

PART I-PERSONNEL OFFICER POSITIONS

Factor II-The Operational Character of the Personnel Program

It is the policy of the Department of the Army, as expressed in paragraph 6, AR 10-20, to have positively management oriented civilian personnel programs throughout the Department. This results in operation at Level 2 or 3 as those levels are defined in the standard.

The definition of levels of operation of the program is included in this standard for purposes of establishing the grade of the Civilian Personnel Officer. They are applicable for evaluation purposes, therefore, only to the extent to which the civilian personnel officer personally gives leadership and execution to the level of program operation.

Level 2-Position Management-Oriented Operation (page 29)

In determining whether a program is actually operating at Level 2, it must be recognized that management orientation can exist in varying degrees without being so limited as to result in operation at Level 1 or so extensive as to result in operation at Level 3. Thus, this factor must be considered in relation to the strength of Factor I to achieve a balanced evaluation and to avoid the compounding of exaggerated grade value by allowing the accumulating of several weak elements to achieve the same grade result as a mixture of weak and strong elements, or a combination of all strong elements.

As a minimum, a determination of full and effective operation at Level 2 must: (1) be consistent with any Civil Service and Department of the Army program reviews or other acceptable evidence of manner and quality of performance in the local program, and (2) there must be satisfactory evidence that the civilian personnel officer personally functions on a regular and continuing basis as the consultant and adviser to the commander on all aspects of personnel management. A characteristic of this kind of staff support to the commander is regular, continuing, two-way access to the commander on program management; access for the resolution of stalemates does not satisfy this requirement, nor is it consistent with Army policy as stated in paragraph 6g, AR 10-20. It is recognized that in some installation and command settings, such access does not occur on a daily basis. It is essential to establish, however, that when staff support is given to the commander, it is the civilian personnel officer who gives it directly and not through an intermediary; conversely, it is establish that there is no regular recurring pattern of the commander's receiving significant staff support on the management of the civilian personnel program from anyone other than the civilian personnel officer personally.

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With respect to organizational location, Army policy contemplates that the civilian personnel officer will report directly to the commander. However, it is recognized that size and complexity of installation, activity, and command structure may raise the necessity for the clustering of some functions for administrative and operational purposes. Thus provision is made for the performance of the civilian personnel function either as a separate entity or a part of an element concerned with management of the manpower resources. Therefore, where the civilian personnel officer is administratively attached to a Director for Administration or a Director of Personnel and Training or similar element, the civilian personnel officer position is still considered to operate at Level 2, provided the attachment is for administrative coordination purposes only, and delegation to exercise civilian personnel management authority is direct from the commander to the civilian personnel officer. If the delegation is through any other officer or official whatsoever, or if substantive review is given by such officer or official, the following conditions apply:

a. Such an arrangement is contrary to the Army policy requiring that the civilian personnel officer function as the principal staff resource to the commander in civilian personnel management.

b. The Army requirement that the civilian personnel officer function be performed by an individual who is officially recognized as professionally qualified, is violated unless such intervening official is, in fact, qualified under Department of the Army criteria and career management procedures:

(1) If the intervening official is so professionally qualified he becomes, in fact, the civilian personnel officer:

(a) He must function fully in that capacity and other assigned duties may not be permitted to interfere with his performance as civilian personnel officer.

(b) There can be only one civilian personnel officer. The subordinate "civilian personnel officer" is therefore, an assistant or deputy civilian personnel officer subject to CPPM 12.03e.

(2) If the intervening official is not professionally qualified within the Department of the Army civilian career program, the subordinate civilian personnel officer may be supplying substantive management advice and support to command, but he may not be considered to be operating at Level 2 since the presence of the intervening official is incompatible with the

Definition of Level 2 operation which is characterized by the giving of top personnel management support to the operating managers of the mission enterprise.

