

## The Concept of Effective Position Management

Effective position management is the process of organizing work and distributing it among positions in a manner that will provide for effective and economical mission accomplishment. It results in a carefully designed position structure that blends the skills and assignments of employees to maximize successful achievement of the organization's mission or a particular program. In the larger scale, position management is a systematic approach to the structuring of positions, functions, and organizations in a manner that optimizes organizational effectiveness, productivity, and efficiency. Employing position management principles involves considering a variety of factors including qualification requirements, fiscal and human resources constraints, and overall organizational workload.

### Objectives of Position Management:

- To provide maximum efficiency and effectiveness of fiscal and human resources and to assure equitable workload distribution.
- To promote, attract, develop, motivate, and retain a competent work force.
- To streamline organizations by eliminating excessive layering, duplication of work effort, unnecessary positions, improper design of jobs, and other wasteful practices.
- To verify the necessity for positions.

Managers/supervisors are responsible for exercising effective position management by:

- Allocating certificate/work assignments.
- Determining the duration of the assignment of employees.
- Rotating specific certificate/work assignments.
- Periodically reviewing certificate/work assignment groupings and reorganizing them when appropriate.

Managers/supervisors have responsibility for effective position management. Generally, when events identified in Section 5 of the Certificate/Work Assignment Procedures Article occur, managers/supervisors must determine the following:

- work to be accomplished.
- organizational unit to which the work will be assigned.
- organization of work and the design of positions.
- appropriate groupings of certificates/work assignments, e.g. air carriers/operators. This can involve the consideration of both facility and unit, based on the type and location of work assignments, (e.g. XYZ FSDO, Operations Unit).
- skills requirement for employees to perform their work satisfactorily.
- organization of these groups into rational organizational structures.

This approach will ensure that certificate/work assignments are:

- made in a fair and equitable manner

- applied consistently throughout the bargaining unit
- based on sound business practices
- consistent with Equal Employment Opportunity (EEO) goals and objectives.

#### Determining Qualifications as Part of Position Management:

Managers and supervisors are responsible for reviewing individual work assignments to determine the specific/required qualifications/competencies needed for successful accomplishment of the work. Qualification/competency requirements must be related to the work assignment. Candidates must possess the required qualifications/competencies to be considered for the work assignment.

#### In all cases managers/supervisors must:

- establish the required qualifications/competencies for the work assignment
- validate the possession of the established qualifications/competencies
- ensure equitable distribution of work

When developing a list of qualifications/competencies needed for assignments:

- Remember that work assignments for the purpose of this process are limited to the assignment of certificate management or geographic oversight responsibility for one, or a grouping of, air carriers, operators, air agencies, designated airmen or AEG assignments only.
- Review the work assignment to understand the tasks involved

- Consider those unique skills and/or knowledge that may be needed to successfully accomplish those tasks; some examples of competencies are found in the list below. Remember, this list is not all-inclusive.
- Be sure the qualifications/competencies are those that are actually required for successful performance of the work assignment.
- Avoid the use of qualifications/competencies where there is no clear connection with the work to be performed.
- Remember that your 210 staffs and HRMD staffs are available for consultation on the appropriateness of the qualifications/competencies.

#### Examples of Qualifications/Competencies

Demonstrated ability to:

- fly a certain type of aircraft
- apply knowledge of specific aircraft systems
- apply knowledge of new technology systems
- apply knowledge of aging aircraft airworthiness program
- apply knowledge of Suspected Unapproved Parts (SUP) Program
- apply knowledge of specific regulated areas (e.g., Part 142)
- manage sensitive and/or complex Aviation Safety Inspector work assignments
- make presentations to a variety of audiences

When determining the qualifications/competencies for a work assignment, managers/supervisors must review the following position management factors:

- the qualifications of the ASIs within their field office and the availability of current staff members who could assume the work assignment with a minimum amount of training and within a reasonable time. For example, if a 737 type rating is required to manage the work and no one possesses it, then you might establish jet aircraft flight experience as a qualification/competency requirement. The person selected from this list of inspectors possessing jet aircraft experience would then receive appropriate training for a 737 type rating.
- the potential for an expanded area of consideration;
- the use of resources from another office, on an interim or long-term basis;