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MARSHALL POLICY DIRECTIVE

HS01

POSITION MANAGEMENT *With Change 1 (11/12/19)*

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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Change/ Revalidation/ Canceled)	Document Revision/ Change	Effective Date	Description
Baseline		4/19/2005	
Revision	A	2/25/2009	Revised to: (1) include Michoud Assembly Facility in “Applicability” paragraph; (2) eliminate references to Strategic Performance Management and Incentives Office; (3) eliminate references to “promotion allocations,” and make minor editorial corrections. Also revised to remove references to the “Employee Services & Operations Office” and replace them with “Human Resources Services Office.” [On 7/18/11, at the request of the OPRD, administrative changes were made at 1.Purpose to clarify and add NPR 3511.1 citation, at 2. Applicability to update to latest standard statement, at 5. References to move content to Attachment A, in 6. Definitions to eliminate redundancy and remove implied requirements, at 7.h to add clarification, at 7.k to add note, and at 8.b (2) to add clarification.]
Revision	B	8/28/2014	Revised to comply with new format. Note concerning status of deputies has been removed. Responsibility for maintaining staffing plans has been added to the list of Human Resources Services Office responsibilities.
Change	1	5/19/2015	On 5/19/15, at the request of the OPRD, administrative changes were made to reflect the title of NPR 3511.1 was changed to “Classification, Position Management, and Promotions” and the NASA Records Retention Schedules changed from NPR 1441.1 to NRRS 1441.1. Also, inoperative links to OPM’s General Schedule Leader Grade Evaluation Guide, General Schedule Supervisory Guide, and Introduction to the Position Classification Standards have been removed.
Revision	C	8/11/2016	Revised to: (1) Provide additional guidance regarding the design and establishment of positions (see paragraph 1. d); and (2) Provide additional guidance regarding unnecessary layers of review (see paragraph 1. h).
Change	1	11/12/2019	On 11/12/19, at the request of the OPRD, administrative changes were made to update organizational names, titles, and responsibilities and to eliminate the reference to the no longer extant High Grade Position Review Committee.

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1. POLICY

This MPD establishes the policy and general requirements by which the MSFC's position management program operates. This MPD describes MSFC policy regarding the application of sound and effective position management principles in the design and structure of Center organizations per NPR 3511.1.

a. Policy Objective – It is the objective of MSFC to establish and maintain an organizational structure and staffing pattern that optimizes a balance between: mission needs, economy and efficiency, and employee motivation and incentives. (NASA policy on the management of human resources, including position management and classification, is contained in NPD 3000.1.) In order to achieve this policy objective, managers and supervisors shall structure their organizations in a manner so as to:

- (1) Provide maximum efficiency and effectiveness of financial, material, and human resources and assure equitable workload distribution;
- (2) Promote, attract, develop, motivate, and retain a competent work force; and,
- (3) Streamline organizations by eliminating excessive layering, duplication of work effort, unnecessary positions, "grade creep," excessive fragmentation, and other wasteful practices.

b. Establishment of Positions – Assignment of work and establishment of positions are management prerogatives. The policy of the Federal Government is to organize its constituent agencies in a manner that makes the optimum use of its human capital resources. Positions at MSFC shall be structured so as to facilitate recruitment and retention of highly-qualified individuals to effectively accomplish the Center's missions in the most economical and efficient manner possible and to make maximum use of employee skills.

c. Number and Type of Positions – The number and type of positions established shall be based on sound position management considerations, such as the supervisor's span of control, 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. It is the responsibility of managers to design organizations and structure positions and functions in a manner that optimizes efficiency, economy, productivity and organizational effectiveness.

d. Position Requirements – Managers shall design positions around required skills and mission-essential tasks rather than the personal qualifications of an individual employee or prospective employee. Education and experience in an engineering field may, for example, be an asset in performing work involving the tracking and analysis of project budgets and schedules, but, if no engineering work is to be performed, and professional engineering knowledge and skills are not required, the position may not be classified to an engineering series. Creating professional positions where no professional work is required is contrary to the principles set forth in law, (see: 5 U.S.C. Chapter 51) and will not be permitted.

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e. Career Progression – Wherever possible, managers shall design positions to promote career progression, giving consideration to structuring jobs for entry level and upward mobility purposes.

f. Responsibility and Authority – It is MSFC policy to assign responsibility to the lowest level at which the responsibility can be effectively discharged, to delegate authority consistent with assigned responsibility, and to clearly delineate lines of authority and responsibility.

g. Simplicity – MSFC organizations shall avoid unnecessary complexity in designing organizational units.

