



STATE OF WEST VIRGINIA
OFFICE OF THE ADJUTANT GENERAL
1703 Coonskin Drive,
Charleston, West Virginia 25311-1085

WVAG-HRO (310-2d)

3 April 1998

MEMORDANDUM FOR All Full- Time Support Personnel Supervisors

SUBJECT: Human Resource Office Regulation

1. The following regulation is provided for your use and retention:

HROR 312-1, West Virginia National Guard Workforce Management Plan, dated 1 Apr 98.

2. This regulation replaced WVTPR 312-1 dated 1 Nov 91.

FOR THE ADJUTANT GENERAL:

Encl
as

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STATE OF WEST VIRGINIA
OFFICE OF THE ADJUTANT GENERAL
CHARLESTON, WV 25311

WV Human Resource Office Regulation
Number 312-1

1 April 1998

WORKFORCE MANAGEMENT
WEST VIRGINIA NATIONAL GUARDE WORKFORCE MANAGEMENT PLAN

This regulation establishes the procedures and provides information on the West Virginia National Guard Workforce Management Plan. It will be used to determine, establish, and review position structure within the organization.

CHAPTER 1

GENERAL

1-1. **PURPOSE**. Federal agencies are created by law and Executive Order to accomplish specific mission in the furtherance of national goals. The head of each agency is vested with the authority and responsibility for organizing the agency within this framework and within requirements of pertinent statutes and directives. The Chief, National Guard Bureau (NGB) and the Directors of the Army National Guard and the Air National Guard, through subordinate officials to which they delegate authority, are responsible for structuring the National Guard technician program in a manner which will assure that assigned mission are legally and properly accomplished.

1-2. **POLICY**. The policy of the Federal Government, and accordingly the NGB, is to organize constituent units in a manner that will make optimum use of manpower resources. Efficient and economical operations are inherent parts of the continuing general management responsibilities of the head of each agency. These responsibilities are shared in turn by all subordinate management and supervisory personnel who are responsible for the work of others. Limited manpower resources and rising personnel and equipment costs make it increasingly important that human resources and material be economically managed.

1-3. **DEFINITIONS:**

a. Position. The work consisting of all the duties and responsibilities currently assigned or delegated by competent authority and requiring full-time or part-time employment of one person.

b. **WORKFORCE MANAGEMENT.** Workforce management is the process by which management decisions are made as to what duties will be incorporated into the position. This process involves consideration of the organization structure into which the position will be placed, consideration of work flow and distribution, and consideration of methods and procedures. It also involves personnel, manpower, and budgetary considerations.

c. **POSITION DESCRIPTION.** A written record of the major duties and Responsibilities assigned to a position. A well-designed position description has clearly defined operations, tasks, duties, authorities, responsibilities, and provisions for supervisory control and supervisory requirements.

CHAPTER 2

ASSIGNMENT OF DUTIES AND RESPONSIBILITIES

2-1. **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. The objective requires striking an optimum balance among a number of competing factors: (1) management's desire of economy and productive; and (2) technicians' desire for work that is challenging and stimulating, as well as monetarily rewarding, and which provides an opportunity for increasing their skills and advancing to higher level positions. The failure of management to provide a reasonable measure of these opportunities can result in high turnover, increased training costs, and lower efficiency. Thus, management is seeking a proper balance among the needs for economy, productivity, skills utilization, and technician development and motivation.

b. **LINES OF CAREER PROGRESSION.** To the highest 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 rare skill levels are concentrated in as few positions as possible; that there is a proper ratio of support 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 provide a source of trained technicians for higher level positions. Thus careful design of positions provides a basis for balanced and economical staffing.

2-2. **PLANNING A POSITION:**

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 and orderly, productive, and efficient organization. Poor position planning can result in unsatisfactory productivity, high unit cost, confusion of responsibility, technician dissatisfaction, grievances, and high turnover. The following should be given careful consideration in position designed:

- (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' skill.
- (5) In positions composed of a variety of duties, assigning duties that are at approximately the same skill level.
- (6) Concentration duties requiring special skills or training into as few positions as possible.
- (7) Determining the impact of technological changed 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 procedure 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.

2-3. **STANDARD POSITION DESCRIPTIONS.** A standard position description is a single description used to cover a number of like positions. Whenever a group of substantially identical positions exists, use of a standard positions description should be considered. This is particularly effective in the National Guard technician program where organization patterns and procedures are uniform or standardized in different locations where other same activities are to be performed. They may also be used in different organizational functions where identical work is being accomplished of when differences are only minor or incidental.

CHAPTER 3

ESTABLISHMENT AND REVIEW OF POSITIONS

3-1. **ESTABLISHMENT OF POSITIONS.** Positions are established by NGB based upon known of projected organizational needs of upon special State requests. The number of positions which can be filled is determined by allocations from NGB.

