



February 19, 2014

Mr. Louis M. Atkins
President
National Association of Postal Supervisors
1727 King Street, Suite 400
Alexandria, VA 22314-2753

Dear Louis:

As a matter of general interest, the Postal Service intends to revise the *Employee and Labor Relations Manual* (ELM), Chapters 1, 2, and Section 312.

The purpose of the revisions is to update the following: organizational structure policies, job evaluation process for both bargaining and nonbargaining unit positions, and move information relating to "Qualification Standards" from Section 312 to Chapter 2.

We have enclosed:

- A final draft copy of the revised ELM, Chapter 1, 2, and Section 312
- A final draft copy that identifies changes to the ELM, Chapters 1, 2 and Section 312

Please contact John Cavallo at extension 3804 if you have any questions concerning this matter.

Sincerely,



Alan S. Moore
Manager
Labor Relations Policy and Programs

Enclosures

1 Organizational Structures

110 General Information

111 Purpose

111.1 Objectives

The organizational structures policies of the Postal Service™ are established to meet the following objectives:

- a. Support the mission of the Postal Service.
- b. Ensure there is no duplication of jobs, functions, or responsibilities within or between organizational structures.
- c. Ensure the relevance and consistency of organizational structures and staffing.

Note: See 113.1 for definitions of organizational terms.

111.2 Chapter Content

The content of this chapter:

- a. Documents the principles to establish organizational structures and staffing and describes the programs used to monitor and assess them.
- b. Establishes guidelines, policies, and procedures for implementing changes in organizational structures and staffing patterns, and it describes factors to be considered in making decisions related to organizational changes. In view of functional diversity, varying work requirements, and the wide range of operational circumstances, factors are considered and decisions are reached on a case-by-case basis.

111.3 Importance of Concepts

Organizational design operates on the basis of standard organizational structures and staffing criteria. Postal P Service managers must be aware of the concepts applied in evaluating organizational change requests so that they can:

- a. Make informed decisions when requesting organizational changes.
- b. Submit appropriate documentation to support proposed changes.
- c. Understand the basis upon which their requests will be reviewed and evaluated.

112 Responsibilities

112.1 Headquarters

Employee Resource Management within Human Resources at Headquarters has overall responsibility for the control of organizational structures and staffing for the Postal Service. This includes:

- a. Developing and implementing organizational management policies and programs for bargaining unit and nonbargaining unit positions.
- b. Designing programs and procedures for auditing and assessing existing structures and staffing.

- c. Providing the capability to plan for the long-term organizational development of the Postal Service in response to technological and environmental changes.

112.2 Areas

The area Human Resources manager:

- a. Serves as an advisory resource on matters relating to field organizations.
- b. Monitors compliance with approved staffing and structures for field units.

112.3 Managers

All levels of managers in the Postal Service are responsible for:

- a. Planning and implementing administrative and operating methods that comply with Postal Service organizational structures and staffing policies.
- b. Reviewing the structures and staffing of their organizations and recommending changes according to the instructions in this chapter.

113 Definitions

113.1 Organizational Terms

- a. *Activity* — a group of related (but possibly heterogeneous) tasks that constitute an easily defined operation or service which may be performed by an employee or group of employees.
- b. *Function* — a principal method of devising work. A function may be a single activity, but is more commonly a group of related activities placed together under one responsibility. Functions are categorized as major or minor as follows:

- (1) *Major function* — a group of activities that has a direct impact on the overall mission of the Postal Service.
- (2) *Minor function* — a group of activities that has an indirect impact on the mission of the Postal Service.

- c. *Organizational structure* — the formal relationship that:

- (1) Reflects the organizational units within a given group and the pattern of work to be accomplished by the employees in the organization;
- (2) Delineates responsibilities and reporting relationships; and
- (3) Creates a rational division of work.

The organizational structure should respond to the needs of the organization and foster the achievement of its objectives. When there is a basic change in the amount or kind of work to be done or in the assignment of the work to the positions involved, the organizational structure should be changed.

- d. *Organizational unit* — an entity in which the necessary activities are divided into segments small enough to be managed or supervised by one person. An *autonomous unit* operates under a manager with the discretionary decision-making responsibility (see 113.3).
- e. *Program* — a specialized, continuing endeavor consisting of a group of selected projects and activities related to one another within a major function.
- f. *Staffing* — the number and types of positions within an organization, typically determined by criteria, guidelines, and standards.

113.2 Basic Managerial Positions

Basic managerial positions are as follows:

- a. *Installation head or manager* — one who plans, organizes, directs, guides, controls, and evaluates the efforts of subordinate managers, employees, or both to achieve organizational goals.
- b. *Supervisor* — one who has a direct responsibility for ensuring the accomplishment of work through the efforts of others. Normally, a supervisor has no subordinate employees with managerial responsibility for others.

113.3 Organizational Entities

Organization entities include the following:

- a. *Executive vice president organization* — an organizational entity in Headquarters that exercises managerial and directive control over one or more vice president organizations or serves as a member of the senior management team.
- b. *Vice president organization* — an organizational entity in Headquarters with responsibility for major heterogeneous functions having service-wide impact.
- c. *Headquarters unit* — an organizational entity in Headquarters managed by an executive and subordinate to a vice president or a manager with responsibility for one or more major homogeneous functions having service-wide impact.
- d. *Headquarters-related field unit* — an organizational entity that performs a major function or group of minor functions, reports directly to a Headquarters manager, and resides outside the Headquarters building.
- e. *Service center* — an organizational entity that reports directly to a manager at Headquarters and resides outside the Headquarters building.
- f. *Service office* — an organizational entity that performs an activity or group of activities, usually to support a service center.
- g. *Area office* — an organizational entity that has responsibility within a specified geographical area for major heterogeneous functions having area-wide impact. These functions include oversight of:
 - (1) Subordinate districts,
 - (2) Processing and distribution centers,
 - (3) Network distribution centers,
 - (4) Airport mail centers,
 - (5) International service centers, and
 - (6) Remote encoding centers.
- h. *District office* — an organizational entity subordinate to an area, with responsibility for major heterogeneous functions having district-wide impact, including oversight of subordinate Post Offices™ and delivery distribution centers.
- i. *Processing and distribution center (P&DC)* — an organizational entity, subordinate to an area, with significant responsibility for the processing and distribution of mail for a geographic area. A P&DC may have one or more reporting facilities.
- j. *Processing and distribution facility (P&DF)* — an organizational entity, generally subordinate to a P&DC, that has responsibility for the processing and distribution of mail for a geographic area.

- k. *Network distribution center (NDC)* — an organizational entity, generally subordinate to an area, within a three-tier system of distribution of Standard Mail, periodicals, and packages. Some NDCs serve as consolidation points for truckload volumes.
- l. *Surface transfer center (STC)* — an organizational entity, generally subordinate to an area, designed to distribute, dispatch, consolidate, and transfer First-Class Mail®, Priority Mail®, and periodicals within a specialized surface transportation network.
- m. *Logistics and distribution center (L&DC)* — an organizational entity, generally subordinate to a district, engaged in the receipt, unloading, sorting, loading, dispatch, and transportation of a variety of mail products for a designated service area.
- n. *Remote encoding center (REC)* — an organizational entity, generally subordinate to an area, that processes video images of partially resolved or script letter mail for the P&DCs.
- o. *International service center (ISC)* — an organizational entity that distributes and dispatches international mail received from a designated service area to specific foreign countries or to gateway exchange offices.
- p. *Post Office* — an organizational entity subordinate to a district, and perhaps also an administrative Post Office, managed by a postmaster, with responsibility for:
 - (1) Customer services,
 - (2) Local delivery,
 - (3) The receipt and dispatch of all classes of mail, and
 - (4) In some instances, processing and distribution of mail for other Post Offices in the surrounding geographic area.

A postmaster may be responsible for the operation of more than one facility, and duties may be performed by designated subordinate personnel at the direction of the postmaster, including when the postmaster is not physically present.
- q. *Remotely Managed Post Office (RMPO)* — a Post Office that:
 - (1) Offers part-time window service hours,
 - (2) Is staffed by a Postal Service employee, and
 - (3) Reports to an Administrative Post Office.
- r. *Part-Time Post Office (PTPO)* — a Post Office that:
 - (1) Offers part-time window service hours,
 - (2) Is staffed by a Postal Service employee, and
 - (3) Reports to a district office.
- s. *Administrative Post Office* — a Post Office that has administrative control of or responsibility for:
 - (1) A contractor-operated retail facility,
 - (2) A classified station or branch, or
 - (3) Another Post Office.

Note: Unless otherwise specified, all references to "Post Office" include RMPOs and PTPOs.

114 Organization Charts

An organization chart is the graphic representation of an organization's structure. The official organization charts Postal Service are maintained by Organizational Effectiveness, Employee Resource Management, at Headquarters.

120 Structures and Staffing

121 Overview

The basic organizational structure of the Postal Service is comprised of Headquarters, areas, districts, P&DC, and Post Offices. Some units are uniquely designed because of their specialized nature; however, units that perform essentially identical functions are typically standardized. The primary goal of the Postal Service is to standardize structures to the greatest extent possible. When special operating conditions or service requirements arise, it is appropriate to make adjustments in organizational structures and staffing.

122 Structuring Principles

The principles of an effective organizational structure include the following:

- a. Each position is:
 - (1) Tailored to be within the capacities of a single individual.
 - (2) Subject to the line authority of only one higher position.
 - (3) Clearly defined in terms of objectives and measurable contributions.
 - (4) Classified and grouped with other positions to avoid either gaps or overlaps in work and functions.
- b. Duties and authority are definitely fixed.
- c. Incumbent's authority corresponds with his or her responsibilities.
- d. All activities necessary for an incumbent to achieve objectives are assigned to his or her position.
- e. Structure is developed within complement constraints that are projected realistically.
- f. Structure provides for control of all work necessary to achieve mandated objectives.
- g. Span of control is neither so broad as to exceed the manager's capacity to manage and integrate effectively nor so narrow as to preclude adequate delegation.
- h. Chain of delegation is short enough to minimize vertical filtering of communications.
- i. Related activities are integrated at the lowest level consistent with the attainment of objectives, economical use of personnel, and assignment of responsibilities.
- j. To the greatest extent possible, the organizational design anticipates future work requirements in order to minimize the need for frequent reorganization.
- k. Responsibilities for current and long-range work are clearly segregated.

123 Standard Structures

123.1 Characteristics

Most field operations have common characteristics that can be assessed and used to determine standard organizational structure and staffing requirements. These characteristics include size, complexity, and accountability for the work to be performed.

123.2 Installations

The Postal Service has developed standard organizational structures for most field units (e.g., districts, P&DCs, NDCs, Post Offices, and carrier stations).

124 Specialized Structures

Specialized structures must be established individually, based on the operational requirements that separate these units from other organizations. A specialized structure generally meets at least one of the following conditions:

- a. The unit's structure is unique, complex, and normally large due to its service requirements and operational scope.
- b. The unit's functions are highly specialized.

125 Staffing

125.1 Overview

Once an effective structure is established, the next step in the organizational design process is to identify appropriate staffing levels. Based on operational factors, staffing requirements — numbers, types, and grade levels of positions — may differ for organizations with the same structure. However, functional responsibilities and reporting relationships remain generally consistent from one installation to the next.

125.2 Criteria

The amount and type of work are the primary determinants of authorized staffing. Organizations of comparable size and activity that fall within a designated category (e.g., districts, P&DCs, NDCs, and Post Offices) usually can be staffed uniformly above the first level of supervision.

In some structures, circumstances may justify staffing variations above the first level of supervision. Variations occur when the workload in specialized functions fluctuates significantly between organizational units within a standard structure category. In such instances, separate criteria may be developed for position use.

125.3 Matrices

Staffing matrices are used to provide staffing guidance to districts and local installation heads. A staffing matrix details the following:

- a. Types and numbers of positions authorized for specific functional areas, such as in-plant support or safety.
- b. Titles, grades, and the minimum and maximum number of positions appropriate for organizational units such as districts, P&DCs, NDCs, and Post Offices.

130 Organizational Change Criteria

131 Workload Increase or Decrease

131.1 Increased Work

When the volume of work increases to the point where an existing organization can no longer effectively complete the work in accordance with accepted performance standards, organizational change may be justified. Workload increases may lead to one or more of the following organizational changes:

- a. Adding a layer of management to maintain an appropriate span of control.

Example: Authorization of a distribution operations manager responsible for supervising multiple supervisors.

- b. Adding supervision within an authorized, existing layer in an organization.

Example: Authorization of an additional distribution operations supervisor.

- c. Adding support positions.

Example: Authorization of operations specialists or analysts to support strategies and goals.

131.2 Decreased Work

When the volume of work decreases to the point where the organization's existing resources are underutilized, a reduction in authorized staffing and layers of management may be justified.

132 Change in Nature of Work

A change in the requirements placed upon an organization may involve adding or eliminating specialized functions within an authorized scope of activity. When functions are added to or removed from an established structure, it may be necessary to modify the organizational structure.

133 Duplication of Functional Responsibility

When two or more units within an organization are responsible for accomplishing essentially the same work:

- a. Accountability for performance is difficult to fix;
- b. Unnecessary costs are incurred; and
- c. The units may be working at cross-purposes.

In such cases, consolidation of overlapping functions normally is the appropriate remedy.

134 Inappropriate Reporting Relationships

134.1 Hierarchy of Responsibility

The tasks assigned to a subordinate unit or position within an organization should be reflected within the broader scope of responsibility of the next higher level of management. It is inappropriate to retain a reporting relationship in which the work of the subordinate unit or position bears no relevance to the functional responsibilities of the management level under which the unit or position is organizationally located.

134.2 Contingent Work Relationships

When a high level of interdependence between two organizational functions makes the performance of one unit contingent upon the performance of another, both units usually have a common reporting relationship. In this way, responsibility is clearly fixed for ensuring that the two functions are coordinated. When highly interdependent functions report to different control points in the organization, it may be necessary to restructure the reporting relationships.

135 Unconnected Work

Common activities and tasks requiring similar supervisory or technical skill for effective performance should be grouped within an organizational unit or job description. When activities and tasks become too highly differentiated within a unit or position, it may be necessary to separate them into discrete functions.

136 Inappropriate Span of Control

136.1 Factors

The complexity of a managerial function is a governing factor in establishing an appropriate span of control. When subordinates perform similar tasks the span of control can be broader than when they perform dissimilar tasks.

136.2 Considerations

It is not practical to prescribe upper or lower limits to the span of control in a general context. Each organizational situation must be separately analyzed. The following principles serve as guidelines:

- a. When the span is so narrow that delegation is impaired and subordinate supervisors are limited in the use of initiative and judgment, the span should be broadened.
- b. When the span is so broad that subordinates are not receiving the proper degree of management, the span should be narrowed.

137 Change in Mission

Sometimes the mission of an organization changes so substantially that the existing structure and staffing become inadequate. Under such circumstances, a major reassessment of existing functional responsibilities and capabilities is required.

138 Reduction of Expenses

A comparison of work requirements with authorized staffing may reveal inefficiencies. It may be necessary to consolidate duties and responsibilities whenever staffing resources are not being used to the fullest extent. The objective is to achieve operating economies without adversely affecting performance.

139 Completion of Transition

Organizations that have been designed around new and complex systems often move through a start-up phase before becoming fully operational. Note that:

- a. During the start-up phase, actual staffing requirements may differ from projected staffing requirements due to specialized activation programs and related activities.
- b. When possible, identify the temporary elements of a start-up operation in advance, so that temporary solutions can be developed.
- c. When the organization achieves operating stability, it may be necessary to reassess and adjust the initial structure and staffing.