Level 3-Outstanding Management-Oriented Operation (page 31)

In the Department of the Army, Level 3 operation is recognized by application of the following criteria and actions:

CRITERIA FOR LEVEL 3 PROGRAMS

The following conditions must be found to exist for a civilian personnel program to be considered Level 3:

a. The functional coverage of the civilian personnel program must include as a minimum, position and pay management, personnel management assistance, incentive awards, employee development and training, labor management relations, employment (to include placement and career development), and administrative services programs, all of which must be actively implemented in their major aspects.

b. There must be a positive program for the review, evaluation and improvement of all areas of the personnel program. In this regard all functional areas must have been rated adequate or better on the most recent CSC or DCSPER inspection, and positive programs must be operating to improve program areas where the rating received was adequate or satisfactory.

c. Approaches to problems must be analytical and diagnostic. They are evidenced by studies and experiments in the resolution of major problems. When standard techniques have proved to be ineffective, new techniques and approaches are developed to provide solutions.

d. The various programs within the personnel office must be sufficiently coordinated and interaction must exist between these programs so that personnel problems which arise under any given programs are considered and acted upon from the standpoint of all the programs in order to achieve the best total solution. Problems are not dismissed or referred back to supervisors by one segment of the personnel office when other segments can help to solve them.

e. A training program must exist to meet the total needs of management. The extent of this training and its effectiveness are such that supervisory personnel at all levels are aware of the major purposes, aims, and considerations involved in the personnel programs areas shown in a above as they apply to their own management

considerations in their long and short range planning. As a minimum there is positive evidence that all supervisors-

- (1) Understand and use basic position and play management principles and policies as they affect the role of the manager.
- (2) Routinely plan ahead and initiate early recruitment for filling anticipated vacancies.
- (3) Are thoroughly familiar with the activity promotion plan and with career programs in their specialty area, and support and use these programs.
- (4) Exercise effectively their responsibilities in evaluating employee performance.
- (5) Determine necessity for and obtain training programs for their subordinates.
- (6) Are thoroughly familiar with the Department's code of conduct for civilian employees and understand their role in assisting with job-related problems of their subordinates.
- (7) Recognize, accept, and use their responsibilities for identifying and recognizing superior performance and encouraging participation by subordinates in the suggestion program as means of improving worker motivation.
- (8) Are aware of their responsibilities and take appropriate action to assure safe working habits by their subordinates.
- (9) Are aware of an exercise their responsibilities for providing a workforce that is able and interested to achieve high productivity and to handle new problems, as well as interested in their responsibilities for mission production.

f. The personnel officer must be recognized by supervisory and management personnel throughout the installation as a member of top management and is always included in top level planning discussions affecting civilian personnel.

g. The personnel officer must act as the commanding officer's personal representative in dealing with employee groups and others on personnel matters.

h. As indicated by the DCSPER Civilian Personnel Management Report, the activity must consistently score higher than the Department of the Army goals in most major program elements, and not be below adequate in any major program aspect. In addition, when compared with other activities operating under the same policy level and of similar size and complexity, there must be indication that the quality of the program in all areas exceeds consistently those in comparable installations.

- i. The commanding officer and his top staff must have a good understanding of the objectives of the personnel program and rely fully on the competence of the personnel staff.
- j. Supervisors must be the primary channel for the distribution and explanation of personnel information affecting their subordinates.
- k. A program for effective communication between employees and management must exist in the personnel office.
- l. A program for effective community relations must exist in the personnel office.
- m. Specific documentation will be provided to show conclusively how the above requirements have been met. These requirements must have been met for a least 1 year prior to the recommendation.

ACTIONS REQUIRED FOR LEVEL 3 TREATMENT

Initial recommendation for Level 3 treatment of a civilian personnel officer position can originate at any level. Normally, initiation will be by commanding officer of the activity concerned and, in any event, his recommendations on the program must be included in the case file. Final classification and evaluation action will be taken by DCSPER, OCP.

