U.S. ARMY CORPS OF ENGINEERS
POSITION MANAGEMENT GUIDELINES

This list of position management guidelines was compiled to assist in planning to meet high grade, supervisory ratio, and streamlining goals. It is not all inclusive, nor are all of the individual items applicable to every situation. They should, however, be considered in all position management and individual action reviews.

A-1. Combine organizations when functions are related; and combine small, single function elements. Where small functions cannot be combined, the chief of the organization will not be classified as a supervisor unless that duty is performed at least 25 percent of the time.

A-2. Share administrative support between organizations.

A-3. Assure an efficient, streamlined organizational structure.

A-4. Assure that first line supervisors have an average of 12 subordinates to compensate for fewer at higher levels so that an average of no fewer than ten subordinates per supervisor at all levels can be achieved.

A-5. Review and reduce the number of deputy and assistant positions. Encourage empowerment of individual team members. Care should be exercised when establishing full time deputy positions. Generally, organizations of less than 40 employees do not warrant a full time deputy unless special circumstances exist. For example, an organization with 25 - 30 employees might need a deputy if there were no lower level supervisors.

A-6. Use team or project leaders instead of supervisors at levels below the chief of a function where possible. Leader positions should be designed so that 51 percent or more of the time is devoted to lead duties. (See footnote)

A-7. Concentrate higher graded duties in as few positions as is prudent, but assign some higher grade duties (less than 25%) to lower graded positions for broadening and developmental experience.

A-8. Ensure that all positions perform at the grade level at which they are classified at least 50 percent of the time unless a smaller percentage is cost effective or more efficient.

A-9. Use technicians to support professional/administrative positions, assuring a reasonable balance of the two.

A-10. Assure that the balance of full performance and senior positions reflects the actual workload of the organization.

A-11. Take advantage of every attrition to review positions to assure conformity with organizational plans.

Footnote, item 6: A team leader is a permanent position where leader duties are performed at least 25 percent of the time. A project leader may be a temporary position or a position which leads teams created for a specific project.