140 Organizational Change Analysis

141 Analysis of Work Requirements

141.1 Nature of Functions

Analyzing the nature of functions involves allocating work of the organization into separate functional components. Each functional component should represent an aggregate of duties that logically fall within the scope of a single job description (i.e., duties that involve similar kinds of skills, knowledge, and abilities).

At this stage, the objective is not to establish detailed position requirements, but to focus on the manner in which work can be segmented and assigned to major functional reporting or control points within a unit.

141.2 Volume of Work

The volume of work:

- a. Can be translated into the number of employees required to perform the work by using conversion factors appropriate for the activity involved.

- b. Is derived from historical data combined with economic forecasts and other relevant projections, and — whenever possible — expressed quantitatively.
- c. Is analyzed for its impact on staffing requirements in the principal areas of operating activity, as well as in supporting functions.

142 Analysis of Skill Requirements

142.1 Purpose

The analysis of skills requirements helps managers to:

- a. Establish a basis for determining selection criteria.
- b. Develop a hierarchical management structure for the organization that is internally consistent and compatible with structures in other Postal Service installations.

142.2 Method

In order to establish responsibility for work, it is necessary to assign specific duties to designated staff positions. To establish the requirements of a position, the managers must analyze the job-related skills and experience required. This analysis helps to identify structural implications. The first step in this process is to define job content by preparing a narrative description, as follows:

- a. State the:
 - (1) Functional purpose of the position,
 - (2) Scope of responsibility, and
 - (3) Degree of supervision required.
- c. Outline in detail the core duties and responsibilities performed by the incumbent. The description of each duty and responsibility determines the skills required for efficient work performance. Use action words — such as *directs*, *manages*, *supervises*, *oversees*, *plans*, and *coordinates* — to describe the depth of involvement and the degree of responsibility. Action words help to differentiate the level of skill, knowledge, and ability required.
- d. Analyze the functional purpose, duties, and responsibilities of the position to connect the educational disciplines, work experience, physical capacities, and job-related skills expected of the incumbent.

142.3 Selection Criteria and Procedures

Organizational Effectiveness, Employee Resource Management, in consultation with the appropriate executive vice president or vice president organization, determines the selection criteria for each position by issuing a qualification standard or an interim statement of qualifications, and is responsible for selection procedures.

143 Analysis of Functional Relationships

143.1 Basic Factors

The identification of work and skill requirements provides the basis for determining staffing needs. The next step is to analyze the organizational structures to ensure that functional alignments and reporting relationships are appropriate to the unit's mission. The criteria used to make such a determination are identified in subchapter 130. Critically important criteria, as outlined in previous sections, are repeated below:

- a. Review functional statements and job descriptions to eliminate duplication of responsibility between subordinate units of the organization, as discussed in 133. Where such duplication is found, functional responsibility is assigned to the subordinate unit having dominant interests in the activity under review.

- b. Group functional activities to ensure homogeneity of work as discussed in 135.
- c. Establish a span of control consistent with the guidelines discussed in 136.
- d. Establish a hierarchy of responsibility in vertical reporting relationships consistent with the guidelines discussed in 134.1.
- e. Align contingent work relationships so they are consistent with the concepts discussed in 134.2.

143.2 Reporting Relationships

143.21 Administrative

An *administrative reporting relationship* establishes a clear line of authority between positions or units in the organizational hierarchy. The actions of the subordinate are subject to the direction and approval of the next higher level of management, irrespective of the autonomy the latter may choose to grant to, or withhold from, subordinate levels. Subordinate positions never report administratively to more than one higher level supervisor.

143.22 Functional

A *functional reporting relationship* establishes a connection between positions or organizational units at different management levels based on the specialized nature of the function for which a mutual responsibility is shared. In this type of situation — often referred to as an *indirect reporting relationship* — the higher level position or unit provides functional guidance and support to positions or units lower in the organizational structure.

For example, Human Resources at Headquarters has functional responsibility for human resources activities in the areas. However, these activities report administratively and directly to the vice president, Area Operations. There is no formal line of authority in a strictly functional relationship.

143.23 Management of Reporting Relationships

The administrative head of an organization integrates all unit activities through the exercise of organizational authority. Detailed functional expertise is usually located immediately below this level of management, where administrative authority and functional direction are joined.

Sometimes it is necessary to separate administrative and functional reporting relationships. A separate functional reporting relationship might be justified when:

- a. The knowledge essential to effective performance is so specialized that the function can only be placed in the higher levels of the organization (e.g., the Postal Service medical program).
- b. The consequences of an incorrect decision are so great as to require continuing consultation with a higher organizational level having policy responsibility for the functional area in question (e.g., international mail).
- c. The sensitivity of the function requires total uniformity of execution throughout the entire organization (e.g., labor relations or purchasing).

Organizational relationships are analyzed in terms of the adequacy of functional direction. Where it is appropriate, functional reporting relationships can be formally established so that sanction channels of communication are not reflected in the administrative structure.

143.3 Line and Staff Relationships

While line relationships are based on the exercise of organizational authority, staff relationships are founded on the exercise of organizational influence and the authority of knowledge. While line managers are empowered to make operating decisions, staff personnel act in an advisory role. Line managers report administratively to the next higher level of management. Staff managers report administratively to line or staff management and often functionally to another level of management outside and, sometimes, above the unit structure.

Staff functions are analyzed based on following criteria:

- a. *Appropriate placement within the structure.* If the reporting point is too low in the structure, the exercise of influence is impaired.
- b. *Extent of need.* Functional expertise may be readily accessible to line management outside the immediate structure, obviating the need for redundant internal staff.

143.44 Responsibility and Authority

A principle rule in organizational design requires authority to be commensurate with responsibility. Managers cannot be held accountable for results over which they have limited or no control. Analyze reporting relationships to uncover any organizational defects such as:

- a. Placement of authority at one or more levels above the designated level of responsibility.
- b. Placement of essential organizational resources outside the managerial control of the manager who needs them most and who should be accountable for their use.
- c. Granting overlapping authority to two or more positions or units that could lead to jurisdictional conflicts.

144 Identification of Discrepancies

144.1 Design of Organizational Structure

Performing the analysis described in 141 through 143 provides a basis for the design of an organizational structure, as follows:

- a. Analysis of work and skill requirements helps management to identify the organizational resources that are needed.
- b. Analysis of functional relationships helps management to arrange the organizational resources into a functional structure.

144.2 Comparison With Existing Organization

If an existing organization is compared to a proposed organizational structure, functional relationships and staffing discrepancies can be identified. The discrepancies become the focal points for organizational change if further analysis confirms the need to modify existing structures or staffing.

150 Organizational Change

151 Performance Issues

No organization is static, so managers need to ensure that structures and staffing continue to meet their unit's objectives. However, an organization may not perform up to expectations for reasons other than deficiencies in structures or staffing. If the organization is fundamentally sound, allow structures and staffing to remain intact and consider other courses of action.

The causes of organizational performance issues can often be traced to one or more of the deficiencies listed below. If the organization suffers from any of the deficiencies listed, changes in structures or staffing are not likely to correct them. Management must address these issues directly by actions unrelated to the organizational design process. These include deficiencies in the following areas:

- a. Training.
- b. Planning and goal setting.
- c. Recruitment and selection.
- d. Methods and procedures.
- e. Controls and feedback.

- f. Communication.
- g. Leadership.

152 Reasons for Making Organizational Changes

Basic reasons for making organizational changes may include changes in the following:

- a. Strategy, mission and vision.
- b. Centralization of work or shared services concept or insourcing.
- c. Consolidation of facilities.
- d. Type or amount of work performed.
- e. Operating procedures.
- f. Reporting relationships.

153 Types of Organizational Changes

153.1 General

Proposed organizational changes are classified as major or minor, as specified in 153.2 and 153.3. Organizational change requests can originate at any level of management. After the request has been reviewed and concurred by the next level managers, it must be initiated by an officer or his designee for approval. Before making an official request, the requestor should discuss it informally with higher level functional management, district or area Human Resources manager, and/or the Manager, Organizational Effectiveness to seek further guidance.

153.2 Major Organizational Changes

Major organizational changes are initiated by an officer and implemented by Organizational Effectiveness within the Employee Resource Management function. A major organizational change may consist of at least one of the following:

- a. Consolidation: Involving the movement of operations from one or more facilities to other facilities.
- b. Closure: Involving the elimination of one or more facilities.
- c. Restructure: Involving a major change in strategy within a functional group. (For example: centralization, insourcing, shared services, decentralization and new technology.)

Note: A major organizational change may result in the elimination of encumbered positions which may lead to a potential Reduction in Force (RIF) impact. (See Section 354, *Assignment of Unassigned Employees.*)

153.3 Minor Organizational Changes

Minor organizational changes are initiated by an Officer and implemented by Organizational Effectiveness. A minor organizational change may consist of at least one of the following:

- a. Realignment of functional units. For example: a change in reporting relationship.
- b. Realignment of work performed within a functional unit resulting in the modification of one or more job descriptions. This may also result in the creation of new jobs.
- c. Change in job titles.
- d. Minor changes to a job description.

The above are not all-inclusive. A minor change may consist of other aspects concerning the specific organization.

Note: Minor organizational changes should not result in the elimination of an encumbered position.

Before making an official request, the requestor should discuss it informally with higher level functional management, district or area Human Resources manager, and/or the Manager, Organizational Effectiveness, to seek further guidance.

154 Submitting Requests

154.1 Field Units

Managers of field units are to forward requests with appropriate documentation (see 155) through appropriate managerial channels to the district Human Resources manager. Each level of management must concur before a request is submitted to the next higher level.

- a. The district Human Resources manager submits the request to the area Human Resources manager.
- b. If it is concurred with at the area human resources level, it is submitted to the area Vice President for review and concurrence.
- c. The area vice president or area Human Resources manager submits the formal request to the vice president, Employee Resource Management (ERM).

154.2 Headquarters Units

Managers of Headquarters units are to forward requests with supporting documentation to their next higher level manager for review and concurrence. The next higher level manager will then submit the request to the vice president of the functional department for concurrence. The vice president of the functional department will seek concurrence from their ELT member. The ELT member must submit the formal request to the vice president, ERM for review and consideration.

155 Documenting Requests

The process for requesting a major or minor organizational change is described below:

- a. The officer of the functional area submits a formal request to the vice president, ERM, with a copy to the general counsel & executive vice president. The request should include supporting documentation and describe the organizational change, its rationale, potential efficiencies, and cost savings.
- b. The vice president, ERM reviews the request and forwards it to the manager, Organizational Effectiveness (OE,) for further review.
- c. If OE determines the request to be a major change, it will contact the business customer to discuss the completion of an organizational change restructure proposal packet (provided by OE).
- d. If OE determines the request to be a minor change and is in agreement with the request, it will contact the business customer to discuss, if necessary, or proceed with the requested change.

Note: Due to the potential employee impact that may result from an organizational change, OE will consult with the Law Department to discuss any legal aspects that should be considered before proceeding with the request.

156 Approval Authority and Disposition of Requests

All organizational changes — major and minor — may be approved by the chief human resources officer or vice president, ERM, or manager, Organizational Effectiveness.

After Organizational Effectiveness reviews the request and initiates all appropriate procedures for implementation, the vice president, ERM may approve, approve in part, deny, or propose changes to any organizational change request.

An approved request that is ready for implementation may include one or more of the following:

- a. Organizational chart showing revised reporting relationships, as applicable.
- b. List of approved job titles, grades, occupational codes, and number of positions.
- c. Implementation guidelines.

156.1 Approval

A request that has been approved is sent to the initiating official through appropriate channels.

156.2 Denial

A letter explaining the reasons for denying a request is sent to the initiating official, with copies provided to the appropriate functional units.

157 Implementation

To effect a major organizational change with service-wide impact, Organizational Effectiveness coordinates the preparation of an implementation plan with stakeholders. Functional management at Headquarters provides technical guidance, as requested, to ensure accuracy of content and consistency with established policy. When the implementation plan is approved, changes to organizational structure will be entered in the Organizational Management system (see 161.1).

Due to the unique circumstances of each organization, implementation plans will differ. However, most implementation plans may include at least one or more of the following items:

- a. Schedule of target dates for each phase of the plan.
- b. Anticipated internal operational impacts of the modified structure and staffing plan.
- c. Standard job descriptions for new or modified jobs.
- d. Guidelines for consolidating duties and responsibilities.
- e. Guidelines covering the transfer of functions to or from another organizational unit.
- f. Clarification of new reporting relationships.
- g. Instructions concerning changes affecting bargaining unit positions and consultations with the management associations and local unions, as necessary.
- h. Suggested procedures for monitoring compliance.

Note: When implementing an organizational change, the organizational change procedures in 354, *Assignment of Unassigned Employees*, may need to be invoked.

160 Monitoring and Assessment

161 Organizational Management System

161.1 Explanation

The Organizational Management (OM) system is a computerized system that:

- a. Provides information reflecting actual organizational characteristics down to the smallest supervised unit in every Postal Service installation.
- b. Identifies the hierarchy of organizational units and authorized positions.
- c. Enables the comparison of the structural organization and staffing levels of similar facilities for the purpose of identifying inconsistencies.

161.2 Reports Generated

161.21 Authorized Staffing Organization Report

The Authorized Staffing Organization Report is a graphic display of the distribution of all authorized nonbargaining unit and selected bargaining unit positions within a manager's span of control. The report displays the structural arrangement of an organizational unit (e.g., Postal Service facility, tour, and specialized unit) and provides the following data:

- a. Job title and occupation code.
- b. Pay schedule and grade or level for each position.
- c. Number of positions authorized for a given job title.
- d. Date of the last change to the organizational unit.
- e. Cost center code for the specified organizational unit.

Note: The *cost center code* is a 10-digit number consisting of a unit's Finance Number and Unit ID.

161.22 Payroll Staffing Condition Report

161.221 Description

The Payroll Staffing Condition Report is a sequential printout of authorized nonbargaining unit positions and their incumbents generated by the web-based Complement Information System (*webCOINS*). The report shows all variances to approved staffing by comparing data from these two sources:

- a. The authorized and on-rolls complement of a unit (identified by cost center code and extracted from the OM system).
- b. Current payroll records.

161.222 Identifying Discrepancies

Discrepancies between the two sets of data can be readily identified. The report notes the following variances between *authorized* and *on-rolls* in the Variance column:

- a. Vacant positions (VAC).
- b. Over-complement positions (OVC).
- c. Non-authorized positions (NAU).
- d. Occupied positions (OCC).

161.3 Administrative Responsibility

161.31 Headquarters

Organizational Effectiveness establishes policies and procedures for the Organization Management system.

161.32 Districts

District Human Resources managers are responsible for verifying organizational and staffing information for all Postal Service facilities within their jurisdiction. If an OM change is required, the district must submit a request to the area for review and concurrence. If the area Human Resources managers concur, they submit a formal request to the vice president, ERM, for review and approval.

161.33 Areas

Area Human Resources managers are responsible for verifying organizational and staffing information for all Postal Service facilities within their jurisdiction, including the area office. If an OM change is required, they submit a formal request to the vice president, ERM, for review and approval.

162 Organization, Staffing, and Position Reviews

162.1 Responsibility

Organizational Effectiveness periodically assesses established structures and staffing.

162.2 Purpose

Organizational Effectiveness conducts reviews to ensure that the allocation of approved positions and the assignment of personnel reflect the most effective use of human resources. Specific objectives are to:

- a. Assess uniformity in organizational structures and position use throughout the Postal Service.
- b. Evaluate the adequacy of job descriptions used in the organizational unit review.
- c. Assess the effectiveness of approved staffing and structure.
- d. Identify the informal organization and compare it to the formal structure.
- e. Evaluate staff interaction in a unit or facility to determine whether:
 - (1) Approved organizational structures have been implemented.
 - (2) Authorized positions are functioning as intended.
 - (3) Weaknesses exist in the approved organizational structure, positions used, or both.
 - (4) Timely action is taken whenever non-authorized positions are found.
- f. Determine if overlapping duties and responsibilities exist within the unit.
- g. Determine if structural or staffing designs leave essential work inadequately supported.