In evaluating the effectiveness of the program, the authority initiating the recommendation should accomplish the following:

- a. Review the classification standard, Part I, Personnel Administration Series, GS-201-0, August 1961, particularly the criteria in Factor II.
- b. Review the supplementary criteria set forth above.
- c. Determine, by observation and discussion with other top management personnel, the extent to which the criteria set forth above for Level 3 programs have been met and what documentary or other evidence exists to support the belief that the criteria have been met.
- d. Determine the effectiveness of the personnel officer's use of quarterly reports in keeping the commanding officer aware of the status of his personnel program and in obtaining top management cooperation and support in instituting desirable changes in carrying out personnel programs.

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e. Determine what news approaches have been or are being taken to resolve problem areas in the overall personnel program.

f. Determine from the Army Civilian Personnel Management Report, the extent to which the personnel program of the activity is better than programs in other similar type installations.

g. Determine the overall degree of success with which the personnel program is meeting goals by review of CSC, DCSPER, IG, Command and other pertinent reports; however, because of the lack of uniformity of coverage and methods of assigning ratings by various inspecting agencies, considered judgment must be applied in using these ratings as a criterion for determining whether or not Level 3 is warranted. In any event, such a rating will not be used as the sole criterion.

h. Review the overall grade alinement and structures which will result in the personnel office, and compare the results to other key positions in other organizations. Specific attention should be given to the fact that other standards do not provide for this same "bonus" feature, and they cannot, therefore, be raised in grade in the same manner to maintain the same relative relationship with the personnel officer. Consideration should also be given to the fact that if use of Level 3 is approved, and the personnel program later loses its Level 3 characteristics, the position must be changed to lower grade.

i. The above findings should be documented with sufficient clarity to indicate that the program is indeed outstandingly management-oriented.

j. Tangible benefits which have accrued to the activity which are attributable to the personnel officer should be stated. Primarily these should relate to benefits recognizable by operating officials.

K. Documentation should cover adequately all of the criteria set forth above for Level 3 programs. Examples of special accomplishments, studies, and activities should be described. The commanding officer concerned will certify as to the accuracy of the material submitted.

L. Intermediate echelons will, upon receipt of the case file, review the material submitted and in the light of their knowledge of the personnel programs at similar activities under their jurisdiction certify as to whether or not the program is outstanding among such programs. This opinion will be documented and include determinations by subject matter specialists of the extent to which the program is considered outstanding in each of its functional areas. The commanding officer of the activity will then be advised of the decision of the reviewing authority and the basis for any disagreements

with the determination made at the activity level. Reviewing commands may render final decisions on Level 3 submissions if they determine that the case files do not document the _____ of Level 3, outstanding management-oriented operation; if they determine that the submission supports recognition of a Level 3 program, the entire case including command comments will be forwarded to HQDA (PECC-FSP) for final evaluation.

m. Upon receipt of the documented case file, the Office of Civilian Personnel will review the case and take final classification action.

Civilian Personnel Occupational Standards
PERSONNEL MANAGEMENT SERIES-
PART II

1. Subsequent to the CSC publication of the Personnel Management Standard Series, GS-201-0 (Part I and Part II) and the DA Guidance (CPOS 201, Part I, Personnel Officer Positions) for the application of criteria with respect to the evaluation of Factor II, Operational Character of the Personnel Program, the Department of the Army published new guidance CPR 250.5. Organization and Functions of Operating Civilian Personnel Offices. These documents recognize that the optimum role of the personnel management program is the full and active participation of the personnel officer and members of his staff in the management decision-making process. Part I, GS-201, of the standard deals with personnel management and its identification with management goals and needs in terms of broad overall program responsibilities. Part II covers positions of specialists in various segments of the personnel program. The standard is written to convey grade level values rather than to itemize specific tasks as typical of each grade. Further, the relationships of Parts I and II of the GS-201 standard must be considered in the use of either part and in the evaluation of functional area jobs. This guide has been prepared to communicate the Department of the Army's desire application of the Civil Service Commission's grade level criteria in terms of the organizational concepts described in CPR 250.5.