3-2. **CONDITIONS PREREQUISITE TO FILLING POSITIONS.**

a. **BASIC REQUIREMENTS.** Before filling a position other than by detail, appointing officials should assure themselves that the position is properly authorized and classified and that funding is available.

b. **ACTION IN ABSENCE OF VACANCY.** When a technician is absent for an extended period but not vacated the position, arrangements to carry on the work of the position may be made by detailing another technician to the position. Also, temporary additional identical (overhire) positions may be established for periods up to 60 days. These positions must be identical to those on existing manning documents, and are funded through existing manpower authorizations. With NGB approval, requested through the Human Resources Office, (HRO), an identical authorization can be established for longer periods of time.

3-3. **REVIEW OF POSITIONS.** All positions are randomly reviewed by major functional areas. The need for each position is to be considered. Such reviews may also identify the need for new position(s). Timely identification of unnecessary positions will provide management with more flexibility to prevent adverse impact. Positions determined to be necessary must be reviewed to assure that the position description is adequate and the classification is proper. Random reviews will be accomplished by the HRO. Managers and supervisors are responsible for certifying the necessity of the position and the accuracy of the position description. Changes of duties and responsibilities may be requested by supervisors if a position description is incorrect. Random desk audits will be conducted by the HRO to assure these requirements are met. Specific program responsibilities are listed under Chapter 4 of this plan.

CHAPTER 4

PROGRAM RESPONSIBILITIES

4-1. NATIONAL GUARD BUREAU

- a. Provide broad policy guidance.
- b. Define organizational missions.
- c. Determine manpower requirements for all National Guard Entities.
- d. Establish organization structures.
- e. Monitor the National Guard classification and workforce management programs.
- f. Ensure that statutory compliance and reporting requirements are met.
- g. Provide other advisory services and policy guidance.

4-2. NATIONAL GUARD BUREAU-EASTERN CENTER (NGB-HR-EC).

- a. Ensure compliance with all pertinent directives, policies, position classification and job grading standers, etc.
- b. Provide interpretation and implementation guidance on pertinent publications.
- c. Provide positions classification and workforce management advisory services.
- d. Develop and classify position descriptions for implementation nationwide.
- e. Respond to Office of Personnel Management (OPM) regional offices and NGB personal management evaluations.
- f. Review classification appeals and make recommendations to DOD/OPM if a agency feels it is necessary.
- g. Conduct position classification and workforce management education programs for HRO Representatives and for supervisors and managers.

h. Provide other services as required.

4-3. **HUMAN RESOURCES OFFICE RESPONSIBILITIES.**

a. Ensure that an effective workforce management program is established and maintained

b. Review every request (sf-52) for recruitment of assignment 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 classification of supervisory, leader, or additive grade.

c. Monitor position description compliance and request changed through appropriate channels when standardized position descriptions are inadequate.

d. Restructure positions for economy and to provide upward mobility.

e. Ensure that supervisory, leader, or additive grade small shop chief positions are responsible for the day-to-day supervision of leadership of the required number of subordinates.

g. Assure that technicians and supervisors are aware of the necessity of compatibility of the technician and military assignment, as well as monitoring compatibility.

h. Working with supervisors to draft new positions descriptions when deemed necessary and make recommendations through appropriate channels.

i. Assure that classification standards and guides are current and complete, and that they are available to supervisors and technicians desiring to examine them,

j. Prepare amendments to position descriptions when necessary.

- k. Coordinate with Office of Primary Responsibility (OPR) and NGB for exception position descriptions.
- l. Conduct random and/or scheduled position reviews and furnish evaluations to NGB-HR-EC, when necessary.
- m. Provide advance and assistance on classification appeals.

4-4. **MANAGER RESPONSIBILITIES**. Managers of major functional areas will have the responsibility for taking the following actions affecting position management:

- a. Recommend procedures to modify workforce management structure in order to meet mission requirements, improve efficiency, improve economy, or to meet local requirements, and provide lines of career progression.
- b. Approve or disapprove requests for action (SF-52) which affect organizational structure such as recruiting for vacancies, restructuring positions, of establishing new positions.
- c. Review the position structure to determine that the organization is properly aligned, has appropriate levels in the chain of command, and has the necessary positions, including proper span of supervisory positions.
- d. Provide current organizational charts reflecting all full-time manning to the HRO.

4-5. **SUPERVISOR RESPONSIBILITIES**

- a. Ensure that positions are accurately described in position descriptions.
- b. Ensure that incumbents are performing the full range of duties and responsibilities of their official position description.
- c. Recognize changes in position content and recommend revisions to the HRO.
- d. Become familiar with the principles and procedures of workforce management, and explain them to military technicians as needed.
- e. Inform technicians of classification actions affecting them.

- f. Review all vacant positions to determine if they should be filled or if the duties can be eliminated or assigned to other positions.

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