Note: The use of the word positions is not related to the on-rolls staffing.

2 Job Evaluation

210 General Information

211 Purpose

This chapter:

- a. Provides a logical, fair, and consistent framework for determining the measure of relative value of each bargaining unit and nonbargaining unit position.
- b. Establishes a process for reviewing and updating job descriptions and qualification standards used throughout the Postal Service™.
- c. Outlines the procedures used to request a job evaluation review.

212 Responsibilities

212.1 Chief Human Resources Officer and Executive Vice President

The chief human resources officer and executive vice president is responsible for ensuring that:

- a. Each position in the Postal Service is evaluated and assigned to an appropriate grade level.
- b. Postal Service employees receive equal pay for substantially equal work.

212.2 Organizational Effectiveness

Organizational Effectiveness:

- a. Ensures that the job evaluation policy reflects the Postal Service's commitment to an open, equitable, and cost-effective method of determining the relative value of positions and grade levels, using the appropriate job classification system.
- b. Employs the appropriate job analysis tools to identify position duties and responsibilities to achieve organizational objectives.
- c. Develops new standard job descriptions and qualification standards, when appropriate.
- d. Revises existing standard job descriptions and qualification standards, when appropriate.
- e. Evaluates all jobs and assigns the appropriate grade levels.
- f. Reviews the grade levels assigned to existing jobs.
- g. Processes requests for job evaluation reviews (RFRs) applicable to bargaining unit and nonbargaining unit positions and reviews RFRs submitted by Headquarters and area offices.
- h. Reviews requests to rank a bargaining unit position (see Exhibit 212.2, PS Form 820, *Ranking of Position Request*).

Exhibit 212.2 (page 1 of 2)
PS Form 820, Ranking of Position Request

 UNITED STATES POSTAL SERVICE		Ranking of Position Request	
A. Position to Be Ranked			
Name of Office or Organization		This section to be completed by the Approving Officer	
		Title	Occupation Code
Suggested Title of Position		Position Identification	Level
Recommended Salary Level (From Part D)		Key Position Reference	Craft
Date Submitted	Reason for This Request	Signature of Approving Official	Date Approved (DD/MM/YYYY)
B. Position Description (Attach continuation sheet if necessary)			
1. Basic Functions			
2. Duties and Responsibilities			
3. Organizational Relationships			

PS Form 820, Ranking of Position Request**C. Evaluation**

Instructions: For comparative purposes, select an existing ranked position in the organization that is functionally related to the position being evaluated. If no such position exists, select from a functional area the existing ranked position that is most comparable in terms of duties, responsibilities, and work requirements.

1. Title of Comparison Position

2. Key or Standard Position Number Assigned to Comparison Position

3. Level of Comparison Position

4. Comparative Analysis (In the table below, compare the position for which a ranking is requested to the comparison position by entering a check in the appropriate column for each component.)

Descriptive Comparison (Components of New Position)	Rank in Relation to Comparison Position				
	Substantially Below	Below	Approximately the Same	Above	Substantially Above
Difficulty of Work					
Responsibility Exercised					
Scope and Variety of Tasks					
Conditions of Performance, Including Physical Requirements or Hazards					
Skill or Knowledge Requirements					
Experience Requirements					
Public Relations Requirements					

5. Specify any other considerations or unusual conditions that may have a bearing on the salary level of the position for which the ranking is required.

D. Recommendation

On the basis of the analysis completed in Part C,
I recommend that this position be placed in
Level _____

Signature of Authorized Official

Date (MM/DD/YYYY)

E. Review

If you object to any phase of the assignment: (a) notify the installation heads of the nonauthorized features; and (b) caution them concerning permission to perform the duties. In your notification, do not designate any task by level.

Signature of Reviewing Official

Date (MM/DD/YYYY)

212.3 Initiating Offices

Initiating offices (e.g., Post Offices™, districts, processing and distribution centers or facilities, areas, and Headquarters units):

- a. Rank authorized bargaining unit positions within their organizations.
- b. Prepare requests to rank bargaining unit positions that cannot be matched to either key or standard job descriptions within their organizations.
- c. Prepare RFRs for nonbargaining unit positions.

212.4 District Offices

District offices:

- a. Match RFRs to existing job descriptions.
- b. Provide comments and input on RFR requests submitted to the area office for review.

212.5 Reviewing Offices

Each reviewing office reviews RFRs and processes them as follows:

- a. If the reviewing office concurs, it submits the recommendations as to the validity of a request to the next review level.
- b. If the reviewing office does *not* concur, it returns the request to the requesting official, explaining the reasons for denial.

Management levels of review are defined as follows:

Initiating or Reviewing Office	Level of Review
Post Office/Plant	District
District	Area
Area	Organizational Effectiveness
Headquarters unit	Organizational Effectiveness

213 Job Descriptions

213.1 Maintenance

213.11 Organizational Effectiveness

Organizational Effectiveness maintains a master file of all job descriptions for bargaining unit and nonbargaining unit positions throughout the Postal Service.

213.12 Field

Management officials and support administrative staff in Post Offices and districts can access job descriptions through an electronic database named Job Description (JD) or JD Online.

213.2 Access to Job Descriptions

All employees are entitled access to job descriptions for the jobs they currently hold or for which they apply. Installation heads must take the steps necessary to ensure that job descriptions are available to employees.

220 Nonbargaining Unit Positions

221 Job Descriptions

Organizational Effectiveness develops and maintains job descriptions, the basic documents used to describe and evaluate all nonbargaining unit positions. A *job description* includes information that describes the functional purpose of the position, the essential duties and responsibilities, and the organizational reporting relationship. Information concerning the knowledge, abilities, and skills required to perform the duties and tasks of a position are contained in the position's qualification standards.

222 Requesting a Job Evaluation Review

222.1 Background Information

222.11 Conditions

Employees or managers must initiate an RFR if they believe that:

- a. A major aspect of a job's duties and responsibilities has changed; or
- b. A major duty has been added that was not considered in the initial job evaluation review.

222.12 Employee-Management Differences

The job evaluation review process is not to be used to resolve disputes between managers and employees over job requirements. A review may be requested if management concurs with an employee that the work performed is not incorporated into the existing job description or job requirements.

222.13 Change in FLSA-Exempt Status

Employees or managers must initiate an RFR if there is reason to believe that a position previously classified as FLSA-exempt no longer qualifies for that status. The request for review is sent to the area Human Resources manager and the Law Department. An FLSA-exempt status may change for any of the following reasons:

- a. The work performed by the employee is not consistent with the work requirements set out in the job description.
- b. Management determines that the job description's work requirements no longer fulfill operational requirements and wants the employee to perform other work.
- c. The position is executive exempt (manager or supervisor) and the manager or supervisor does not supervise two or more career or noncareer employees who collectively work 80 or more hours per week regularly. The 80 or more hours per week includes actual work hours, not other paid hours.

222.2 Documentation Requirements

222.21 Preparing a Request for Review

The incumbent or manager prepares a narrative RFR stating the differences between the content of the employee's assigned position and the actual duties and responsibilities of the position.

222.22 Action at Management Review Levels

Reviewing managers will:

- a. Ensure that each RFR is accurate and properly stated.
- b. Determine whether the job description assigned to the employee is consistent with the actual duties and responsibilities of the position.

- c. Provide a written evaluation that either supports or refutes the RFR. An RFR that does not include a recommendation — either positive or negative — may be returned.
- d. Forward the RFR through normal management channels to:
 - (1) The appropriate district office; or
 - (2) For area or Headquarters jobs, Organizational Effectiveness, Employee Resource Management.

222.3 Action by Districts

District Human Resources managers analyze the RFR and take one of the following courses of action:

- a. Deny the request and prepare a memorandum stating the reasons.
- b. Forward the request, with comments and a summary of the analysis, to the area Human Resources manager for review.

222.4 Action by Areas

Area Human Resources managers analyze the RFR and take one of the following courses of action:

- a. Deny the request and prepare a memorandum stating the reasons.
- b. Forward the request, with comments and a summary of the analysis, to Organizational Effectiveness for review.

222.5 Action by Organizational Effectiveness

For a position that may need nationwide review and for any area or Headquarters position, Organizational Effectiveness analyzes the RFR and takes one of the following courses of action:

- a. Denies the request and prepares a memorandum stating the reasons.
- b. Approves the request and takes one of the following courses of action:
 - 1) Revises an existing job description to include the duties and responsibilities resulting from the analysis and makes any necessary changes to the qualification standards.
 - 2) Develops a new job description that reflects the duties and responsibilities resulting from the analysis and makes any necessary changes to the qualification standards.
 - 3) Sends an approval memorandum to the initiating employee or manager.

230 Bargaining Unit Positions Covered by a National Agreement

231 Job Descriptions

PS Form 820, *Ranking of Position Request*, (see Exhibit 212.2), is the basic document used to describe and evaluate or rank bargaining unit jobs covered by a collective bargaining unit agreement, and generates the following two types of job descriptions:

- a. *Key positions (KPs)*. Used as benchmarks, or models, in the creation of standard positions, KPs are ranked to clearly reflect level distinctions. KPs use general terms to describe the duties and responsibilities of more than one employee.
- b. *Standard positions (SPs)*. Although SPs are described in more specific terms than KPs, they also use general terms to describe the duties and responsibilities of more than one employee.

The purpose of a job description is to describe three components of a position:

- a. Primary assignment or basic function,

- b. Tasks and duties involved in carrying out the primary assignment, and
- c. Organizational relationship.

These components constitute the basis for comparing a position with key positions and for aligning it with other positions in the Postal Service.

Note: The job description terminology used in 231 is based on existing regulations.

232 Using PS Form 820

232.1 Background

232.11 Purpose

PS Form 820 is used to establish and review rankings of bargaining unit positions in the field and in certain area and Headquarters units. It serves to document requests for a new position or for changes to an existing one. In most cases, this form is not required because of the number of positions already in existence to which work can be matched.

232.12 Conditions

If a position's duties and responsibilities change or a new position is needed, the *Installation Head, functional manager, or designee* must complete a PS Form 820 with assistance from Organizational Effectiveness.

Exception: If a position changes as a result of a national review of bargaining unit positions, Organizational Effectiveness completes the form.

232.2 Documentation Requirements

232.21 Preparing PS Form 820

Installation heads enter the following information on the form:

a. Position to Be Ranked:

- (1) *Name of Office or Organization.* Enter the name of the Post Office or other Postal Service installation where the position exists.
- (2) *Suggested Title of Position.* Enter the title proposed for the position to be ranked.
- (3) *Recommended Salary Level.* Enter the level from Part D on page 2.2
- (4) *Date Submitted.* Enter the date on which the PS Form 820 is submitted.
- (5) *Reason for This Request.* Enter the reason for submitting the PS Form 820.

b. Job Description:

- (1) *Basic Function (Item B.11).* Describe the position's basic function in a concise statement that explains the position's primary purpose. For example, "Makes general repairs on a variety of postal and building equipment on a tour when no other mechanics are present; performs clerical tasks related to the scheduling, control, and reporting of plant maintenance activities." Do not attempt to describe the specific tasks associated with the position in Item 1; this information goes in Item 22.
- (2) *Duties and Responsibilities (Item B.22).* Enter the individual tasks performed in carrying out the basic function:
 - (a) Explain the tasks in detail sufficient to provide a clear understanding of the work, referring to the evaluation factors given in Part C. These include trade fields in which the work is performed,, type of equipment worked on, commonly used hand and power tools,, and nature and extent of repairs. Describe work conditions such as "in and around moving machinery," "bench work," or "outside work."

- (b) Explain responsibilities in terms of decisions. For example, "removes needed equipment from service for repair," or "requests additional mechanical or supervisory assistance."
 - (c) Note skills, knowledge, and/or experience necessary to accomplish the basic function efficiently, especially where the task description does not make these qualities readily apparent. Avoid listing an incumbent's or applicant's specific qualities, unless those qualities are clearly essential to the position.
 - (d) Note the duties and responsibilities assigned to the position that are beyond the scope of the basic function. Estimate the percentage of time devoted to the separate tasks. Also note tasks performed at intervals other than daily (e.g., quarterly, semiannually, annually).
 - (e) If the position is composed of a combination of tasks requiring materially different skills and knowledge, estimate the percentage of time to be devoted to each area.
 - (f) Avoid ambiguous terms like *assists* or *processes*. If such a term is used, specify the work tasks attached to that position feature.
- (3) *Organizational Relationships (Item B.3)*. Give the title and grade of the position's immediate supervisor, and:
- (a) If the immediate supervisor works a different tour than the incumbent, give the supervisor's tour time.
 - (b) If the supervisor works in a different building, make a notation.
 - (c) Explain the nature and extent of:
 - (i) Instructions given to the incumbent before, during, and after task performance.
 - (ii) Available guidelines and procedures directly applicable to the work.
 - (iii) Review of the finished work.
 - (d) If more than one supervisor in the chain of command reviews finished work, make a notation.

c. Evaluation:

- (1) When choosing a position for comparison in item C.2, select a ranked position in the installation closely related in function to the position under analysis. If no closely related position exists, select one with similar work processes or other characteristics.
- (2) Complete items C.2 and C.3.
- (3) Rank factors in comparative, not absolute terms. For example, if neither position involves contact with the public, check "Public Relations Requirements" in item C.4 as "Approximately the Same." Comparison reflects the evaluator's best judgment, based on knowledge of both the comparison position and the position under review.
- (4) Complete item C.5, as applicable.

- d. Recommendation:** After completing Part C, recommend a position level (grade level), then sign and date the entry.

232.22 Action at Management Review Levels

Reviewing managers review the initiating office's recommendations and take one of the following actions:

- a. If they do *not* concur with the initiating office's recommendations, they return the unsigned PS Form 820 with a memorandum explaining reasons for disapproval.
- b. If they concur with the initiating office's recommendations, they forward the request to the next higher management level for review, as appropriate.

232.3 Action by Districts

District Human Resources managers take one of the following courses of action:

- a. If the job can be matched to an existing key or standard position, they forward the PS Form 820 signed and dated, to the area Human Resources manager for review.
- b. If the job cannot be matched to an existing key or standard position, they forward the PS Form 820 with Part C left blank to the area Human Resources manager for review.

232.4 Action by Areas

Area Human Resources managers take one of the following courses of action:

- a. If they do *not* concur with the district's conclusions, the manager returns the PS Form 820 to the initiating office, along with a memorandum stating the reasons for nonconcurrence, and sends a copy of PS Form 820 to the district Human Resources manager.
- b. If they concur with the district's conclusions, the manager forwards the PS Form 820 to Organizational Effectiveness for review.

232.5 Action by Organizational Effectiveness

Organizational Effectiveness (OE) takes one of the following courses of action:

- a. If OE does *not* concur with the area's conclusions, it returns the PS Form 820 to the area with a memorandum stating the reasons for nonconcurrence.
- b. If OE concurs, it takes the following steps:
 - (1) Evaluates the job against an existing key or standard position, then either:
 - (a) Revises an existing standard position; or
 - (b) Establishes a new standard position.
 - (2) After completing the job evaluation, OE forwards the new or revised job description to Labor Relations for review, craft determination, and any further action required under terms of the applicable national agreement.
 - (3) After final approval, OE sends a formal response to the area Human Resources manager that includes steps for implementation.