2. The CPR 250.5, "Organization and Functions of Operating Civilian Personnel Offices" prescribes the typical structure for Operating Civilian Personnel Offices. The prototype organization eliminates the distinct Personnel Management Assistance organizational concept and assigns the responsibility for providing complete staff assistance and advisory services to supervisors and operating official to each of the functional areas: Management-Employee Relations, Position and Pay Management, Recruitment and Placement, Training and Development. The need for a high degree of flexibility in the Office of the Civilian Personnel Officer is recognized in the provision for establishment of a Deputy Civilian Personnel Officer and/or Personnel Management Specialists to handle those day-to-day operational and staff responsibilities and allow the CPO to concentrate his efforts on the provision of personnel management advice and assistance to top management officials. Conditions which might warrant these additional positions are discussed in CPR 250.5-7b.

3. It is the policy of the Department of the Army, as expressed paragraph 6, AR 10-20, to have positive management-oriented personnel programs (as described in Level 2 of Factor II CPOS 201, Part I) throughout the Department. Selection of this Level 2 was based on the premise that personnel programs required in the Department of the Army exceed Level I, provided they are carried out with judgment and are not merely responsive to routine fulfillment of regulatory requirements. If the personnel program at any installation is found not to justify placement as high as Level 2, it will be evident that the program operates at a quality level which is below the standard of adequacy expected of a Department of the Army personnel program. In such case, it should not be assumed that all individual functional chiefs and nonsupervisory workers are not providing "substantive management advisory services." Rather, in addition to corrective measures to bring the program up to DA standards, a determination should be made in each functional area as to whether credit for advisory services is warranted and the positions evaluated accordingly with consideration given to the principle of a alignment expressed in paragraph 7b.

4. Performance of management advisory service functions is characterized by breadth of approach, i.e., identification of the true nature of a management problem and its consideration from the total personnel viewpoint, not just from that of the specialized field represented by the personnel worker. It is also characterized by intensity and depth of the search for sound solutions as contrasted with more superficial recommendations to try a particular technique or device, without careful exploration of need, management objectives, availability of technical assistance, etc. Management advisory service is geared to the development of the managers.

5. The grade relationships of the functional chief positions, nonsupervisory personnel specialist positions and technical service technicians among themselves and in relation to the Civilian Personnel Officer position, as discussed in the following paragraphs, are based on the assumption that the organization of the personnel office conforms to that outlined in CPR 250.5. It assumes that the functions are carried out as described in a Level 2 positive management-oriented program. Where organizational relationships differ from these provided in CPR 250.5, positions should be evaluated primarily by reference to Civil Service Commission Standards for the GS-200 group, the SGEN Part II, and the basis of grade alignment with other positions in the personnel office.

a. Deputy Civilian Personnel Officer. The Deputy to the Civilian Personnel Officer is a full assistant to the Civilian Personnel Officer and as such participates in planning, direction and evaluation of all phases of the Civilian Personnel Program. The grade of the Deputy will typically be one grade below that of the Civilian Personnel Officer. When the personnel officer.

b. Personnel Management Specialist. Positions of personnel management specialists in the immediate office of the CPO will be evaluated by reference to nonsupervisory standards, GS-201, Part II and typically will be two more grades below the Personnel Officer. Careful consideration should be given to the assignments of these specialists as to the effect that these types of positions may have on grades in the functional areas. Where such positions are established, the work assignments should be limited to those functions which transcend the individual functional areas and would otherwise be performed by the CPO or his Deputy.

