplemental employees (except for seasonal or peak work load
employees)
exceed NGB validated manpower requirements for a particular
function.

b. Personnel responsible for the initiation, review or approval
of
Operations and Maintenance (O&M) Agreements or Cooperative
Funding Agreements
(CFA's) must ensure full compliance with all legal and
regulatory requirements
pertaining to the use of supplemental employees in the Minnesota
National
Guard work force. In circumstances where a properly described
and classified
federal position is held by a supplemental employee, managers
and supervisors
must ensure that the corresponding position description for the
supplemental
employee, including qualification requirements, is commensurate
to the federal
position. Further, NGB regulations pertaining to the limitations
on federally
reimbursed salary and compensation must be followed in these
instances.

c. Non-Technician military personnel must not be given
assignments which
dilute or adversely affect a technician position.

3-4. Proper Use of Temporary Employees. Temporary employees will
only be
hired against vacant validated positions listed on the Support
Personnel
Manning Document, and at a grade level commensurate to the work
to be

performed and for which qualified. Managers and supervisors must contact the State Position Classification Specialist to obtain the authorized position description and grade level for the temporary position. In no instance will a grade level or salary be agreed upon with a potential temporary employee, until such approval is obtained from SPMO.

CHAPTER 4

ASSIGNING DUTIES AND RESPONSIBILITIES

4-1. Introduction: This chapter provides guidance in planning for new positions or reviewing the distribution of duties and responsibilities within the current work force.

4-2. Objectives.

a. Primary Objectives. 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; the (2) technicians' desire for work that is challenging and stimulating, as well as monetarily rewarding, and (3) work which provides an opportunity for increasing skills and advancing to higher level positions. The failure of management to provide a reasonable measure of these opportunities can result in higher turnover, increased training costs, and lower efficiency. Thus, management must seek a proper balance among the needs for economy, productivity, skills utilization, and technician development and motivation.

b. Lines of Progression. To the extent possible, positions should be planned so that there are logical entrance levels and logical career patterns for progression to more skilled and higher graded positions.

c. Results of Careful Design. 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 possible 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 to provide a source of trained technicians for higher level positions. Thus, careful design of positions provides a basis for balanced and economical staffing.

4-3. Planning Positions.

a. Factors to be considered. Each position must be systematically planned so that it is logical and consistent internally and fits with

other positions into an orderly, productive, and efficient organizational structure. 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.

b. Steps in the Planning Process. Planning a position requires an orderly process of 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.

4-4. Use of Position Descriptions.

a. A position description is a written record of the major duties and responsibilities assigned to a position and 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. Standard Position Descriptions. It is NGB policy that maximum use

will be made of standardized position descriptions. Exception position descriptions will only be developed when local conditions are such that a significant difference exists between assigned duties and those contained in the standard position description. Standard position descriptions will also be used in different organizational functions where identical work is being performed such as secretarial and clerical positions or when differences are only in minor, incidental duties. When several position descriptions exist at different grade levels for the same position, the State Position Classification Specialist will make the determination as to which is the most appropriate. Managers/Supervisors contemplating the development of exception position description or amendments should contact the SPMO for guidance and assistance.

c. Statements of Difference.

(1) A statement of difference may be prepared for a position description for any one of several reasons, for instance; to differentiate between organizational locations of otherwise identical positions, to place an additional duty in one of two or more identical positions, to remove portions of duties from one of two or more identical positions, and to temporarily lower the grade of a position to aid recruiting and/or fill at trainee level (particularly helpful in such areas as upward mobility).

(2) When used in the upward mobility and technician placement programs, use of statements of difference to allow placement at lower levels has beneficial effects on the work force and significantly reduces payroll costs. For example, it reduces the average grade (and payroll) of the technician work force, provides a longer career path with more motivation,

incentives and promotions for new employees, allows management a greater opportunity to train and assess a candidate before they attain the full journeyman grade-level, and creates a better acceptance of the new employee by the employees currently working at the full performance level.