233 Evaluating Bargaining Unit Positions

233.1 Purpose

Evaluating bargaining unit positions consists of establishing a clear understanding of the duties, responsibilities, and work requirements of a position. Careful description of the position ensures that employees receive equal pay for substantively equal work.

233.2 Basis for Position Evaluation

The comparison of a position's duties, responsibilities, and work requirements to key job descriptions serves as the only basis for evaluation.

- a. The following factors determine final ranking:
 - (1) Difficulty of the work to be performed.
 - (2) Degree of responsibility to be exercised.
 - (3) Scope and variety of tasks involved.
 - (4) Conditions under which the work is performed.

- b. The following factors do *not* affect the final ranking:
- (1) The incumbent's knowledge, skills, abilities, or previous position title.
 - (2) Designation of the hiring list or the maintenance craft's internal promotion eligibility register or preferred assignment register (as applicable) from which the employee will be selected.

233.3 Criteria for Evaluating Mixed Assignments

The criteria for evaluating mixed assignments are as follows:

- a. *Regularly scheduled to two bargaining unit positions on a daily basis.* When a full-time employee is scheduled every workday to perform the work of two separately defined bargaining unit positions in two different grades, the employee is placed in the position of the higher grade. The duties of the lower grade position, while included in the work assignment, represent extra duties in relation to the official position and do not affect the pay grade of the employee.
- b. *Regularly scheduled on intermittent days in two bargaining unit positions.* When a full-time employee is regularly scheduled on intermittent workdays to perform the work of two separate bargaining unit positions in different grades, the employee is placed in the position in which more than 50 percent of the time is spent. If the time is equally divided, the employee is placed in the higher grade position.
- c. *Regularly scheduled on intermittent days to more than two bargaining unit positions.* When a full-time employee is scheduled on intermittent days to perform the work of more than two bargaining unit positions in different grades, and less than 50 percent of the time is spent in a single position, the total work assignment of the employee is separately defined as a position and ranked in an appropriate grade.
- d. *Regularly scheduled to perform work in two or more bargaining unit positions in the same grade.* When a full-time employee is regularly scheduled to perform the work of two or more bargaining unit positions in the same pay grade, the employee is assigned to the position in which more than 50 percent of the time is spent. If the work is evenly divided between two positions, or if less than 50 percent of the time is spent in a single position, the work assignment of the employee is separately defined and an appropriate title is assigned.

234 Appeals

Employees with positions covered by a collective bargaining agreement may grieve the salary level, title, or identification of their positions through the agreement's grievance-arbitration procedures.

240 Other Bargaining Unit Positions

To establish or change bargaining unit positions that are not covered by a particular collective bargaining unit agreement, this requires submission of a narrative request or PS Form 820. Employees should direct questions regarding these position evaluations to Organizational Effectiveness.

250 Position Reviews

To ensure proper identification of a position and proper evaluation of the position's duties and responsibilities, Organizational Effectiveness or other appropriate management officials may review any position at any time — by correspondence or on-site interview. These officials may direct appropriate action to correct the improper evaluation or identification of a position.

The following section was moved from Chapter 3, Section 312, revised, and renumbered as 251:

251 Qualification Standards

251.1 General

All candidates must meet the appropriate qualification standards for positions. The statements of knowledge, skills, and abilities establish the minimum requirements that candidates must meet.

251.2 Sources

251.21 Nonbargaining Unit and Bargaining Unit Positions

Qualification standards for Postal Service *nonbargaining unit positions* are available in electronic form on the Postal Service intranet under the Human Resources homepage (as described in 251.22.) These do not include qualification standards for positions in the Postal Career Executive Service (PCES), which do not exist.

Qualification standards for use in entrance and in-service placement for Postal Service *bargaining unit positions* are found on the Postal Service intranet under the Human Resources homepage (as described in 251.22). The application of these standards must be consistent with the applicable provisions of the appropriate collective bargaining agreement. See Handbook EL-312, *Employment and Placement*, 76, Bargaining Position Qualification Standards, for more information.

251.22 Qualification Standards Online

Qualification standards for Postal Service nonbargaining unit (except PCES) and bargaining unit positions are available in electronic form on the Postal Service intranet, as follows:

- a. Go to <http://blue.usps.gov/wps/portal>.
- b. In the right column, under Human Resources, click *HR Home*.
- c. In the HR Department section, click *Employee Resource Management*.
- d. Scroll down to Who Are We? and click *Organizational Effectiveness*.
- e. Scroll down to Essential Links and click Job Descriptions/Qualification Standards (JD OnLine).

1 Organizational Structures

110 General Information

111 Purpose

111.1 Objectives

The organizational structures policies of the Postal Service™ are established to meet the following objectives:

- a. Support the mission of the Postal Service.
- ab. Ensure there is no duplication of jobs, functions, or responsibilities within or between organizational structures units.
- bc. Ensure the relevance and consistency of organizational structures and staffing.

Note: See 113.1 for definitions of organizational terms.

111.2 Chapter Content

The content of ¶thisThis chapter:

- a. ~~dDocuments~~ documents the principles to establish organizational structures and staffing and describes the programs used to monitor and assess them. ~~It e~~
- b. ~~Establishes~~ establishes guidelines, policies, and procedures for implementing changes in organizational structures and staffing patterns, and it describes factors to be considered in making decisions related to organizational changes. In view of functional diversity, varying work requirements, and the wide range of operational circumstances, factors are considered and decisions are reached on a case-by-case basis.

111.3 Importance of Concepts

Organizational ~~The organizational design operates on the basis of standard organizational structures and staffing criteria. Postal system does not operate on the basis of rigid or inflexible standards. Nevertheless, Postal Service managers should must~~ be aware of the concepts applied in evaluating organizational change requests so that they can:

- a. Make informed decisions to when requesting organizational ~~such changes on an informed~~ basis.
- b. Submit appropriate documentation to support proposed changes.
- c. Understand ~~Better~~ the basis upon which their requests will be ~~are~~ reviewed and evaluated.

112 Responsibilities

112.1 Headquarters

Employee Resource Management within Human Resources at Headquarters has overall responsibility for the control of organizational structures and staffing for the Postal Service. This includes:

- a. Developing and implementing organizational management policies and programs for bargaining unit and nonbargaining unit positions.
- b. Designing programs and procedures for auditing and assessing existing structures and staffing.

- c. Providing ~~a planning~~ the capability to plan for the long-term ~~range~~ organizational development of the Postal Service in response to technological and environmental changes.

112.2 Areas

The area Human Resources manager:

- a. Serves as an advisory resource on matters relating to field organizations.
- b. Monitors compliance with approved staffing and structures for field units.

112.3 Managers

All levels of managers ~~in~~throughout the Postal Service are responsible for:

- a. Planning and implementing administrative and operating methods ~~that~~which comply with Postal Service organizational structures and staffing policies.
- b. Reviewing the structures and staffing of their organizations and recommending changes according to the instructions in this chapter.

113 Definitions

113.1 Organizational Terms

- a. *Activity* — a group of related (possibly dissimilar or but possibly heterogeneous) tasks ~~that constitute an easily defined operation or service~~ which may be performed by an employee or group of employees ~~and results in an easily defined operation or service~~.
- b. *Function* — a principal method of devising work. ~~A function~~ may be a single activity, but is more commonly a group of related activities placed together under one responsibility. Functions are categorized as major or minor as follows:
 - (1) *Major function* — a group of activities ~~that~~which has a direct impact on the overall mission of the Postal Service.
 - (2) *Minor function* — a group of activities ~~that~~which has an indirect, contributory impact on the mission of the Postal Service.
- c. *Organizational structure* — the formal relationship that:
 - (1) Reflects the organizational units within a given group and the pattern of work to be accomplished by the employees in the organization; d
 - (2) Delineates responsibilities and reporting relationships; and e
 - (3) Creates a rational division of work.

The organizational structure should ~~(1) respond to the needs of an the organization and foster the achievement of its objectives, When and (2) be changed w~~When there is a basic change in the amount or kind of work to be done or in the assignment of the work to the positions involved, the organizational structure should be changed.
- d. *Organizational unit* — an entity in which the necessary activities are divided into segments small enough to be managed or supervised by one person. An *autonomous unit* is a unit ~~which operates under a manager with the discretionary decision-making responsibility (see (See also 113.3.))~~.
- e. *Program* — a specialized, continuing endeavor, consisting of a group of selected projects and activities related to one another within a major function.
- f. *Staffing* — the number and types of positions within ~~an organization~~organizations, typically determined by criteria, guidelines, ~~and~~ standards.

113.2 Basic Managerial Positions

Basic managerial positions are as follows:

- a. *Installation head or manager* — one who plans, organizes, directs, guides, controls, and evaluates ~~employee the efforts of subordinate managers, employees, or both~~ to achieve organizational goals.
- b. *Supervisor* — one who has a direct responsibility for ensuring the accomplishment of work through the efforts of others. Normally, a supervisor has no subordinate employees with managerial responsibility for others.

113.3 Organizational Entities

Organization entities include the following:

- a. ~~Executive Senior or e~~*Executive vice president organization* — an organizational entity in Headquarters that exercises managerial and directive control over one or more vice president organizations or serves as a member of the senior management team.
- b. *Vice president organization* — an organizational entity in Headquarters with responsibility for major heterogeneous ~~major~~-functions having service-wide impact.
- c. *Headquarters unit* — an organizational entity in Headquarters managed by an executive and subordinate to a vice president or a manager, with responsibility for one or more major homogeneous ~~major~~-functions having service-wide impact.
- d. *Headquarters-related field unit* — an organizational entity that performs a major function or group of minor functions, reports directly to a Headquarters manager, and ~~exists~~ resides outside the Headquarters building.
- e. *Service center* — an organizational entity that reports directly to a manager at Headquarters and ~~resides~~ resides ~~exists~~ outside the Headquarters building.
- f. *Service office* — an organizational entity that performs an activity or group of activities, usually to support a service center.
- g. *Area office* — an organizational entity that has responsibility within a specified geographical area for major heterogeneous ~~major~~-functions having area-wide impact. These functions including include oversight of: subordinate districts, processing and distribution centers, bulk mail network distribution centers, airport mail centers, international service centers, and remote encoding centers.
 - (1) ~~s~~Subordinate districts,
 - (2) ~~p~~Processing and distribution centers,
 - (3) ~~n~~Network distribution centers,
 - (4) ~~a~~Airport mail centers,
 - (5) ~~i~~International service centers, and
 - (6) ~~r~~Remote encoding centers.
- h. *District office* — an organizational entity subordinate to an area, with responsibility for major heterogeneous ~~major~~-functions having district-wide impact, including oversight of subordinate Post Offices™ and delivery distribution centers.
- i. *Processing and distribution center (P&DC)* — an organizational entity, subordinate to an area, with significant responsibility for the processing and distribution of mail for a geographic area. A P&DC Mmay May have one or more reporting facilities.
- j. *Processing and distribution facility (P&DF)* — an organizational entity, generally subordinate to a P&DC, that has responsibility for the processing and distribution of mail for a geographic area.

- k. ~~kj~~ Bulk mail Network distribution center (NDC) — an organizational entity, highly mechanized processing and distribution center generally subordinate to an area, within a three-tier system of distribution of Standard Mail, periodicals, and packages. Some NDCs serve as consolidation points for truckload volumes, with responsibility for the processing and distribution of standard mail.
- l. Surface transfer center (STC) — an organizational entity, generally subordinate to an area, designed to distribute, dispatch, consolidate, and transfer First-Class Mail[®], Priority Mail[®], and periodicals within a specialized surface transportation network.
- m. Logistics and distribution center (L&DC) — an organizational entity, generally subordinate to a district, engaged in the receipt, unloading, sorting, loading, dispatch, and transportation of a variety of mail products for a designated service area.
- n. Remote encoding center (REC) — an organizational entity, generally subordinate to an area, that processes video images of partially resolved or script letter mail for the P&DCs.
- o. International service center (ISC) — an organizational entity that distributes and dispatches international mail received from a designated service area to specific foreign countries or to gateway exchange offices.
- pkp. Post Office — an organizational entity subordinate to a district, and perhaps also an administrative Post Office, managed by a postmaster, with responsibility for:
- (1) ~~e~~Customer customer services,
 - (2) ~~l~~Local local delivery,
 - (3) ~~t~~The receipt and dispatch of all classes of mail, and
 - (4) ~~l~~nIn some instances, processing and distribution of mail for other Post Offices in the surrounding geographic area.
- A postmaster may be responsible for the operation of more than one facility, and duties may be performed by designated subordinate personnel at the direction of the postmaster, including when the postmaster is not physically present.
- q. Remotely Managed Post Office (RMPO) — ~~a~~ Post Office that:
- (1) Offers part-time window service hours,
 - (2) ~~l~~Is staffed by a Postal Service employee under the direction of a postmaster, and
 - (3) ~~r~~Reports to an Administrative Post Office.
- r. Part-Time Post Office (PTPO) — ~~a~~ Post Office that:
- (1) ~~e~~Offers part-time window service hours,
 - (2) ~~l~~Is staffed by a Postal Service employee, and
 - (3) ~~r~~Reports to a district office.
- s.
- q. Administrative Post Office — A Post Office that has administrative control of or responsibility for:
- (1) A ~~a~~ contractor-operated retail facility,
 - (2) A ~~e~~classified station or branch, or
 - (3) ~~a~~Another Post Office.

Note: Unless otherwise specified, all references to "Post Office" include RMPOs and PTPOs.

113.4 Disabled and Disability

The words "disabled" and "disability" are found in many statutes, rules, and regulations. They are used by the Department of Labor, the Department of Veterans Affairs, the Equal Employment Opportunity Commission, Office of Personnel Management, and the Social Security Administration, among others. Their meaning, however, differs based on the source statute, rule, or regulation that defines what the word means. For example, an individual "disabled" as defined by the Office of Workers' Compensation Programs statute may not meet the definition of "disabled" under the Rehabilitation Act of 1973. The meaning of these words is controlled by the context in which they are used.

114 Documentation in Organization Charts

An organization chart ~~Organization charts are~~ is the graphic ~~representation~~ representations of an organization's structure. The official organization charts of the basic organizational entities of the Postal Service are maintained by Organizational ~~Effectiveness~~ Design and Management, Employee Resource Management, at Headquarters.

120 Structures and Staffing

121 Overview

The basic organizational structure of the Postal Service ~~is comprises~~ comprised of consists of five levels: Headquarters, areas, districts, P&DC ~~processing and distribution centers~~, and Post Offices. Some units are uniquely designed because of their specialized nature; however, units that perform essentially identical functions are typically standardized. ~~The~~ The central organizational thrust ~~primary goal~~ of the Postal Service is to standardize structures to the greatest extent possible. ~~When~~ When circumstances require organizational adaptation to special operating conditions or service requirements ~~arise~~, it is appropriate to make ~~adjustments in organizational~~ the necessary allowances in terms of structures and staffing.

122 Structuring Principles

~~An~~ The principles of an effective organizational structure should ~~have include~~ the following characteristics:

- a. Each position ~~is~~ should be ~~t~~
 - (1) Tailored to be within the capacities of a single individual.
 - (2) ~~Subject to~~ Each position should be subject to the line authority of only one higher position.
 - (3) ~~Clearly~~ Each position should be clearly defined in terms of objectives and measurable contributions.
 - (4) Classified and grouped with other positions to avoid either gaps or overlaps in work and functions.
- ~~bd.~~ All related activities necessary to hold an incumbent accountable for achieving objectives should be assigned to each position.
- e. Duties and authority are should be definitely fixed, and
- c. Incumbent's authority ~~should corresponds~~ with ~~incumbent's~~ his or her ~~responsibilities~~ responsibility.

