



**DRYDEN
POLICY
DIRECTIVE**

Directive: DPD-3511.1-001, Revision B-2
Effective Date: March 14, 2006
Expiration Date: March 14, 2011

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Compliance is mandatory.

Subject: Position Management

Responsible Office H/Human Resources Management and Development Office

1.0 Policy

a. Position Management provides a foundation to structure organizations in a manner that will assure organizational missions are efficient, effective, and legally accomplished. It is the policy of Dryden Flight Research Center to structure organizations, functions, and positions to optimize communication, efficiency, and organizational effectiveness so as to:

- (1) Accomplish the Center's missions in the most economical and efficient manner possible
- (2) Establish and maintain positions based on sound position management considerations, the type of work to be performed, and the costs and benefits of the organizational structure relative to providing customer service and meeting organizational requirements
- (3) Streamline organizations by preventing and eliminating unnecessary fragmentation, excessive layering, unnecessary positions, job dilution, inconsistencies among position descriptions, mismatched strength and workload, and narrow span of control
- (4) Incorporate techniques that effectively facilitate the recruitment and retention of highly qualified individuals, and utilize the greatest capability of our human workforce and the fiscal resources towards meeting our mission.
- (5) Optimize the balance between employee motivation and incentives, economy and efficiency, and mission needs to assure equitable workload distribution
- (6) Develop personnel to maintain and enhance the knowledge, skills, attitudes, abilities, and effectiveness through training, development, and education programs

b. Human resources, budgeting, and other staff shall be involved in position management to ensure the identification and implementation of effective and economical alternatives for organizations, functions, and positions.

2.0 Applicability

a. Position management is a continuous and systematic process that includes organization design, position design, position classification, and system constraints. Position management overlaps with the recruitment and retention process, is used to determine training and development needs, and is part of the promotion process. This policy applies to all Dryden Civil Service employees.

3.0 Authority

- a. Title 5, CFR, Part 511
- b. Title 5, CFR, Part 335
- c. NPR 3335.1, Internal Placement of NASA Employees

4.0 References

- a. NPD 1000.3, The NASA Organization
- b. NPD 3000.1, Management of Human Resources
- c. NPR 3510.5, Position Classification
- d. Dryden Organizational Manual
- e. Delegation Letter

5.0 Responsibilities

- a. The Center Director is responsible for assuring the centers missions are accomplished in the most economical and efficient manner possible; approving all GS-14 and GS-15 promotions and for sending a list of approved promotions to the Chief Human Resources Management and Development Office; approving all supervisory promotions; and approving all changes to the center organization structure.
- b. Associate Directors for Projects, Operations, and Management are responsible for approving nonsupervisory promotions up to GS-13 and for sending a list of approved promotions to the Chief of Human Resources Management and Development Office; assuring the identification and implementation of effective and economical alternatives for their organization structures; and approving all noncompetitive extension of details beyond 120 days.
- c. Directors for and Office Chiefs are responsible for incorporating techniques that effectively facilitate the recruitment and retention of highly qualified individuals, and utilize the greatest capability of their human workforce and the fiscal resources towards meeting their mission; streamlining organizations by preventing and eliminating unnecessary fragmentation, excessive layering, unnecessary positions, job dilution, inconsistencies among position descriptions, mismatched strength and workload, and narrow span of control; establishing and maintaining positions based on sound position management considerations, the type of work to be performed, and the costs and benefits of the organizational structure relative to providing customer service and meeting organizational requirements; and assuring that staffing charts are current and accurate; and advocating candidates submitted to the Center Director's Board for GS-14 and GS-15 promotions.
- d. Managers and Supervisors are responsible for optimizing the balance between employee motivation and incentives, economy and efficiency, and mission needs to assure equitable workload distribution; assigning employees to perform the duties described in their official job descriptions or duties to which they are officially detailed or temporarily promoted; assuring that job descriptions accurately reflect the duties and responsibilities assigned to their employees, and rate employees against those duties and responsibilities in the position description; consulting with the staff of the Human Resources Management and Development Office when review of work and performance indicate a change in grade; developing jointly with their subordinates the responsibility and accountability for training. They are also jointly responsible for assessing current capabilities, determining near- and long-term development and training to enhance employee performance, and preparing Individual Development Plans (IDP) that support job