c. Functional Chiefs-Management –Employee Relations-Position and Pay Management, Training and Development, Recruitment and Placement. The grade differential between the personnel officer and subordinate functional chiefs is not to be considered as an automatic differential of any given number of grades. However, there is a direct relationship between the grade level of the personnel officers by application of CSC and CPOS, GS-201, Part I and the grades appropriate for functional chiefs as determined by application of CSC, GS-201, Part II and SGEF Part II. If, in the functional areas, management advisory service is provided as described in paragraph 4 above and Attachment A, the functional chief will normally be one grade below that of the civilian personnel officer. If management advisory service is not provided at this highest potential level, the functional chief will be two grades below the civilian officer. In some cases, the level of the full technical program will by itself support the grade of the functional chief at one grade below that of the civilian personnel officer. When conditions exist which would cause a functional chief to be properly evaluated two or more grades below the civilian personnel officer, it is assumed that responsibilities have not been assigned in accordance with CPR 250.5, or the operational character of the personnel program is below the standard of adequacy expected in the Department of the Army, or both. In the latter event, the appropriateness of Level 2 for the personnel officer job would be questionable. It should be noted that Functional Chiefs in the same office may be at different levels if all are not performing at the highest potential level.

These general criteria for grade relationships in personnel officer is GS-15 or where the personnel program is operating at Level 3. Recognition of Level 3 for the outstanding management oriented operation may justify a two-grade span between the CPO and the Functional Chiefs. Evaluation of a functional chief position to GS-14 must be clearly justified by application of criteria in SGEF Part II, coupled with subordinate position structure which reflects sound position management.

- (1) The position of Chief, Technical Services, is considered to have a lower grade potential than the functional chiefs recognized in CPR 250.5 as the effect of this position is confined largely to the internal operations of the personnel office as such. The impact of actions taken by functional chiefs when providing management advisory services has more direct effect on the operations and the organizational structure in operating offices outside the personnel office.
- (2) Because the nature and scope of the programs assigned. Technical Services activity may vary considerable throughout the Army, there may be instances where the Chief of Technical Services would tend to be more than one grade below that of the Functional Chiefs. The CSC 201, Part II and SGEF, Part I will be used to evaluate the position of Chief, Technical Services.
- (3) The portions of this guide dealing with additional grade credit for nonsupervisory personnel positions do not apply to positions within the Technical Service Office.

e. Nonsupervisory Personnel Specialist.

- (1) The effect of the Commission standards for nonsupervisory personnel specialists is to add one grade level to such positions whenever the positions provide positive management advisory services equivalent to those described in the paragraph 4 above and Attachment A. Thus, in an organization where the job complexity is at the GS-9 level, a nonsupervisory worker providing positive management advisory service could be classified at grade GS-11. On an organization where the technical complexity of the program without management advisory service warranted a classification of the nonsupervisory worker at grade GS-11, a nonsupervisory worker regularly providing positive management advisory services in addition to the full technical function could be classified at grade GS-12. It should be noted, however, that the GS-11 level for nonsupervisory personnel work without credit for management advisory services would only be given for work in organizational complexity of the assigned unites would rate "Very Substantial" or Exceptional" when compared with the criteria in element 3b and 3c of Factor I, Part I of the CSC standards for the GS-201 series.

- (2) The use of intermediate grades GS-6, -8, and -10 will be avoided to the extent possible. One instance in which the use of an intermediate grade is warranted is when the grade of the civilian personnel officer, coupled with grade alignment considerations, operates to limit the grade level of nonsupervisory jobs. For example, in an office where the civilian personnel officer is grade GS-12, functional chiefs GS-11,
- (3) characteristics of organizations serviced are as described for GS-9 in GS-201, Part II, and the nonsupervisory worker provides management advisory service, the latter job should appropriately be placed in grade GS-10.
- (4) An exception to the above general criteria for grading nonsupervisory positions will occur where the Civilian Personnel Officer is GS-13, Functional Chief GS-12, and the technical program characteristics alone would warrant a GS-11 classification of the nonsupervisory worker. In this situation the nature and extent of services performed by the nonsupervisory employees would not ordinarily exceed GS-11, since it is excepted that the higher level management advisory service functions that would result in an additional grade credit are reserved for the supervisor or functional chief. Thus, the grade of the CPO and of the Functional Chief have an overriding effect on the grade of the nonsupervisory personnel specialist, rather than the reverse.