- d. All activities necessary for an incumbent to achieve objectives are assigned to that incumbent's or her position.
- e. Structuref. The structure is should be developed within the complement constraints that arehave been projected realistically-projected.
- f. Structureg. The structure provides for the control of all work necessary to achieve mandated objectives.
- g. Spanh. Responsibility for current and long-range work should be clearly segregated.
- i. Positions should be classified and grouped to avoid gaps or overlaps in work and/or functions.
- j. The span of control is should be neither so broad as to exceed the manager's capacity to manage and integrate effectively, nor so narrow as to preclude adequate delegation.
- h. Chaink. The chain of delegation is should be short enough to minimize vertical filtering of communications vertically.
- il. Related activities areshould be integrated at the lowest level consistent with the attainment of objectives, economical use of personnel, and assignment of responsibilities.
- mj. To the greatest extent possible, the organizational design anticipates future work requirements should be anticipated in the organizational design in order to minimize avoid the need for frequent reorganizationreorganizations.
- k. Responsibilities for current and long-range work are clearly segregated.

123 Standard Structures

123.1 Characteristics

Most field operations have common characteristics that can be assessed and used to determine based on relative size, complexity, and accountability for the work to be performed, accommodating the application of standard organizational structure and staffing requirementsdeterminations. These characteristics include size, complexity, and accountability for the work to be performed.

123.2 Installations

The Postal Service has developed Established standard organizational structures have been developed for most field units (e.g., districts, P&DCs, NDCsprocessing and distribution center, bulk mail center, Post Offices, and carrier stations).

124 Specialized Structures

Specialized structures must be individually established individually, based onupon the operational requirements that separate these units from other organizations. A specialized structure generally meets at least one or both of the following conditions:

- a. The unit's structure is Uniquely-unique, complex, (and normally large) because of due to its service requirements and operational scope.
- b. The unit's functions are highlyHighly specialized in terms of functions.

125 Staffing

125.1 Staffing Overview

Having established Once an effective structure is established, the next step in the organizational design process is to identifies-identify appropriate staffing levels. Based on operational factors, staffingStaffing requirements — (i.e., numbers, types, and grade levels of positions) — may differ for organizations with the same in a given structure, on the basis of operational factors. However,

functional responsibilities and reporting relationships remain generally consistent from one installation to the next.

125.2 Staffing Criteria

The amount and type of work are the primary determinants of authorized staffing. Organizations of comparable size and activity that fall within a designated category (e.g., districts, ~~P&DCs processing and distribution centers~~, NDCs, and Post Offices) usually can be staffed uniformly above the first level of supervision.

In some structures, circumstances may justify staffing variations above the first level of supervision. Variations occur when the workload in specialized functions fluctuates significantly between organizational units within a standard structure category. In such instances, separate criteria may be developed for position use.

125.3 Staffing Matrices

Staffing matrices are used to provide staffing guidance to districts and local installation heads. A staffing matrix details the following:

- a. Types and numbers of positions authorized for use within a specific functional areas, such as for example, in-plant support or safety, to provide guidance to districts and local installation heads. A staffing matrix shows the:
- b. Titles, grades, and the minimum and maximum number of positions appropriate for organizational types (e.g., units such as districts, ~~P&DCs~~, NDCs processing and distribution centers, bulk mail centers, and Post Offices).

130 Organizational Change Criteria

131 Workload Increase or Decrease

131.1 Increased Work

When the volume of work increases to the point where an ~~so that the~~ existing organization can no longer effectively complete the work in accordance with ~~it according to~~ accepted performance standards, organizational change may be justified. Workload increases may lead to one or more ~~involve either of the following~~ organizational changes:

- a. Adding ed a layer layers of managementsupervision to maintain an appropriate span of control.

Example: Authorization of a manager, distribution operations manager responsible for supervising multiple supervisors.

- b. AddingAdded supervision within an authorized, existing layer already existing in anthe organization.

Example: Authorization of an additional supervisor, distribution operations supervisor, under justifiable circumstances.

- c. Adding support positions.

Example: Authorization of operations specialists or analysts to support strategies and goals.

131.2 Decreased Work

When the volume of work decreasesdrops off to the point where the organization's existing resources are of the organization become underutilized, a reduction in authorized staffing and layers of management may be justified.

132 Change in Nature of Work

~~A change in the~~The requirements placed upon an organization may involve adding or the addition or eliminatingelimination of specialized functions within an authorized scope of activity. When such functions are ~~either added to or removed~~subtracted from an established structure, it may be necessary to modify the organizational structuremay need to be modified to reflect such changes.

133 Duplication of Functional Responsibility

When two or more units within an organization are responsible for accomplishing essentially the same work:

- a. ~~(a) a~~Accountabilityaccountability for performance is difficult to fix;
- b. ~~and (b)~~Unnecessary costs are incurred; and
- c. ~~(c) T(b)~~the units may be working at cross-purposes.

In such cases, consolidationConsolidation of overlapping functions normally is the appropriate remedy.

134 Inappropriate Reporting Relationships

134.1 Hierarchy of Responsibility

The tasks assigned to a subordinate unit or position within an organization should be reflected within the broader scope of responsibility of the next higher level of management. It is inappropriate to retain a reporting relationship in which the work of the subordinate unit or position bears no relevance to the functional responsibilities of the management level under which the unit or position is organizationally located.

134.2 Contingent Work Relationships

When a high level of interdependence between two organizational functions makes the performance of one unit contingent upon the performance of another, both units usually have a common reporting relationship. In this way, responsibility is clearly fixed for ensuring that the two functions are coordinated. When highly interdependent functions report to different control points in the organization, it may be necessary to restructure the reporting relationships.

135 Unconnected Work

Common activities and tasks requiring similar supervisory or technical skill for effective performance should be grouped within an organizational unit or jobpositiondescription. When activities and tasks become too highly differentiated within a unit or position, it may be necessary to separate them into discrete functions.

136 Inappropriate Span of Control

136.1 Factors

The complexity of a managerial function is ~~to be a governing factor in establishing an appropriate span of control. When subordinates performare performing similar tasks,~~ the span of control can be broader than whenthey they perform dissimilar taskswhen subordinate functions are only loosely related.

136.2 Considerations

~~Rarely, if ever, can a one-over-one reporting relationship be justified since such an arrangement tends to dilute the responsibility and accountability of the principal manager.~~

~~When the span is so narrow that delegation is impaired and subordinate supervisors are limited in the use of initiative and judgment, it should be broadened.~~

~~Similarly, when the span is so broad that subordinates are not receiving the proper degree of management, it should be narrowed to ensure closer supervisory guidance.~~

It is not practical to prescribe upper or lower limits to the span of control in a general context. Each organizational situation must be separately analyzed. The following principles serve as guidelines:

- a. When the span is so narrow that delegation is impaired and subordinate supervisors are limited in the use of initiative and judgment, the span should be broadened.
- b. When the span is so broad that subordinates are not receiving the proper degree of management, the span should be narrowed.

137 Change in Basic Mission

Sometimes the mission of an organization changes so ~~substantially~~basically that the existing structure and staffing become inadequate. Under such circumstances, a major reassessment of existing functional responsibilities and capabilities is required.

138 Reduction of Expenses

A comparison of work requirements with authorized staffing may reveal inefficiencies. ~~Astute management seeks~~ It may be necessary to consolidate duties and responsibilities whenever staffing resources are not being used to the fullest extent. The objective is to achieve operating economies without adversely affecting performance.

139 Completion of Transition

Organizations that have been designed around new and complex systems often move through a start-up phase ~~prior to~~ before becoming fully operational. Note that:

- a. During the start-up phase, actual staffing requirements may differ from projected staffing requirements ~~operating norms~~ due to specialized activation programs and related activities.
- b. When possible, identify the temporary elements of a start-up operation in advance ~~should be identified beforehand~~, so that temporary solutions can be developed ~~the work can be performed by an employee assigned on detail~~.
- c. When the organization achieves operating stability, it is ~~appropriate~~ may be necessary to reassess and adjust the initial structure and staffing ~~as appropriate~~.

140 Organizational Change Analysis

141 Analysis of Work Requirements

141.1 Nature of Functions

~~The analysis of~~ Analyzing the nature of functions involves allocating ~~the separation of the total work of the organization into~~ separate functional components. Each functional component should represent an aggregate of duties that logically fall within the scope of a single position ~~job~~ description (i.e., duties that involve like ~~similar~~ kinds of skills, knowledge, and abilities).

~~At the attempt at this stage, the objective~~ is not to establish detailed position requirements, but rather to focus on the manner in which work can be organizationally segmented and subsequently assigned to major functional reporting or control points within the ~~a~~ unit.

141.2 Volume of Work

~~Work-~~The volume of work: ~~e~~

- a. ~~Can be translated into the number of employees required to supervise processing of perform~~ the work by using conversion factors appropriate for the activity involved.
- b. ~~Whenever possible, volume is expressed quantitatively and is derived from historical data coupled combined with economic forecasts and other relevant projections, and — whenever possible — expressed quantitatively.~~
- c. ~~Is~~Work volume is analyzed for its impact on staffing requirements in supporting functions, ~~as well as on the principal areas of operating activity, as well as in supporting functions.~~

141.3 Performance Standards

~~The required supervisory and professional resources of an organization are, in some measure, contingent upon the performance standards the unit is expected to meet. Performance standards may be explicitly mandated on a servicewide basis, for example, 95 percent overnight delivery of local originating mail. Often, however, the performance standards of an organizational unit are determined locally, based upon past performance and an assessment of improvement opportunities. It is a continuing responsibility of the unit manager to establish organizational standards of performance through the goal setting and planning process.~~

~~Both the quantity and quality of production have an impact on staffing requirements and should be factored into the design of the organization.~~

142 Analysis of Skill Requirements

142.1 Purpose

~~The analysis of skills~~Skill requirements helps managers to:

~~serve adual purpose by (a) ea. Establishing a basis for determining the database for the construction of selection criteria.~~

~~and (b) placing a clearer focus around certain organizational planning requirements. Chief among these requirements is the db. Development of a hierarchical management structure for the organization that is internally consistent and compatible with structures in other Postalpostal Service installations.~~

142.2 Method

~~In order to fix establish responsibility for work, it is necessary to assign specific duties to designated staff positions. In establishing To establish the requirements of a the position, the managers must analyze the necessary job-related skills and experience required. must be analyzed This analysis helps to identify structural implications. The starting point first step in this process is to define a definition of job content by preparing aA narrative description. must be prepared as follows:~~

- a. State the:
 - (1) fFunctional function and purpose of the position.
 - b. — State the (2) sScope scope of responsibility, and
 - (3) dDegree of supervision required.
- c. Outline in detail the core duties and responsibilities performed by the incumbent. The description of each duty and responsibility determinesuggests the skills required for efficient work performance. its effective execution. Use actionAction words — such as *directs*, *manages*, *supervises*, *oversees*, *plans*, and *coordinates* — used to describe the depth of

involvement and the degree of responsibility. Action words help to differentiate the level of skill, knowledge, and ability required to ensure effective performance in the designated position.

- d. ~~Analyze the job content and connect the functional purpose, duties, and responsibilities~~responsibility, and duties of the position to connect the educational disciplines, work experience, physical capacities, and job-related skills expected of the incumbent.

e. State the degree of supervision required.

142.3 Selection Criteria and Procedures

Organizational Effectiveness, Employee Resource Management, in consultation with the appropriate executive vice president or vice president organization, determines the selection criteria for each position by issuing a qualification standard or an interim statement of qualifications, and is responsible for selection procedures.

~~Selection procedures and criteria for all field positions are provided by Selection, Evaluation, and Recognition, Employee Resource Management, through the issuance of (1) a qualification standard or (2) interim statements of qualifications or selection procedures.~~

143 Analysis of Functional Relationships

143.1 Basic Factors

The identification of work and skill requirements provides the basis for determining staffing needs. The next step is to analyze The configuration of the organizational structures must then be analyzed to ensure that functional alignments and reporting relationships are appropriate to the unit's mission. The criteriaCriteria used in making to make such a determination are identified in subchapter 130. The more Critically important criteria, as outlined in previous sections, are repeated below:

- a. Review functionalFunctional statements and ~~standard position job descriptions~~ are reviewed to eliminate duplication of responsibility between subordinate units of the organization, as discussed in 133. Where such duplication is found, functional responsibility ~~is~~should be assigned to the subordinate unit having dominant interests in the activity under review.
- b. Group functional Functional activity activities should be grouped to ensure homogeneity of work, as discussed in 135.
- c. Establish a spanSpan of control should be established consistent with the guidelines discussed in 136.
- d. Establish a hierarchy of responsibility in verticalVertical reporting relationships should establish a hierarchy of responsibility consistent with the guidelines discussed in 134.1.
- e. Align contingentContingent work relationships so they are should be aligned consistent with the concepts discussed in 134.2.

143.2 Additional FactorsReporting Relationships

143.21 Administrative

An *administrative reporting relationship* establishes a clear line of authority between positions or units in the organizational hierarchy. The actions of the subordinate are subject to the direction and/or approval of the next higher level of management, irrespective of the autonomy the latter may choose to grant to, or withhold from, subordinate levels. Subordinate positions never report administratively to more than one higher level supervisor.

143.22 Functional

A *functional reporting relationship* establishes a connection between positions or organizational units at different management levels based on the specialized nature of the function for which a

mutual responsibility is shared. In this type of situation — often referred to as an *indirect reporting relationship* — the higher level position or unit provides functional guidance and support to positions or units lower in the organizational structure.

For example, Human Resources at Headquarters, for example, has functional responsibility for the area human resources activities in the areas. However, while these activities report administratively and directly to the vice president of Area Operations. There is no formal line of authority in a strictly functional relationship.

143.23 Management of Reporting Relationships

The administrative head of an organization integrates all unit activities through the exercise of organizational authority. Detailed functional expertise is usually located immediately below this level of management, where administrative authority and functional direction are joined.

Sometimes, however, it is necessary to separate administrative and functional reporting relationships. A separate functional reporting relationship might be justified when:

- a. The knowledge essential to effective performance is so specialized that the function can only be placed in the higher levels of the organization (e.g., the Postal Service medical program).
- b. The consequences of an incorrect decision are so great as to require continuing consultation with a higher organizational level having policy responsibility for the functional area in question (e.g., international mail).
- c. The sensitivity of the function requires total uniformity of execution throughout the entire organization management system (e.g., labor relations or purchasing).

Organizational relationships are analyzed in terms of the adequacy of functional direction. Where it is appropriate, functional reporting relationships can be formally established so that sanction channels of communication are not reflected in the administrative structure.

143.322 Line and Staff Relationships

While line relationships are based on the exercise of organizational authority, staff relationships are founded on the exercise of organizational influence and the authority of knowledge. While line managers are empowered to make operating decisions, staff personnel act in an advisory role. Line managers report administratively to the next higher level of management. Staff managers report administratively to line or staff management and often functionally to another level of management outside and, sometimes, above the unit structure.

Staff functions are analyzed based on the basis of the following criteria:

- a. *Appropriate placement within the structure.* If the reporting point is too low in the structure, the exercise of influence is impaired.
- b. *Extent of need.* Functional expertise may be readily accessible to line management outside the immediate structure, obviating the need for redundant internal staff.

143.4423 Responsibility and Authority

A principle rule in organizational design requires authority to be commensurate with responsibility. Managers cannot be held accountable for results over which they have limited or no control. Analyze reporting Reporting relationships are analyzed to uncover any organizational defects such as that:

- a. Placement of authority at one or more levels above the designated level of responsibility.
- b. Placement of essential organizational resources outside the managerial control of the manager who needs them most and who should be accountable for their use.
- c. Granting overlapping authority to two or more positions or units that could lead to jurisdictional conflicts.