h. Excessive Layering – In order to minimize the number of organizational levels and promote effective communication between management levels, organizations shall strive to avoid unnecessary layering which restricts the free movement of ideas and work products (since they have to be evaluated and restated at each level), and can result in top management being unaware of how decisions were made at lower levels. Additionally, unnecessary levels of review can lead to excessive costs and needless delays in the performance of work. Establishing technical expert or technical consultant positions solely for the purpose of reviewing work that will be reviewed at higher organizational levels in the normal course of business can add unnecessarily to the cost and time required to perform work. Supervisors should be very cautious about committing resources to support special assistants, technical experts, and technical consultant positions solely for the purpose of additional review. Proposals to establish such positions will be reviewed critically by the Office of Human Resources, keeping in mind the principle that to the extent practicable, personnel assets are to be used for the accomplishment of direct mission work.

i. Grade Creep – Fragmenting organizations in order to establish multiple supervisory, team leader, or other high grade positions, or otherwise structuring organizations to achieve the highest possible grade levels is inconsistent with organizational economy and efficiency. Organizations shall be structured such that the average grade level of any organizational unit is generally consistent with the average complexity of the work performed.

j. Assignment of Potentially Grade-Enhancing Work – Higher graded work shall be assigned to existing higher graded positions whenever practical.

(1) Higher graded work shall not be distributed among multiple positions with the intent of upgrading those positions when the work could be effectively and efficiently performed by a single employee.

k. Deputy and Assistant Positions – The number of management and supervisory positions including deputies, assistants, and “assistant to” positions shall be held to a minimum. The number of employees assigned to an organization, the number of subordinate supervisors assigned to the organization, and whether the organization head is frequently removed from the office due to travel requirements are among the factors to be considered in deciding whether to establish a new deputy or assistant position.

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l. Teams – It is the responsibility of Center managers to determine when the establishment of a team is the appropriate way to staff a particular work task. The generally accepted size range for efficient and effective teams is 5 to 10 members. In no case shall a team leader position be established when the number of civil service team members to be led is less than 3. Vacant positions do not count as civil service team members.

m. Details – A detail is a temporary assignment of an employee to a different position for a specified period, with the employee returning to their regular duties at the end of the detail. During a detail an employee still holds their permanent position of record for purposes of pay and benefits but does not perform the duties of the position. At the end of the detail the employee normally returns to their permanent position of record. It is not appropriate to use details to satisfy long-term staffing needs when permanent actions such as a reassignments or merit promotions can be used instead.

(1) Documenting Details – Details lasting 30 days or less do not have to be formally documented in an employee’s electronic-Official Personnel Folder. Details within NASA lasting more than 30 days and details to organizations outside MSFC, regardless of length, shall be documented in the electronic-Official Personnel Folder.

(2) Length of Details – Details lasting more than 1 year shall not be permitted unless a written request documenting an emergency or other unusual requirement has been approved by the Director of the Office of Human Resources.

2. APPLICABILITY

a. This MPD applies to Center personnel, programs, projects, and activities including contractors and resident agencies to the extent specified in their respective contracts or agreements. (“Contractors,” for purposes of this paragraph, include contractors, grantees, Cooperative Agreement recipients, Space Act Agreement partners, or other agreement parties.)

b. This MPD applies to the Michoud Assembly Facility.

c. This MPD applies the following: all mandatory actions (i.e., requirements) are denoted by statements containing the term “shall.” The terms: “may” or “can” denote discretionary privilege or permission, “should” denotes a good practice and is recommended, but not required, “will” denotes expected outcome, and “are/is” denotes descriptive material.

d. This MPD applies the following: all document citations are assumed to be the latest version unless otherwise noted.

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3. AUTHORITY

- a. NPD 3000.1, “Human Capital Management”
- b. NPR 3511.1, “Classification, Position Management, and Promotions”

4. APPLICABLE DOCUMENTS

- a. Classification – 5 U.S.C. Chapter 51
- b. “Classification Under the General Schedule,” 5 CFR Part 511
- c. NRRS 1441.1, “NASA Records Retention Schedules”
- d. General Schedule Leader Grade Evaluation Guide (U.S. Office of Personnel Management)
- e. General Schedule Supervisory Guide (U.S. Office of Personnel Management)
- f. Introduction to the Position Classification Standards (U.S. Office of Personnel Management)

5. RESPONSIBILITIES

a. Directorate/Office Heads – It is the responsibility of each basic organization to assure that its organizational and staffing charts are current and accurate and that planned organizational changes are coordinated with the MSFC Federal Labor Relations Officer. Proposed changes to organizational structure shall conform to the policy objectives listed in Part 1 above.

b. Supervisors and Managers – Each supervisor and manager shall ensure that job descriptions accurately reflect the duties and responsibilities assigned to subordinates.

(1) Employees shall be assigned to perform the duties described in their official job descriptions or duties to which they are officially detailed or temporarily promoted.

(2) Duties assigned to employees establish the basis for employee pay. Misassignment can result in employees not receiving credit or pay for experience gained or work performed, and violates the principle of equal pay for equal work, promotion based on merit, and the appropriate utilization of the skills and talents of the workforce.

(3) Misassignments shall be avoided by judicious use of details, temporary promotions, or establishment of new accurately described positions.

c. Workforce Planning and Analysis Office – The Workforce Strategy and Planning Office shall be responsible for:

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(1) Tracking organizational strength ceilings.