requirements to include timely completion of supervisory and management training, career goals, and Agency needs; and keeping the Competency Management System (CMS) accurate and up-to-date to support human capital decisions by senior leaders

e. Human Resources Specialists are responsible for providing advice and assistance in the evaluation of position management activities, such as preventing and eliminating unnecessary fragmentation, excessive layering, unnecessary positions, job dilution, inconsistencies among position descriptions, and narrow span of control by utilizing organization charts when working with their servicing organization; identifying and resolving position management, classification, diversity, and staffing issues before promotion or classification requests are made to ensure merit systems principles are adhered to; and conducting periodic position reviews to gather first-hand information about a position to ensure position descriptions are accurately classified.

f. The Workforce Planning Team within the Human Resources Management and Development Office is responsible for tracking various position management indicators to assist in position management decisions; monitoring the cost of career ladder and accretion promotions throughout the fiscal year; providing staffing charts to all organizations on a quarterly basis and ensuring they are accurate and up-to-date; and integrating various elements of position management, such as the Competency Management System (CMS), Workforce Integrated Management System (WIMS), organizational charts, position management indicators, and budgeting information.

g. The Equal Opportunity Office is responsible for assuring that Dryden's Equal Opportunity goals are addressed

6.0 Delegation of Authority

None

7.0 Measurements

a. Measurements associated with this directive are included and implemented in the procedures that document the various position management processes, such as promotions, position classification, and work force planning, etc. In addition, nonconformance and/or observations obtained during audits relating to this directive will be used to determine ways to improve the various processes and, if related, assess the effectiveness of this directive.

8.0 CANCELLATION

DPD-3335.1A - Position Management, dated March 25, 2005

/S/ Kevin L. Petersen or Delegated Official (Signed by KLP 6/5/06)

Attachment A. DEFINITIONS

1. **Position Management:** The continuous and systematic process of assuring that organizations and positions are structured efficiently and economically
2. **Unnecessary Fragmentation:** An organization is split into many small segments. This causes over-specialization and restricts employee development, prevents effective communication, and requires more supervisors.
3. **Excessive Layering:** Too many organizational levels exist. This interferes with communication and restricts responsibility of lower level supervisors.

4. Job Dilution: Lower level work performed by higher graded employees. This results in higher cost and can cause low morale among employees whose positions have been diluted with lower level duties.
5. Narrow Span of Control: Scope of employee supervisory responsibility is limited. This results in higher cost and is usually a direct result of unnecessary fragmentation and excessive layering.
6. Inconsistencies among Position Descriptions: Individual positions descriptions have been revised without considering similar positions in the organization
7. Mismatched Strength and Workload: Too few or too many people are assigned to accomplish the mission. Recurring or excessive overtime, high employee turnover, and absenteeism may be a good indication of under staffing.
8. Career Ladder Promotion: Occurs when competitive hiring procedures are used to select someone to fill, what is often a lower level trainee position, with the purpose of developing the selectee to fill a higher level full-performance position.
9. Accretion Promotion: Occurs when a position is reclassified at a higher grade because additional duties and responsibilities have been added to the position over time.

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Document History Log

This page is for informational purposes and does not have to be retained with the document.

Status Change	Document Revision	Effective Date	Page	Description of Change
Baseline				
Revalidated	A	3-25-05	All	<ul style="list-style-type: none"> • Changed number to DPD-3335.1 because old NPR no longer exists • Reformatted to new template • Added Scope statement • Added Center Director Responsibilities • Removed procedure section and added info to Policy section • Cancelled old DPD-3260.2
Revision	B	3-14-06	All	<ul style="list-style-type: none"> • Changes have been made in every section of this policy. • Document number was changed from DPD-3335.1 to DPD-3511.1 to align with NPR 3510.5, but revision letter was advanced in accordance with previous document number because the policy was not changed.
Admin Change	B-1	07-23-09	All	<ul style="list-style-type: none"> • Serial number added to document name. Name changed from DPD-3511.1 to DPD-3511.1-001. The content did not change.
Admin Change	B-2	07/13/10	All	<ul style="list-style-type: none"> • Formatted to comply with Agency Standards. The content did not change.