144 Identification of Discrepancies

144.1 Design of Organizational StructureModel

~~Performing the~~The analysis described in 141 through 143 provides a basis for the design of an organizational model~~structure~~, as follows:

- ~~Analysis of work and skill requirements helps management to identify~~determine the necessary-organizational resources ~~that are needed~~.
- ~~Analysis of -reporting functional relationships helps management to arrange the~~organizational resources into a functional structure.

144.2 Comparison With Existing Organization

~~If the an existing organization is compared to a proposed organizational structure, matched against the model, structural and functional relationships and staffing discrepancies can be identified. The discrepancies become the focal points for organizational change if further analysis confirms the need to modify the existing structures or staffing plan.~~

150 Organizational Change Process

151 Performance IssuesProblems

No organization is static, ~~so managers~~. Managers ~~need to~~ should ensure that structures and staffing ~~continue to~~ meet their unit's objectives. However, an organization may not perform up to expectations for reasons other than ~~deficiencies in~~ structures and/or staffing. ~~deficiencies~~. If the organization is fundamentally sound, ~~allow structures and staffing should be left to remain intact and consider other courses of action should be considered~~.

~~Frequently, c~~The causes of "organizational ~~performance issues~~problems" can ~~often be traced to one or more of the problems~~ deficiencies listed below in items a through g~~below~~. If the organization suffers from any of the following ~~problems~~ deficiencies listed, ~~changes in structures~~ structural or staffing changes are not likely to correct them. ~~Management these problems must address~~be addressed these issues directly by actions unrelated to the organizational design process. ~~These include deficiencies in the following areas:~~

- ~~Training~~Unclear or inadequate training.
- ~~Planning and goal setting~~Unrealistic goal setting and planning.
- ~~Recruitment~~Inadequate and/or inconsistent recruitment and selection practices.
- ~~Methods~~Outmoded or cumbersome methods and procedures.
- ~~Controls~~Ineffective managerial controls and feedback.
- ~~Communication~~.
- ~~Inadequate managerial communication~~.
- ~~Leadership~~.

~~Ineffective instruction by management~~

152 Reasons for Making Organizational Changes

~~Basic~~ There are several reasons for ~~making~~ requesting a~~organizational change to in~~ organizational changes may structure or staffing. ~~Basic reasons include changes in the following:~~

- ~~Strategy, mission and vision~~.
- ~~Centralization of work or shared services concept or insourcing~~.

- c. Consolidation of facilities.
- d. Type or amount of work performed.
- ~~b. The amount of work performed.~~
- e. Operating procedures.
- f. Reporting relationships.

153 Types of Organizational Changes

153.1 General

Proposed organizational changes are classified as major or minor, as specified in 153.2 and 153.3. Organizational change requests can originate at any level of management. After the request has been reviewed and concurred by the next level managers, it must be initiated by an ~~Usually, an installation head officer or his designee initiates a formal request and submits it through administrative channels for approval. Before making an official request, the requestor~~ These requests should be discussed it informally on an informal basis with higher level functional management, and district or area Human Resources managers, and/or the Manager. Organizational Effectiveness to seek further guidance ~~Headquarters Employee Resource Management prior to official submission.~~

~~The approval level depends on the nature and magnitude of the change and may be any of the following:~~

~~The district.~~

~~The area.~~

~~Employee Resource Management at Headquarters.~~

~~Higher and senior level management at Headquarters in Human Resources.~~

153.2 Major Organizational Changes

153.21 Field Units

~~Major organizational changes for field units, are initiated by an officer and implemented by~~ Organizational Effectiveness within the Employee Resource Management function. A major organizational change and may consist of at least one of the following:

- a. Consolidation: Involving the movement of operations from one or more facilities to other facilities.
- b. Closure: Involving the elimination of one or more facilities.
- ~~a. Restructure: Involving a major change in strategy within a functional group. (For example: centralization, insourcing, shared services, decentralization, and new technology.) normally involve one or more of the following:~~
 - ~~Establishment or modification of organizational structures.~~
 - ~~b. Establishment of a new job description, occupation code, or grade for a bargaining or nonbargaining position.~~
 - ~~c. Modification of a job description for a bargaining or nonbargaining position that requires rewriting.~~
 - ~~d. A nonstandard change in a reporting relationship.~~
 - ~~e. An exception to a staffing criteria matrix that exceeds the allowable number or mix of positions for the category.~~
- c.

Note: A major organizational change may result in the elimination of encumbered positions which may lead to a potential Reduction in Force (RIF) impact. (See Section 354 related to RIF Assignment of Unassigned Employees.)

~~Use of a nonstandard position at the third level or above for districts, processing and distribution centers and facilities and bulk mail centers, and at the second managerial level and above for Post Offices and postmaster grades Executive and Administrative Schedule (EAS) 21 and above.~~

~~Any other structure or position specifically reserved for Headquarters approval.~~

~~153.22 Headquarters Units~~

~~Major organizational changes for Headquarters units normally involve one or more of the following:~~

~~Establishment of a new bargaining or nonbargaining position description, occupation code, or grade.~~

~~Modification of a bargaining or nonbargaining position description that requires rewriting.~~

~~A nonstandard reporting relationship.~~

~~Any other structure or position generally reserved for approval by Employee Resource Management.~~

153.3 Minor Organizational Changes

Minor organizational changes are initiated by an Officer and implemented by Organizational Effectiveness. A minor organizational change may consist of at least one of the following:

- a. Realignment of functional units. (For example: a change in reporting relationship.)
- b. Realignment of work performed within a functional unit resulting in the modification of one or more job descriptions. (This may also result in the creation of new jobs.)
- c. Change in job titles.
- d. Minor changes to a job description.

The above are not all-inclusive. A minor change may consist of other aspects concerning the specific organization.

Note: Minor organizational changes should not result in the elimination of an encumbered position.

Before making an official request, the requestor should discuss it informally with higher level functional management, district or area Human Resources manager, and/or the Manager, Organizational Effectiveness, to seek further guidance.

The approval level for minor organizational changes is:

Employee Resource Management — for administrative bargaining unit and nonbargaining unit positions.

Area or district — for operational bargaining unit positions in the field.

153.31 Field Units

Minor organizational changes for field units normally involve the addition or deletion of nonbargaining or bargaining unit positions that appear in authorization guidelines furnished to each district manager by Employee Resource Management. For organizational units at the district level and below, the district Human Resources function processes minor organizational changes.

153.32 Headquarters Units

Minor organizational changes for Headquarters units normally involve the addition or deletion of nonsupervisory or nonmanagerial positions.

154 Submitting Requests

154.1 Field Units

Managers of field units are to forward requests with appropriate documentation (see 155.2) through appropriate managerial channels to the district Human Resources manager. Each higher level of management must concur before final submission of the request is submitted to the next higher level.

- a. The district Human Resources manager submits the request to the area Human Resources manager.
- b. If it is concurred with at the area human resources level, it is submitted to the area Vice President for review and concurrence.
- c. The area Vice-president or area Human Resources manager submits the formal request to the vice president, Employee Resource Management (ERM). Failure to obtain higher level concurrence at each level will result in return of the request with no action taken.

154.2 Headquarters Units

Managers of Headquarters units are to forward requests with supporting documentation to their next higher level manager for review and concurrence. The next higher level manager will then submit the request to the vice president of the functional department for concurrence. The vice president of the functional department will seek concurrence from their ELT member. The ELT member must submit the formal request with appropriate documentation through administrative channels to the vice president, Employee Resource Management (ERM) for review and consideration. Each higher level of management must concur before final submission of the request is submitted to the next higher level. Failure to obtain higher level concurrence at each level will result in return of the request with no action taken.

155 Documenting Requests

155.1 Major Organizational Changes

The process for requesting a major or minor organizational change is described below:

- a. The officer of the functional area submits a formal request to the vice president, ERM, with a copy to the General Counsel & Executive Vice-president

~~President~~president. The request ~~must~~should include supporting documentation and describe the organizational change, its rationale, potential ~~benefit~~efficiencies, and cost savings.

- b. ~~If~~The vice president, ERM reviews, ~~approves~~ the request and, forwards it~~he or she forwards~~ it to the Mgrmanager, Organizational Effectiveness (OE),) for further review.

~~—If OE determines approves~~ the request to be a major change, it will~~and~~:

- c. ~~(1) C~~contact the business customer to discuss the completion of an organizational change restructure proposal packet (provided by OE).

- d. If OE determines the request to be a ~~Determines that it is a~~ minor change and is in agreement with the request, it will:

~~—(1) C~~contact the business customer to discuss, if necessary, or proceed with the requested change.

~~OE follows the procedure in 155.2.~~**Note:** Due to the potential employee impact that may result from an organizational change, OE will consult with the Law Department to discuss any legal aspects that should be considered before proceeding with the request.

(2) — Determines that it is a major change, OE sends an organizational change restructure proposal packet to the requestor. The packet may include the following items:

(a) — Revised functional statement for the organizational entity.

(b) — Job description questionnaire for each new nonbargaining unit job.

(c) — PS Form 820, *Ranking of Position Request* (see Exhibit 212.2), for each new bargaining unit job requested and each existing position that will be substantially affected (see chapter 2).

(d) — Organizational charts that show the following for the current and proposed organizations:

(i) — Organizational structure, tours, reporting relationships.

(ii) — Staffing structure, i.e., numbers and types of positions, titles, grades, and occupation codes.

(e) — Statistical data that may help with the analytical process.

Requests involving a major change must be documented as follows:

a. — Prepare a cover letter describing the purpose of the change, including any anticipated benefits and associated costs. Attach concurrence letters from each higher level of management that include evaluative comments.

b. — Include a revised functional statement for the organizational entity, if appropriate.

c. — Complete a narrative request for each new nonbargaining unit job and a PS Form 820, *Ranking of Position Request* (see Exhibit 212.2), for each new bargaining unit job requested, and each existing position that will be substantially affected (see chapter 2).

d. — Attach an organizational chart showing the current organization in terms of structure, tours, reporting relationships, numbers and types of positions, titles, grades, and occupation codes.

e. — Attach an organizational chart showing the proposed organization in terms of structure, tours, reporting relationships, numbers and types of positions, titles, and known occupation codes and grades.

f. — Include any relevant statistical data that may help in the analytical process.

155.2 — Minor Organizational Changes

Each request for a minor change must be submitted formally with justification and documentation to the vice president, ERM. Minor changes include, but are not limited to, items a, b, and c below. Requests involving A request for a minor change must be documented as follows:

~~Request for additional position.~~ If the requested position is the same as an existing authorized position, provide a letter containing appropriate justification for the addition.

~~Request for job modification.~~ If the requested position is a modification of an existing position, provide a Job Description Questionnaire for a nonbargaining unit position or a PS Form 820 for a bargaining unit position. (See chapter 2 for further information.)

c. ~~Request for reduction, replacement, or exchange.~~ If request is for a reduction, replacement, or exchange in a position, provide the appropriate documentation as outlined in a or b above.

~~Note: Requests for field bargaining unit positions (functions 1, 2, 3, and 4) are reviewed and approved by area offices.~~

b. ~~Modification.~~ If the requested position is a modification of an existing position, provide (1) a completed narrative request for nonbargaining unit positions and/or a PS Form 820 for bargaining unit positions and (2) a cover letter justifying the modification. See chapter 2 for further information.

c. ~~Reversion.~~ If the requested position replaces an authorized position, provide information about the position being reverted in a letter justifying the reversion. (If it is a bargaining unit position, provide the key, standard, or individual position number and specify whether or not the position is encumbered.)

156 Approval Authority and Disposition of Requests

All organizational changes — major and minor — must be approved by the Chief/Chief Human Resources Officer or vice president, ERM, or Mgr./manager, Organizational Effectiveness.

156.1 Field

For minor organizational changes in the field that do not involve a revision of an existing job description, the district Human Resources manager approves changes for field units. If the request involves a change to an existing job description, the request must be forwarded through appropriate administrative channels to Organizational Design and Management, Employee Resource Management, for review. If the request contains elements of a major organizational change, advice should be obtained from Organizational Design and Management within Employee Resource Management before proceeding.

156.2 Headquarters

All organizational changes in Headquarters and area offices require the approval of Organizational Design and Management, Employee Resource Management.

157 Disposition of Requests

157.1 Organizational Effectiveness Design and Management, Employee Resource Management

157.11 General

After Organizational Effectiveness reviews the request and initiates all appropriate procedures for implementation, the vice president, ERM/Organizational Effectiveness Design and Management, Employee Resource Management, may approve, approve in part, deny, or propose changes to any organizational change request.

157.12 Approval

An approved request that is ready for implementation may include all or some or more of the following:

- a. ~~a. Revised functional statement.~~
- b. ~~Organizational chart showing revised reporting relationships, as applicable.~~

- eb. List of approved job titles, grades, occupational codes, and numbers of positions.
- cd. ~~Implementation guidelines, where appropriate.~~

156.1457.13 Denial

~~A letter explaining the reasons for denying a request is sent through administrative channels to the initiating manager.~~

157.2 Districts and Areas

157.21 General

~~Managers, Human Resources, may approve, approve in part, or deny minor field changes within their authority or forward to Headquarters those actions not within their authority.~~

157.21 District Level

~~When a request is initiated at the district level:~~

~~The district Human Resources manager recommends approval or denies the request.~~

~~If the district Human Resources manager recommends approval, he or she submits the request to the area Human Resources manager.~~

~~If the area Human Resources manager concurs, he or she submits the request to the vice president, ERM, for further review and appropriate action.~~

157.22 Area Level

~~When a request is initiated at the area level:~~

~~The area Human Resources manager recommends approval or denies the request.~~

~~If the area Human Resources manager recommends approval, he or she submits the request to the vice president, ERM, for further review and appropriate action.~~

157.232 Approval

A request that has been approved is sent to the initiating official through appropriate channels.

156.2157.243 Denial

A letter explaining the reasons for denying a request is sent to the initiating requesting official, with copies provided to the appropriate functional units.

157.3 Implementation Guidelines

To effect a major organizational change with service-wide impact, Organizational Effectiveness Design and Management, Employee Resource Management, coordinates the preparation of prepares an implementation plan with stakeholders that contains guidelines for necessary actions. Functional management at Headquarters provides technical guidance, as requested, to ensure accuracy of content and consistency with established policy. When the implementation plan is approved, changes to organizational structure will be entered in the Organizational Management system (see 161.1).

While circumstances unique to each organizational change govern the implementation plan content, the following illustrates some of the items that may be appropriate:

Due to the unique circumstances of each organization, implementation plans will differ. However, most implementation plans may will include at least one or more some- of the following items:

~~a. Personnel policies.~~

- a. Schedule of target dates for each phasesstage of the plan.
- b. Anticipated internal operational impacts of the modified structure and/or staffing plan.
- c. Standard jobposition descriptions for new or modified jobs.
- d. Guidelines for consolidating duties and responsibilities.
- e. Guidelines covering the transfer of functions to or from another organizational unit.
- f. Clarification of new reporting relationships.
- g. Instructions concerning changes affecting bargaining unit positions and consultations with the management associations and local unions, as necessary.
- h. Suggested procedures for monitoring compliance.

Note: When implementing an organizational change, the organizational change procedures in 354, *Assignment of Unassigned Employees*, may need to be invoked.

160 Monitoring and Assessment

161 Organizational Management System

161.1 Explanation

The Organizational Management (OM) system is a computerized system that:

- a. Provides information reflecting actual organizational characteristics down to the smallest supervised unit in every Postalpostal Service installation.
- b. Identifies the hierarchy of organizational units and authorized positions.
- c. Enables the comparison of the structural organization and staffing levels of similar facilities for the purpose of identifying inconsistencies.