6. Management-Employee Relations –Positions which primary involve working with supervisors and employees in resolving problems and advising on matters of communication, employee motivation, rights, grievances, appeals, performance ratings, employee recognition, disciplinary actions, and the like will be titled and coded Employee Relations Specialist GS-230. Positions which are concerned with substantive employee-management cooperation processes, including participation in negotiations and consultation with employee

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organizations granted formal or exclusive recognition, will be titled and coded Employee-Management Cooperation Specialist GS-230. Positions involving both Specializations to a substantial degree will be titled and coded Employee-Management Cooperation Specialist GS-230.

Recruitment and Placement-Positions which involve the provision of managerial advice and assistance in the recruitment, placement, and utilization of employees to provide the organization with the quality and quantity of personnel needed in full compliance with the principles of merit and equality of opportunity will be titled and coded Personnel Staffing Specialist GS-212.

Position and Pay Management-Positions which involve providing advice and assistance to management in coordination with concerned staff elements in the establishment of sound and efficient position structure and assuring position classification accuracy and consistency with established position and pay management regulations, will be titled and coded, Position Classification Specialist GS-221.

Training and Development-Positions which involve providing advice and assistance to management relative to determining training needs, and providing such training and development to increase the competence of executives and managers of the civilians workforce, and for the improvement of skills and abilities of all employees, will be titled and coded Employee Development Specialist GS-235.

Technical Services-The nature, scope and variety of the programs assigned to this activity may vary considerably depending on the size and complexity of the overall personnel program serviced. It is envisioned that the position of Chief of Technical Services would require an overall professional knowledge of the Federal personnel systems and pertinent personnel regulations and be the focal point for all interpretive decisions on regulations and procedures. This position will be titled and coded to the Personnel Management Specialist Series, GS-201. The typical key subordinate positions will be titled and coded in accordance with the following general criteria:

- a. Positions involving legal and regulatory work requiring broad knowledge of Federal personnel systems will be titled and coded,

Personnel Management Specialist GS-201. Positions which require substantial knowledge of civilian personnel rules, regulations, procedures and program requirements but do not require such a broad knowledge of personnel systems will be titled and coded to the Personnel Clerical and Assistance Series GS-203.

b. Positions involving Internal Audit of civilian personnel actions processed to assure compliance with legal and regulator requirements will be titled and coded to the Personnel Clerical and Assistance Series GS-203.

c. Positions involving developing and implementing local systems for data collection, recording and coordinating data processing activities, will typically be titled and coded to the following series depending on size and characteristics of the program: Personnel Management Series GS- 201 if a professional knowledge of the Federal personnel system is required, Personnel Clerical and Assistance Series GS-203 if less than a professional knowledge of the personnel system is required.

d. Positions involving the provision of information on employee benefits will be titled and coded to the Personnel Clerical and Assistance Series GS-203.

e. Positions involving Incentive Awards Administration with responsibility for program planning, coordination with other elements of the personnel program with regard to impact of program on such matters as performance appraisals, motivation and training will be titled and coded to Employee Management Relations and Cooperation Series GS-230.

Titles for supervisory positions will be constructed in accordance with the instructions in Section III, Titling Practices of the General Introduction, Background and Instructions to Position Classification Standards.

7. This guide provides for alignment of nonsupervisory specialists, functional chief and Civilian Personnel Officer positions in operating personnel offices organized in accordance with the provisions of CPR 250.5.

a. The grade of the Personnel Officer, as determined by Part I of the standards, effectively fixes the Functional Chief position at one or more grades below that of the Personnel Officer.

