

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
Public Health Service

Chapter CC23--Staffing
Subchapter CC23.6a--Personnel Actions; General
Personnel INSTRUCTION 2--Review of Position Necessity

Section A. Purpose and Scope

This INSTRUCTION sets forth the system which has been developed for the review of position necessity in accordance with General Administration Manual Chapters 8-40 and 8-50.

Section B. Background

1. The President has, on several occasions, emphasized the importance of increasing productivity and efficiency and filling job vacancies only on the basis of demonstrated need to carry out essential activities. In line with this emphasis, the Secretary, in October 1962, established a requirement that each operating agency develop a system for the review of the need to fill any job vacancy and for the annual review of job necessity. The system developed within the Public Health Service, which covered both commissioned corps and civil service positions, was outlined in a memorandum dated December 5, 1962 from the Chief, Office of Personnel. (With issuance of this INSTRUCTION, the December 5, 1962 memorandum is cancelled.)
2. In October 1964, the Director of the Bureau of the Budget emphasized again, in a memorandum to agency heads, the President's concern for efficiency and economy of Government administration and operations, and established a requirement that each Department develop and maintain a position management system. As used in that memorandum, position management includes, among other things, (1) the evaluation of the need for a position and (2) the organization and assignment of work to achieve maximum utilization of the work force.

Section C. Supervisor's Responsibility

1. Each supervisor has a basic responsibility to be alert at all times to identify ways to increase efficiency and productivity in the unit for which he is responsible, and to take or recommend appropriate action. Personnel specialists will assist supervisors in carrying out this responsibility.
2. At certain times, supervisors are asked to make special reviews of the work being done to make sure it is essential and is contributing to the accomplishment of the Service's objectives, and that each position is necessary. Requirements for these special reviews for Commissioned Corps positions are described below. Requirements for the review of civil

service positions are contained in PHS Guide 2 of Chapter III, Personnel Guides for Supervisors.

Section D. Annual Review of Positions

Each year supervisors are asked to review all of the civil service jobs in their organizations to determine whether the positions are correctly described and whether they are needed. This review process is referred to as the "annual review of positions". At the time this annual review is made, supervisors will also review the positions in their organizations which are filled by commissioned officers and determine whether these positions are necessary. The title of each position occupied by a commissioned officer, along with his name, category, and grade, will be shown on Form HEW-318 (Report of the Annual Review of Jobs). Column 8 of Form HEW-318, which covers job necessity, will be completed for each position.

Section E. Individual Review of Job Necessity

1. When a Vacancy Occurs. An additional review of individual positions is required each time a vacancy occurs. In this review, the supervisor should carefully analyze the work situation and consider whether it is necessary to fill the position or whether the duties could be absorbed in other positions or eliminated. In his review, the supervisor should ask himself such questions as the following:
 - a. Within the context of the assigned mission and objective of this organizational unit, are the duties of the position essential; or could the position be abolished without seriously affecting the execution of essential functions?
 - b. If the duties are essential, could they be reassigned to other staff members and thereby eliminate the need for this position?
 - c. Is there other work more important to the Service, and not presently being done, that could be accomplished with the manpower and funds from this vacancy?
 - d. Would staffing be improved in the long run, and would we operate more economically, if a less experienced person at lower grade were selected and offered an opportunity for training and advancement?

2. Recording Decision. Current emphasis on position management requires the maintenance of certain records. Decisions made in the review of job necessity will be recorded as follows:
 - a. When a vacancy occurs and the supervisor decides that the position can be eliminate, absorbed, or otherwise cancelled, he will document this decision in a memorandum of record and send it, through usual administrative channels, to the Office of Personnel.

- b. If after careful review and analysis, the supervisor determines that a position must be filled, he will document the PHS Form 1662 recommending a candidate for it to state "Determination made that position must be filled" and sign his statement. The supervisor's statement that a position must be filled will be considered by each individual in the line of supervision who has responsibility for review of the "Request for Personnel Action". The signature on the PHS Form 1662 by the official authorized to approve a "Request for Personnel Action" will be evidence of his agreement with the supervisor's statement. When the recommending supervisor is also the individual who usually approved the personnel action request, his determination that the position must be filled will be reviewed by a higher official.

3. Records and Reports

- a. A copy of Form PHS 1662 recommending a candidate for a position will be filed in the personnel folder of the individual in question. The supervisor's documentation of his decision that the position must be filled will appear on the Form PHS 1662.
- b. Information about the operation of the system for the review of the necessity for filling vacancies will be documented and kept on a fiscal year basis by the executive or administrative officer of each Office, Division, Institute, or in the Office of the Regional Health Director for positions under his supervision. This information should be of a type to indicate effectiveness of the review system. A statistical tabulation of number of vacancies reviewed, cancelled, filled, etc., is not intended. Rather, such information as the following will be significant:
 - (1) Criteria or guidelines used to decide priority of functions or work.
 - (2) Available objective data about workload and manpower requirements.
 - (3) Methods used to determine priorities; i.e., are these periodic program planning sessions, group analyses of the work situation, etc.?
 - (4) Specific instances in which decisions were made, following review and analysis of functions and workload, to shift personnel to more essential activities, readjust work to achieve better utilization of personnel or savings in manpower, or cancel vacancies and reduce the number of jobs.
- c. In accordance with General Administration Manual Chapter 8-50, reports on the effectiveness of the review system will be requested as needed.