~~**Allows for staffing and structural comparisons between like facilities for the purpose of identifying inconsistencies.**~~

161.2 Reports Generated

161.21 Authorized Staffing Organization Report

The Authorized Staffing Organization Report is a graphic display of the distribution of all authorized nonbargaining unit and selected bargaining unit positions within ~~the a~~ manager's span of control. ~~It~~ The report displays the structural arrangement of an organizational unit (e.g., Postalpostal Service facility, tour, and specialized unit) and provides the following [RGA-LK1] data:

- a. JobProper job title and occupation code.
- b. Pay schedule and grade or level for each position.
- c. Number of positions authorized for a given job title.
- d. Date of the last change to the organizational unit.
- e. CostThe Finance Number center code for the specified organizational unitpostal facility.

Note: The *cost center code* is a 10-digit number consisting of a unit's Finance Number and Unit ID.

161.22 Payroll Staffing Condition Report

161.221 Description

The Payroll Staffing Condition Report is a sequential printout of authorized nonbargaining unit positions and their incumbents generated by the web-based Complement Information System (webCO/NS). The report shows all variances to approved staffing by comparing data from these two sources:

- a. The authorized and on-rolls complement of a unit (identified by cost center code and extracted from the OM system).
- b. Current payroll records.

~~The Payroll Staffing Condition Report is a sequential printout of authorized positions and incumbents, with all exceptions to the approved staffing clearly indicated. It compares data of known value and quantity from the authorized structure and staffing plan to the data extracted from current payroll tapes.~~ **161.222 Identifying Discrepancies**

Discrepancies between the two sets of data can be readily identified. The report notes the following variances between *authorized* and *on-rolls* actual in the Variance column:

- a. Vacant positions (VAC).
- b. Over-complement positions (OVC).
- c. Non-authorized positions (NAU).
- d. Occupied positions (OCC).

161.3 Administrative Responsibility

161.31 Headquarters

Organizational Effectiveness establishes policies and procedures for the Organization Management system.

~~Organizational Design and Management, Employee Resource Management, is responsible for establishing all policy and procedures that are related to the OM system.~~

161.32 Districts

District Human Resources managers are responsible for verifying organizational and staffing information for all Postal Service facilities within their jurisdiction. If an OM change is required, the district must submit a request to the area for review and concurrence. If the area Human Resources managers concur, they submit a formal request implement the changes in the OM system. If the proposed change is beyond their authority, they submit it to the vice president, ERM, for review and approval.

~~Each district is responsible for compiling and verifying organizational and staffing information for all postal facilities in its area (including the district office), and properly coding this information into the OM system database.~~

161.33 Areas

Area Human Resources managers are responsible for verifying organizational and staffing information for all Postal Service facilities within their jurisdiction, including the area office. If an OM change is required, they submit a formal request implement the change in the OM system. If the proposed change is beyond their authority, they submit it to the vice president, ERM, for review and approval.

162 Organization, Staffing, and Position Reviews

162.1 Responsibility

Organizational Effectiveness Design and Management, Employee Resource Management, periodically assesses established structures and staffing.

162.2 Purpose

Organizational Effectiveness conducts ~~The reviews are conducted~~ to ensure that the allocation of approved positions and the assignment of personnel reflect the most effective use of human resources. Specific objectives are to:

- a. Assess uniformity in organizational structures and position use throughout the Postal Service.
- b. Evaluate the adequacy of ~~job~~position descriptions used in the organizational unit review.
- c. Assess the effectiveness of approved staffing and structure.
- d. Identify the informal organization and compare it to the formal structure.
- e. Evaluate staff interaction in a unit or facility to determine whether:
 - (1) Approved organizational structures have been implemented.
 - (2) Authorized positions are functioning as intended.
 - (3) Weaknesses exist in the approved organizational structure and/or positions used, or both.
 - (4) Timely action is taken whenever non-authorized positions are found.
- f. Determine if overlapping duties and responsibilities exist within the unit.
- g. Determine if structural or staffing designs leave essential work inadequately supported.

Note: The use of the word positions^P is not related to the on-rolls staffing. ~~are not on rolls, employees are~~

2 Job Evaluation

210 General Information

211 Purpose

This chapter:

- a. Provides a logical, fair, and consistent framework for determining the measure of relative value of each bargaining unit and nonbargaining unit position.
- b. Establishes a process for reviewing and updating job descriptions and qualification standards used throughout the Postal Service™.
- ca. Outlines the procedures used to request a job evaluation review.
- b. Details the process used to review and update job descriptions used throughout the Postal Service™.

212 Responsibilities

212.1 ~~Executive Vice President, Chief Human Resources Officer and~~ ~~Executive Vice President~~

The Executive Vice President, Chief chief Human-human Resources-resources Officer-officer and Executive-executive Vice-vice President-president is responsible for ensuring that:

- a. Each position in the Postal Service is evaluated and assigned to placed in an appropriate salary-grade level.
- b. Postal Service employees receive equal pay for substantially equal work.

212.2 ~~Organizational EffectivenessDesign and Management, Employee~~ ~~Resource Management~~

Organizational EffectivenessDesign and Management:

- a. Ensures that the job evaluation policy reflects the Postal Service's commitment to an open, equitable, and cost-effective method of determining the relative value of positions and grade levels, using the appropriate job classification system.
- b. Employs the appropriate job analysis tools to identify position duties and responsibilities to achieve organizational objectives.
- ca. Develops new position-standard job descriptions and qualification standards, when appropriate.
- db. Revises existing position-standard job descriptions and qualification standards, when appropriate.
- ee. Evaluates all jobspositions and establishes-assigns the appropriate grade levels.
- fd. Reviews the grade levels assigned to existing jobs.
- g. Processes requests for job evaluation reviews (RFRs) applicable to bargaining unit and nonbargaining unit positions and reviews RFRs submitted by Headquarters and area offices.
- h. Reviews requests to rank a bargaining unit position (see Exhibit 212.2, PS Form 820, Ranking of Position Request).

e. ~~Matches duty assignments to existing position descriptions.~~

f. ~~Processes requests for job evaluation review (RFRs) and PS Form 820, Ranking of Position Request (see Exhibit 212.2).~~

~~Exhibit 212.2~~

~~PS Form 820, Ranking of Position Request~~



Ranking of Position Request

1. Name of Office or Organization		This Section Completed by Approving Officer	
		Title	Occupation Code
2. Suggested Title of Position		Position Identification	Level
3. Recommended Salary Level (From Item 7)		Key Position Reference	Craft
4a. Date Submitted	4b. Reason for This Request	Signature of Approving Official	Date Approved

5. Position Description (Attach continuation sheet if necessary)

a. Basic Functions

b. Duties and Responsibilities

c. Organizational Relationships

PS Form 820, September 1987

PS Form 820, Ranking of Position Request**6. Evaluation Report**

INSTRUCTIONS: For comparative purposes, select an existing ranked position in the organization which is functionally related to the position being evaluated. If no such position exists, select from a functional area

the existing ranked position most closely comparable in respect to the types of duties, responsibilities, and work requirements.

a. Title of Comparison Position

b. Key Position/Standard Position Number Assigned to Comparison Position

c. Level of Comparison Position

d. Comparative Analysis (Compare the position for which a ranking is requested against the comparison position by entering a check in the appropriate column for each component.)

Descriptive Comparison (Components of New Position)	Rank in Relation to Comparison Position				
	Substantially Below	Below	Approximately the Same	Above	Substantially Above
Difficulty of Work					
Responsibility Exercised					
Scope and Variety of Tasks					
Conditions of Performance, Including Physical Requirements or Hazards					
Skill or Knowledge Requirements					
Experience Requirements					
Public Relations Requirements					

e. Specify any other considerations or unusual conditions or circumstances which may have a bearing on the salary level of the position for which the ranking is requested.

7. Recommendation

a. On the basis of the analysis completed above, I recommend that this position be placed in Level

b. Signature of Authorized Official

a. Date

8. Review

a. If you object to any phase of the assignment, please notify the installation heads of the nonauthorized features and caution them concerning permission to perform the duties. In your notification avoid attempting to designate any task(s) by level.

b. Signature of Reviewing Official

c. Date

PS Form 820, September 1987 (Reverse)

 UNITED STATES POSTAL SERVICE		Ranking of Position Request	
A. Position to Be Ranked			
Name of Office or Organization		This section to be completed by the Approving Officer	
		Title	Occupation Code
Suggested Title of Position		Position Identification	Level
Recommended Salary Level (From Part D)		Key Position Reference	Craft
Date Submitted	Reason for This Request	Signature of Approving Official	Date Approved (DD/MM/YYYY)
B. Position Description (Attach continuation sheet if necessary)			
1. Basic Functions			
2. Duties and Responsibilities			
3. Organizational Relationships			

PS Form 820, Ranking of Position Request**C. Evaluation**

Instructions: For comparative purposes, select an existing ranked position in the organization that is functionally related to the position being evaluated. If no such position exists, select from a functional area the existing ranked position that is most comparable in terms of duties, responsibilities, and work requirements.

1. Title of Comparison Position

2. Key or Standard Position Number Assigned to Comparison Position

3. Level of Comparison Position

4. Comparative Analysis (In the table below, compare the position for which a ranking is requested to the comparison position by entering a check in the appropriate column for each component.)

Descriptive Comparison (Components of New Position)	Rank in Relation to Comparison Position				
	Substantially Below	Below	Approximately the Same	Above	Substantially Above
Difficulty of Work					
Responsibility Exercised					
Scope and Variety of Tasks					
Conditions of Performance, Including Physical Requirements or Hazards					
Skill or Knowledge Requirements					
Experience Requirements					
Public Relations Requirements					

5. Specify any other considerations or unusual conditions that may have a bearing on the salary level of the position for which the ranking is required.

D. Recommendation

On the basis of the analysis completed in Part C, I recommend that this position be placed in Level _____

Signature of Authorized Official

Date (MM/DD/YYYY)

E. Review

If you object to any phase of the assignment: (a) notify the installation heads of the nonauthorized features; and (b) caution them concerning permission to perform the duties. In your notification, do not designate any task by level.

Signature of Reviewing Official

Date (MM/DD/YYYY)

212.3 Initiating Offices

Initiating offices (e.g., Post Offices™, districts, processing and distribution centers or facilities, areas, and Headquarters units):

- a. Rank authorized bargaining unit positions within their organizations~~delegated authority~~.
- b. Prepare requests to rank bargaining unit positions that cannot be matched to either key or standard job position~~descriptions~~ within their organizations~~delegated authority~~.
- c. Prepare RFRs~~requests for job evaluation action on for~~ nonbargaining unit positions.

212.4 District Offices

District offices:

- a. Match RFRs~~requests for job evaluation actions~~ to existing job descriptions.
- b. Provide comments and input on RFR requests~~on RFRs for review of current grades of positions submitted to the area office~~ Organizational Design and Management, Employee Resource Management (ERM), for review.

212.5 Reviewing Offices

Each reviewing office reviews RFRs and processes them as follows:

- a. If the reviewing office concurs, it submits the recommendations as to the validity of a request to the next review level~~Reviews requests for job evaluation action.~~
- b. If the reviewing office does *not* concur, it returns the request to the requesting official, explaining the reasons for denial~~Submits comments and recommendations on the validity of the requests.~~

Management levels of review are defined as follows:

Initiating or Reviewing Office	Next Management Level of Review
Post Office/ <u>Plant</u>	District
District	Area
Area	Organizational <u>Effectiveness</u> Design and Management, ERM
Headquarters <u>units</u>	Organizational <u>Effectiveness</u> Design and Management, ERM

213 Position Job Descriptions

213.1 Maintenance

213.11 Organizational Effectiveness~~Design and Management, Employee Resource Management, at Headquarters~~

Organizational Effectiveness~~Design and Management~~ maintains a master file of all position~~job~~ descriptions for bargaining unit~~unit~~ and nonbargaining unit positions throughout the Postal Service.

213.12 Field

Management officials and support administrative staff in Post Offices and districts can access job maintain position descriptions through an electronic database named Job Description (JD) or JD Onlinefor the positions within their jurisdictions.

213.2 Access to Job Descriptions

All employees are entitled to access to job position descriptions for the jobs they currently hold or for which they apply. Installation heads must take the steps necessary to ensure that job position descriptions are available to employees.

220 Nonbargaining Unit Positions

221 Standard Position Job Descriptions

Organizational ~~Effectiveness~~ Design and Management develops and maintains standard position job descriptions, (SPDs), the basic documents used to describe and evaluate all nonbargaining unit positions. ~~An SPD~~ A job description includes information that describes the functional purpose of the position, the essential duties and responsibilities, and the organizational reporting relationship. Information concerning the knowledge, abilities, and skills required to perform the duties and tasks of a position are contained in the position's qualification standards.

222 Requesting for a Job Evaluation Review

222.1 Background Information

222.11 Conditions

Employees or managers must initiate an RFR if they who believe that:

- a. A major aspect of a job's duties and responsibilities has changed; or
- b. A major duty has been added that was not considered in the initial substantive information has been overlooked in a job evaluation may initiate a request for job evaluation review.

222.12 Employee-Management Differences

The job evaluation review process is not to be used to resolve disputes ~~Disagreements between managers and employees and managers over job requirements. A review may be requested if management concurs with an employee that the work performed is not incorporated into the existing job description or job requirements must be resolved at the local level and not by initiating an RFR.~~

222.13 Change in FLSA-Exempt Status

Employees or managers must initiate an RFR ifl there is reason to believe that a position previously classified as FLSA-FLSA-exempt no longer qualifies for that status. ~~The send a request for review is sent to the area Human Resources manager and the Law Department. -An FLSA-exempt status may change for any either of the followingthese reasons:~~

- a. The employee's work performed by the employee is not consistent with the work requirements set out in the job descriptionchanges.
- b. Management determines that the job description's work requirements no longer fulfill operational requirements and wants the employee to perform other workIf the employee is a manager or supervisor, failure to meet FLSA threshold requirements.
- c. If-tThe position is executive exempt (manager or supervisor) and the manager or supervisor does not supervise two or more career or noncareer employees who collectively work (actual work hours, does not include other paid hours) 80 or more hours per week regularly. The 80 or more hours per week includes actual work hours, not other paid hours.

222.2 Documentation Requirements

222.21 Preparing a Request for Review

The incumbent or manager prepares a narrative RFR stating the differences between the content of the employee's assigned position SPD and the actual duties and responsibilities of the position.

222.22 ~~Signing Off~~ Action at Management Review Levels

Reviewing managers will:

- a. Ensure that each RFR is accurate and properly stated~~presentation and documentation.~~
- b. Determine whether the ~~SPD job description~~ assigned to the employee is consistent with the actual duties and responsibilities of the position.
- c. Provide an a written evaluation evaluative statement, in writing, that either supports or refutes the RFR. An RFR that does Requests that do not include a recommendation — either positive or negative — may input must will be returned.
- d. Forward the RFR through normal management channels to:
 - (1) The appropriate district office, or, t-f
 - (2) For area or Headquarters jobs, to Organizational Effectiveness~~Design and Management,~~
Employee Resource Management.

222.3 Action by Districts

District Human Resources managers analyze: ~~a. Analyze~~ the RFR and take one of the following courses of action:

- (1) ~~If the request is within their authority:~~
 - ~~(a) Approve the request, match the request to an existing SPD, and prepare a Staffing Change Notice, showing the proper title, grade, and occupation code.~~ (b) —
- a. Deny the request and prepare a memorandum stating the reasons.
- b. Forward the request, with comments and a summary of the analysis, to the area Human Resources manager for review.