(3) Appendix 3 of this regulation provides guidance on when and how statements of difference are developed.

CHAPTER 5

ESTABLISHMENT, REVIEW, AND ABOLISHMENT OF POSITIONS

5-1. Establishment of Positions. Positions are established by NGB 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 NGB.

5-2. Elimination of Positions. Positions which become obsolete because of changes in functions and assignments, organization, methods and procedures, or work load should be eliminated. Unnecessary positions should be promptly reported to SPMO.

5-3. Conditions Prerequisite to Filling Positions.

a. Basic requirements. Before filling a position other than by detail, appointing officers 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. The State Position Classification Specialist will advise if staffing actions must be held due to pending national manpower surveys or classification reviews.

b. Action in absence of vacancy. When a technician is absent for an extended period but has not vacated the position, arrangements to carry on the work of the position may be made by detailing another technician to the position or through temporary promotion. The grade level for temporary promotion will be established by the State Position Classification Branch based on the scope of duties and responsibilities to be performed. Competition normally must be held for temporary promotions beyond 120 days.

5-4. Supervisory Certification of Position Descriptions.

a. Required certification. SPMO copies of new or redescribed position descriptions will be certified on the OF8 at the level of work being performed. The required certification that the position description is an accurate statement and that the position is necessary to carry out government functions will be made by the immediate supervisor (block 20a) and an appropriate higher-level supervisor or manager (block 20b). The incumbent's signature in block 19 is optional. No SF50 will be issued to fill a new or redescribed position without such certification. If the supervisor feels that the description does not accurately reflect major duties and responsibilities of the position, recommended changes may be submitted to the SPMO.

b. Certifying Standardized Position Descriptions. Standardized position descriptions reflect specific organizational arrangements and functional assignments as determined by NGB functional specialists. Deviations from standardized position descriptions and organizational arrangements are not permitted without consultation between the SPMO, NGB

OPR/functional specialists and the appropriate NGB manpower offices.
When new standardized position descriptions are issued, supervisors must make every effort to arrange their assignments in conformance with the new position descriptions - existing work arrangements notwithstanding. Therefore, supervisors must promptly certify new standardized position descriptions and SPMOs must implement standardized packages 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.

c. Use of Exception Position Descriptions. Exception position descriptions are implemented by the SPMO as replacements for standardized position descriptions only when circumstances are such that a standardized position description cannot be accurately applied. In 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, the SPMO should be contacted. Supervisors must not knowingly certify inaccurate position descriptions. Neither may they refuse to certify a standardized position description simply because they disagree with NGB management intent or the classification of the job(s).

5-5. Periodic Position Reviews. Managers and supervisors are in the best position to recognize if the duties and responsibilities of position have undergone change. When changes occur, they should communicate this information to the Support Personnel Management Office in a timely manner. Appendix 2, "Checklist for Review of Position Descriptions," may

be used to
determine the accuracy of position descriptions.

5-6. Special Position Reviews: The Support Personnel Management Office will determine the extent of each special position review. This review could be as simple as updating and reviewing existing organizational charts or as complex as desk auditing each position in the organization. Examples of when special reviews may be accomplished include:

- a. Upon implementation of new nationwide standardized position descriptions and one year after they have been in effect.
- b. When there are major organizational or mission changes.
- c. Significant increases or decreases in authorized positions.

5-7. Desk Audit Policy. The State Position Classification Specialist will perform desk audits to assure that duty assignments are consistent with published position descriptions and that position classification determinations conform to published OPM classification and job grading

standards. A copy of Appendix 1, "Desk Audits: A Guideline for Employees" should be provided to employees scheduled_for audit. Employees should be provided ample time and opportunity (normally 60-90 days) to prepare for the audit. If deemed necessary, the SPMO may have the employee complete a pre-audit questionnaire prior to the on-site audit.

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