(2) Establishing, modifying, or abolishing organizational mail codes.

d. Human Resources Business Partner Office – The Human Resources Business Partner Office shall be responsible for assisting supervisors and managers in carrying out their position management responsibilities by:

(1) Reviewing all proposed positions for necessity;

(2) Reviewing the grade structure of the organizational unit where proposed positions are to be located to assure that the proposed grade is consistent with the U.S. Office of Personnel Management (OPM) position classification standards and the unit’s position management objectives;

(3) Reviewing the existing position structure and functions of the organizational unit where proposed positions are to be located to assure that proposed duties do not conflict with or duplicate duties already assigned;

(4) Reviewing proposed organizational changes for conformance with any applicable supervisor-to-employee ratio controls; and,

(5) Assisting and providing guidance to management in planning and implementation of internal reorganizations and establishing new organizational components.

e. Subject Matter Expert Office shall be responsible for ensuring that notices of planned organizational changes are provided to American Federation of Government Employees (AFGE) Local 1858 and the Marshall Engineers and Scientists Association, International Federation of Professional and Technical Engineers (IFPTE) Local 27.

f. OHR Corporate Services Office shall be responsible for maintaining officially approved organization charts and charters.

6. DELEGATION OF AUTHORITY

N/A

7. MEASUREMENT/VERIFICATION

Average general schedule grade, percentage of employees in grades GS-14 and above, and employee-to-supervisor ratio are indicators of the effectiveness of a position management program. The purpose of reviewing these 3 measures is to ensure the maintenance of a healthy, effective, and efficient organizational structure.

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8. CANCELLATION

MPD 3312.1C, Position Management, dated August 11, 2016.

Original signed by

Todd A. May
Director

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ATTACHMENT A

DEFINITIONS

Deputy – The General Schedule Supervisory Guide, published by the U.S. Office of Personnel Management, defines “Deputy” as: “A position that serves as an alter ego to a manager of high rank or level and either fully shares with the manager the direction of all phases of the organization's program and work, or is assigned continuing responsibility for managing a major part of the manager's program when the total authority and responsibility for the organization is equally divided between the manager and the deputy. A deputy's opinion or direction is treated as if given by the chief.”

Excessive Fragmentation – The unnecessary splitting of an organization into many small segments. This splitting results in the small units becoming so specialized as to restrict the employees’ potential contribution, restricting communications between organizational units and causing workload fluctuations.

Excessive Layering – The presence of excessive and unnecessary levels in the chain of supervision.

Misassignment – When an employee performs a duty on a regular and recurring basis that is not within the scope of the employee’s job description.

Position – A specific civilian office or employment in the Federal Government 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. (See 5 C.F.R. Part 511.)

Position Management – The process of organizing work and distributing it among positions in a manner that provides for effective and economical mission accomplishment. Position management includes the structuring of positions, functions, and organizations in a manner that optimizes efficiency, productivity, and organizational effectiveness. (See the Office of Personnel Management’s “Introduction to the Position Classification Standards.”)

Span of Control – The number of employees that can be effectively supervised by one individual.

Supervisor – An employee who directs subordinates within their organizational unit and whose supervisory responsibilities meet at least the minimum requirements for coverage under the General Schedule Supervisory Guide. Supervisory duties include evaluating employee performance, selecting or participating in the selection of subordinate employees, reviewing and approving leave requests, resolving complaints and grievances, effecting disciplinary measures, and providing for the training and development of subordinates. (See the Office of Personnel Management’s General Schedule Supervisory Guide.)

Team Leader – An employee who, as a regular and recurring part of their assignment, leads three or more civil service employees in accomplishing work and whose leadership duties meet at least

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the minimum requirements for coverage under the General Schedule Leader Grade Evaluation Guide to include, but not limited to, ensuring timely accomplishment of assigned team tasks, serving as coach and facilitator, providing advice on work methods and practices, and training or arranging for the training of team members. (See the Office of Personnel Management's General Schedule Leader Grade Evaluation Guide.)

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ATTACHMENT B

ACRONYMS

<u>AFGE</u>	American Federation of Government Employees
<u>CFR</u>	Code of Federal Regulations
<u>IFPTE</u>	International Federation of Professional and Technical Engineers
<u>MPD</u>	Marshall Policy Directive
<u>NPD</u>	NASA Policy Directive
<u>NPR</u>	NASA Procedural Requirements
<u>OHR</u>	Office of Human Resources
<u>OPM</u>	The U.S. Office of Personnel Management
<u>U.S.C.</u>	United States Code

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ATTACHMENT C

RECORDS

Approved organization charts are maintained by the Human Resources Services Office in accordance with Schedule 1/12/A of NRRS 1441.1. These records are permanent. They will be retired to the Federal Records Center when 5 years old and transferred to the National Archives and Records Administration in 5 year blocks when 20 years old.