222.4 Action by Areas

~~(2) If the request is not within their authority, forward the request to the area Human Resources manager for review with a summary of their analysis and comments.~~

- b. ~~Send the Staffing Change Notice or memorandum to the initiating employee's manager or installation head through normal managerial channels.~~

222.4 ~~Action by Areas~~

Area Human Resources managers analyze: ~~a. — Analyze~~ the RFR and take one of the following courses of action:

- (1) ~~If the request is within their authority:~~ (a) ~~Approve the request, match the request to an existing SPD, and prepare a Staffing Change Notice, showing the proper title, grade, and occupation code.~~ (b) ~~—~~
- a. Deny the request and prepare a memorandum stating the reasons.
- b. Forward the request, with comments and a summary of the analysis, to Organizational Effectiveness for review.
- (2) ~~If the request is not within their authority, including any request involving area positions, forward the request to Organizational Design and Management for review with a summary of their~~

analysis and comments. ~~b. — Send the Staffing Change Notice or memorandum to the initiating employee or manager, with a copy to the district Human Resources manager.~~

222.5 Action by Organizational Effectiveness ~~Design and Management~~

For a position that may need nationwide review and for any area or Headquarters position positions, Organizational Effectiveness ~~Design and Management~~ a.

~~— Analyzes the RFR and takes one of the following courses of action:~~

~~(1) Matches the request to an existing SPD and prepares a Staffing Change Notice, showing the proper title, grade, and occupation code. (2) — Revises an existing SPD to include the duties and responsibilities contained in the request and prepares a Staffing Change Notice. (3) — Develops a new SPD covering the duties and responsibilities contained in the request and prepares a Staffing Change Notice. (4) —~~

~~a. Denies the request and prepares a memorandum stating the reasons.~~

~~b. Approves the request and takes one of the following courses of action:~~

~~1) Revises an existing job description to include the duties and responsibilities resulting from the analysis and makes any necessary changes to the qualification standards.~~

~~2) Develops a new job description that reflects the duties and responsibilities resulting from the analysis and makes any necessary changes to the qualification standards.~~

~~3) Sends an approval memorandum to the initiating employee or manager.~~

~~b. Sends the Staffing Change Notice or memorandum to the initiating employee or manager, with copies to the area and district Human Resources managers for field or area request, as appropriate.~~

230 Bargaining Unit Positions Covered by a National Agreement

231 Position Job Descriptions

PS Form 820, Ranking of Position Request, (see Exhibit 212.2), is the basic document used to describe and evaluate or rank bargaining unit jobs covered by a collective bargaining unit the national agreement, and generates the following two types of job position descriptions:

a. Key positions (KPs). Used as benchmarks, or models, in the creation of standard positions, KPs are ranked to clearly reflect level distinctions. KPs use general terms to describe the duties and responsibilities of more than one employee.

b. Standard positions (SPs). Although SPs are described in more specific terms than KPs, they also use general terms to describe the duties and responsibilities of more than one employee.

The purpose of a position job description is to describe three components of a position:

~~(a.) pPrimary)~~ primary assignment or basic function; ~~;~~

~~(b.) tTasks)~~ tasks and duties involved in carrying out the primary assignment; ~~;~~ and

~~(c.) oOrganizational)~~ organizational relationship.

These components constitute the basis for comparing a position with key positions and for aligning it with other positions in the Postal Service.

Note: The job description terminology used in 231 is based on existing regulations.

232 ~~Using~~Use of PS Form 820

232.1 Background

232.11 Purpose

PS Form 820 is used to establish and review rankings of bargaining unit positions in the field and in certain area and Headquarters units. It serves to document requests for a new position or for changes to an existing one. In most cases, this form is not required because of the number of positions already in existence to which work can be matched.

232.12 Conditions

~~In most cases installation heads hold the authority to evaluate authorized positions that match key or standard positions for levels PS-5 and below; in these instances, no PS Form 820 needs to be completed. If a new or changed position does not match a key or standard position, level PS-5 or below, a PS Form 820 must be completed.~~

If a position's duties and responsibilities change or, or if there exists a need to create a new position is needed, the Installation Head, functional manager, or designee except in those cases where Organizational Design and Management completes it as a result of a national review, the installation head must complete a PS Form 820 with assistance from Organizational Effectiveness.

Exception: If a position changes as a result of a national review of bargaining unit positions, Organizational Effectiveness completes the form.

232.2 Documentation Requirements

232.21 Preparing PS Form 820

Installation heads enter the following information on the form:

a. ~~Position~~Heading entries to Be Ranked:

- (1) ~~Name of Office or Organization. (Item 1).~~ Enter the name of the Post Office or other Postalpostal Service installation where the position exists.
- (2) ~~Suggested Title of Position. (Item 2).~~ Enter the title proposed for the position to be ranked.
- (3) ~~Recommended Salary Level. (Item 3).~~ Enter the PS-level from ~~Part~~Item 6_D on page 2.2the back of the form.
- (4) ~~Date Submitted of Submission (Item 4a).~~ Enter the date on which the PS Form 820 Ranking of Position Request is submitted.
- (5) ~~Reason for This Request. (Item 4b).~~ Enter the reason for submitting the PS Form 820.

b. ~~Jobb. Body entries:~~Position Description:

- (1) Basic Function (Item B.115a). Describe the position's basic function in a concise statement that explains the position's primary purpose. For example, "Makes general repairs on a variety of postal and building equipment on a tour when no other mechanics are present; performs clerical tasks related to the scheduling, control, and reporting of plant maintenance activities." Do not attempt to describe the specific tasks associated with details of the position in Item 1; this information goes in Item 22this section.
- (2) Duties and Responsibilities (Item B.225b). Enter the individual tasks performed in carrying out the basic function:
 - (a) Explain the tasks in detail sufficient to provide a clear understanding of the work, referring to the evaluation factors given in Part C, Item 6 (for example, These include trade fields in which the work is performed, type of equipment worked on, commonly used hand and power tools, and nature and extent of repairs, and Describe work

conditions such as (for example, "in and around moving machinery," "bench work," or "outside work.")

- (b) Explain responsibilities in terms of decisions. For (for example, "removes removing needed equipment from service for repair," or "requests requesting additional mechanical or supervisory assistance.")
 - (c) Note skills, knowledge, and/or experience necessary to accomplish the basic function efficiently, especially where the task description does not make these qualities readily apparent. Avoid listing an incumbent's or applicant's specific particular qualities, other than unless those qualities are clearly essential to the position.
 - (d) Note the duties and responsibilities assigned to the position that are beyond the scope of the basic function. Estimate the percentage of time devoted to the separate tasks. Also note tasks performed at stated other than daily intervals other than daily (e.g., quarterly, semiannually, annually), etc., other than daily.
 - (e) If the position is composed of a combination of tasks requiring materially different skills and knowledge, estimate the percentage of time to be devoted to each area.
 - (f) Avoid ambiguous terms like *assists* or *processes*. If such a term is used, specify the work tasks attached to that position feature.
- (3) *Organizational Relationships (Item B.35c)*. Give the title and grade of the position's immediate supervisor, and:
- (a) If the immediate supervisor works a different tour than the incumbent, give the supervisor's tour time.
 - (b) If the supervisor works in a different building, make a notation ~~note this~~.
 - (c) Explain the nature and extent of:
 - (i) Instructions ~~received given to the incumbent~~ before, during, and after task performance.
 - (ii) Available guidelines and procedures directly applicable to the work.
 - (iii) Review of the finished work.
 - (d) If more than one supervisor in the chain of command reviews finished work, make a notation ~~note this~~.

c.(4) ~~Evaluation Report (Item 6)~~. Proceed as follows:

Evaluation:

- ((a1) When choosing a position for comparison in item C.2, select a ranked position in the installation closely related in function to the position under analysis. If no closely related position exists, select one with similar work processes or other characteristics.
 - (b2) Complete items C.2 and C.3.
 - (3) Rank factors in comparative, not absolute terms. For example, if neither position involves contact with the public, check "Public Relations Requirements" in item C.4 under section 6d as "Approximately the Same." Comparison reflects the evaluator's best judgment, based on knowledge of both the comparison position and the position under review.
 - (4c) Complete item C.5, as applicable. ~~After completing items 6b and 6c, where appropriate, enter the PS-level recommendation in item 7a.~~
- d. Recommendation: After completing Part C, recommend a position level (grade PS level), then sign and date the entry.
- (5) ~~Signature and Date of Authorized Official (Items 7b and 7c)~~. Sign and date the PS Form 820, certifying the accuracy and completeness comparable to other official certifications.

232.22 Signing Off Action at Management Review Levels

Reviewing managers: ~~a. R~~ review the initiating office's recommendations and take one of the following actions:

- ~~ab.~~ If they do *not* concur with the initiating office's recommendations, they return the unsigned PS Form 820 with a memorandum explaining reasons for disapproval.
- ~~bc.~~ If they concur with the initiating office's recommendations, they forward the request to the next higher management level for review, as appropriate.

232.3 Action by Districts

District Human Resources managers take one of the following courses of action:

- a. If the job can be matched to an existing key or standard position, they forwardreturn the PS Form 820, signed and dated, to the area Human Resources manager for review.

~~If the position is listed in the Bargaining Unit Position Authorization Guidelines (available from Organizational Design and Management at Headquarters):~~

~~(1) Match the request to an existing key or standard position and prepare a Staffing Change Notice showing the proper title, grade and occupation code.~~

~~(2) Return the original PS Form 820, signed and dated, to the initiating installation.~~

- b. If the job cannot be matched to an existing key or standard position, they forward the PS Form 820 with Part C left blank to the area Human Resources manager for review.

232.4 Action by Areas

Area Human Resources managers take one of the following courses of action:

- a. If they do *not* concur with the district's conclusions, the manager returns the PS Form 820 to the initiating office, with a copy to the district Human Resources manager, and preparesalong with a memorandum stating the reasons for nonconcurrence, and sends a copy of PS Form 820 to the district Human Resources manager.
- b. If they concur with the district's conclusions, the manager forwards the PS Form 820 to Organizational EffectivenessDesign and Management for review.

232.5 Action by Organizational EffectivenessDesign and Management

Organizational Effectiveness (OE)Design and Management takes one of the following courses of action:

- a. If OE does *not* concur with the area's conclusions, it returns the PS Form 820 to the area with a memorandum stating the reasons for nonconcurrence.

- b. If OE concurs, it takes the following steps:

~~(a-1)~~ Evaluates the job against an existing key or standard position, then either:

~~____-(a) R~~ revises an existing standard position; or

~~____-(b) e~~ Establishesestablishes a new standard position.

~~(b-2)~~ After completing the job evaluation, OE forwards the new or revised jobposition description to Labor Relations for review, craft determination, and any further action required under terms of the applicable national agreement.

~~(c-3)~~ After final approval, OE sends a formal response to the returns the PS Form 820 to the initiating office, with copies to the area and district Human Resources managermanagers that includes steps for implementation for field or area request, as appropriate.

233 Evaluating Evaluation of Bargaining Unit Positions

233.1 Purpose

Evaluating bargaining unit positions consists of establishing ~~Effective evaluation requires a clear~~ understanding of the duties, responsibilities, and work requirements of a position. Careful description of the position ensures that employees receive equal pay for substantively equal work.

233.2 Basis for Position Evaluation

The comparison of a position's duties, responsibilities, and work requirements to key job ~~position~~ descriptions serves as the only basis for evaluation. ~~Specifically, t~~

a. The following factors determine final ranking:

- (a-1) Difficulty of the work to be performed.
- (b-2) Degree of responsibility to be exercised.
- (c-3) Scope and variety ~~or of~~ tasks involved.
- (d-4) Conditions under which the work is performed.

b. The following factors do not affect the final ranking:

- (a-1) The incumbent's knowledge, skills, abilities, or previous position title.
- (b-2) Designation of the ~~register or hiring list or the maintenance craft's internal promotion~~ eligibility register or preferred assignment register (as applicable) from which the employee will be selected.

233.3 Criteria for Evaluating Mixed Assignments

The criteria for evaluating mixed assignments are as follows:

- a. *Regularly scheduled to two bargaining unit positions on a daily basis.* When a full-time employee is scheduled every workday to perform the work of two separately defined bargaining unit positions in two different grades, the employee is placed in the position of the higher grade. The duties of the lower grade position, while included in the work assignment, represent extra duties in relation to the official position and do not affect the pay grade of the employee.
- b. *Regularly scheduled on intermittent days in two bargaining unit positions.* When a full-time employee is regularly scheduled on intermittent workdays to perform the work of two separate bargaining unit positions in different grades, the employee is placed in the position in which more than 50 percent of the time is spent. If the time is equally divided, the employee is placed in the higher grade position.
- c. *Regularly scheduled on intermittent days to more than two bargaining unit positions.* When a full-time employee is scheduled on intermittent days to perform the work of more than two bargaining unit positions in different grades, and less than 50 percent of the time is spent in a single position, the total work assignment of the employee is separately defined as a position and ranked in an appropriate grade.
- d. *Regularly scheduled to perform work in two or more bargaining unit positions in the same grade.* When a full-time employee is regularly scheduled to perform the work of two or more bargaining unit positions in the same payscale grade, the employee is assigned to the position in which more than 50 percent of the time is spent. If the work is evenly divided between two positions, or if less than 50 percent of the time is spent in a single position, the work assignment of the employee is separately defined and an appropriate title is assigned.

234 Appeals

Employees with positions covered by a collective bargaining agreement may grieve the salary level, title, or identification of their positions through the agreement's grievance-arbitration procedures.

240 Other Bargaining Unit Positions

To establish or change bargaining unit positions that are not covered by a particular collective bargaining unit agreement, ~~this agreements between the Postal Service and the American Postal Workers Union, National Association of Letter Carriers, National Rural Letter Carriers Association, or and National Postal Mail Handlers Union~~ requires submission of a narrative request or PS Form 820. ~~Employees should Direct~~Any questions regarding these position evaluations should be directed to Organizational ~~Effectiveness~~Design and Management.

250 Position Reviews

To ensure proper identification of a position and proper evaluation of the position's duties and responsibilities, Organizational ~~Effectiveness~~ Design and Management or other appropriate management officials may review any position at any time — by correspondence or on-site interview. These officials may direct appropriate action to correct the improper evaluation or identification of a position.

The following section was moved from Chapter 3, Section 312, revised, and renumbered as 251:

251312 Qualification Standards

251312.1 General

All candidates must meet the appropriate qualification standards for positions. The statements of knowledge, skills, and abilities establish the minimum requirements that candidates must meet.

251312.2 Sources

251312.21 Nonbargaining Unit and Bargaining Unit Positions

Qualification standards for Postal Service *nonbargaining unit positions* are available in electronic form on the Postal Service Intranet ~~intranet~~ under the Human Resources homepage (as described in 251.22). ~~then under the homepage of Selection, Evaluation, and Recognition.~~ These do not include qualification standards for ~~executive positions in the Postal Career Executive Service (PCEs), which do not exist.~~

312.22 ~~Bargaining Positions~~

Qualification standards for use in entrance and ~~in service~~ *placement* for Postal Service *bargaining unit positions* are found on the Postal Service Intranet ~~intranet~~ under the Human Resources homepage (as described in 251.22). The application of these standards must be consistent with the applicable provisions of the appropriate collective bargaining agreement. See Handbook EL-312, *Employment and Placement*, 76, Bargaining Position Qualification Standards, for more information.

2512521.22 Qualification Standards Online

Qualification standards for Postal Service nonbargaining unit (except PCE ~~executive~~) and bargaining unit positions are available in electronic form on the Postal Service Intranet ~~intranet~~, as follows:

- a. Go to <http://blue.usps.gov/wps/portal>.
- b. In the right column, under Human Resources, click *HR Home*.
- c. In the HR Department section, click *Employee Resource Management*.
- d. Scroll down to *Who Are We?* and click *Organizational Effectiveness*.
- e. Scroll down to *Essential Links* and click *Job Descriptions/Qualification Standards (JD OnLine)*.