ATTACHMENT A

As stated in Parts I and II of the Personnel Management series, it is difficult to define precisely what constitutes "Positive Management-Advisory Service". The difficulty of definition is caused by the fact that management-oriented programs are not necessarily evidenced by the existence of analyses, studies, reports, etc., there must be evidence that "things done" by personnel office staff members have had a beneficial influence upon decisions made by managers. The crux of management-oriented programs is not, therefore, the specific procedures, techniques, or systems used (these will vary depending on the nature of management problems and individuals) but rather is the result achieved by their use. In this frame of reference, there are some concepts which are fundamental to the existence of management-oriented civilian personnel operations:

a. Civilian personnel office staff members are oriented to mission goals as seen by line management and recognize that requirements of personnel systems are not ends in themselves, but are vehicles to aid in achieving desirable management goals.

b. Personnel office staff specialists are oriented to broad goals of management and personnel management, and being so oriented, there is evidence in things done that the personnel specialist has given consideration to all factors bearing on a situation, and that his thinking and recommendations are not limited to a single specialty.

c. The personnel office, through nondirective methods, has substantial influence on manager understanding of broad goals and problems, and consequently upon decisions made by managers.

d. There is generally evidence of locally developed or adapted analytical and other devices such as opinion surveys, position management analysis reports to managers, career development programs adapted to local needs, and other similar activities designed to contribute to the solution of the problems of management on the attraction, retention, development and motivation of a work force. Although not specifically stated in the evaluation standard, to be creditable in the evaluation of personnel jobs, analyses and studies must produce a management action in a representative number of

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instances and should result in a measurable or otherwise noticeable result. Credit is thus given for the ability to "sell" recommendations rather than just for the completion of studies or the mere making of recommendations. In this frame of reference the following are a few examples of statistical studies which by themselves are not creditable:

- (1) Sick leave usage.
- (2) Quit causes and rates.
- (3) Position structure (average grade, supervisory ratios, etc.)
- (4) Percent of positions filled through promotion program.
- (5) Awards granted.

Computation of statistics, such as listed above, do not constitute intensity or depth of search for causes of problems or solutions. Rather, such statistics will generally only indicate the possibility of problems and their location, but do not necessarily provide clues as to their real causes.

Significant in the CSC Standard GS-201 Part II, is the portion which states that management advisory service is characterized by "consideration from the total personnel management viewpoint, not just from that of the specialized field represented by the personnel worker." The following are examples, which would be creditable in evaluation if done by the personnel office staff, in conjunction with managers, and resulted in management action.

1. Recruitment and Placement

- a. (1) The Problems. Loss of a substantial number of highly skilled employees, for which there is a shortage in the labor market; recruitment lag is quite long; positions stand vacant; a backlog of critical work exists.
- (2) Possible Consideration.
 - (a) Are the duties required of these highly skilled people challenging to them, or are they required to perform a substantial amount of routine work which causes a loss of job interest? Can position assignments be restructured to better challenge employee and permit them to utilize the skills for which they have been educated and trained?

- (b) If lower level jobs in the same occupation are established to perform the less challenging assignment, can qualified people be recruited? If not, as a long range plan, could a career program be developed, which would provide for recruitment at a trainee level, adequately supported with a training program to develop the skills required by management, and at the same time provide incentive and motivation for employees.
- (c) What is the quality of the person-to-person relationship between supervisors and workers? Is the relationship satisfactory, or is it such as to cause capable people to seek employment elsewhere? If it is the latter, what are the alternatives?

There would undoubtedly be many other factors to consider in a problem of this kind, however, the foregoing are sufficient to illustrate that attention is focused upon the broad management problem and is studied from the total personnel management viewpoint. In the situation described, all personnel office specialties are involved. To contribute knowledgeably, individuals involved must look at the total problem, and not consider it only from the viewpoint of the specialty they represent.

2. Training and Development

An Employee Development Officer in the course of setting up a supervisory development program in an organization and in the discussion of management problems noted that in one Division there was a poor supervisor-employee ratio and that there was a relatively low rate of production and frequent employee turnover. Working with the position and pay management division and with the serviced organization plans were developed which led to a more realistic organization, a saving of several spaces, improved employee production and morale, and changes in the type and amount of training required for the organization as a whole.

The foregoing examples are included in this supplemental standard only to illustrate the concept of management advisory service discussed in the standard. They are not intended as specific things to be done by any particular installation. To be worthwhile, management advisory service must be responsive to local needs and not to a predetermined course of action which proved useful at a different installation.