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Civilian Personnel

POSITION MANAGEMENT AND CLASSIFICATION

***This circular expires two years from the date of issue.**

FOR THE COMMANDER:

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Summary. This circular prescribes policies, procedures, and processing requirements for executing Position Management and Classification Authority, Delegated Classification Authority (DCA) and for obtaining Eighth Army (8A), Chief of Staff (CofS) approval to establish a new U.S. Appropriated Fund (APF) senior grade position (SGP) or upgrade current positions at grades GS-13 and above (or equivalent). This does not include Defense Civilian Intelligence Personnel (DCIPS) positions.

Summary of Change. This publication has been substantially changed. A full review of its contents is required.

Applicability. This circular applies to all 8A civilian positions to include its subordinate commands and assigned units. Commands that have bargaining unit members must ensure appropriate labor relations obligations are fulfilled in conjunction with the classification of a position. Decisions regarding the classification of a position are final and not negotiable.

Note: This plan applies to all other activities that are serviced by the Civilian Human Resources Agency (CHRA), Far East Region in the absence of applicable command-specific merit promotion and placement criteria. This plan also applies to all non-Army activities serviced by CHRA, Far East Region, in the absence of applicable agency-specific merit promotion and placement criteria provided for in individual Intra-Service Support Agreements.

Supplementation. Further supplements to this circular by subordinate commands are prohibited unless prior approval is obtained from the Commander, 8A, ATTN: DHRM, Unit #15236, APO AP 96205-5236.

Forms. AK forms are available at http://8tharmy.korea.army.mil/g1_ag/.

Records Management. Records created as a result of processes prescribed by this circular must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information System website at: <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this circular is the Commander, 8A, Directorate Human Resources Management (DHRM). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, 8A, ATTN: DHRM, Unit #15236, APO AP 96205-5236.

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Chapter 1 Introduction

1-1. Purpose

This circular prescribes policy and procedures to be followed when managers choose to exercise their Delegated Position Classification Authority (DCA) and when requesting the establishment or upgrade of appropriated fund (APF) positions at grades GS-13 and above (or equivalent) within HQ 8A, major subordinate commands and assigned units.

1-2. References

Required and related publications are listed in appendix A.

1-3. Explanation of Abbreviations and Terms

Abbreviations and terms are explained in the glossary.

1-4. Policy

Army policy requires that management officials design organizations and positions that use the lowest grades necessary to accomplish the mission; provide for career progression; eliminate excessive layers of supervision; and avoid assignment of employees to position descriptions (PDs) that do not match the work assigned and performed. Commanders, managers, and supervisors must comply with sound position management principles that result in the most efficient and effective use of both finances and human resources. This is done by eliminating wasteful position management practices, controlling senior grades, and implementing efficient organizational structures. Commanders, managers, and supervisors should strive for 100 percent accuracy, but no less than 90 percent of positions must be accurately classified. The PDs established by managers and supervisors must accurately describe the work assigned and include sufficient information to support the classification of the position. PDs should be in the format of the grade controlling standard. Failure to achieve at least 90% adequacy of content of PDs will constitute a program deficiency. To achieve a proper balance of economy and efficiency within the command, the following goals and objectives for the position management and classification program are established:

- a. Ensure that the duties, responsibilities, knowledge, skills and abilities required by each position are clearly described, do not conflict with the duties of other positions, and serve as an effective tool in the recruitment of the position.
- b. Ensure that proper job analysis is accomplished, and that position descriptions are current, accurate, specific, clear, and not vague or embellished.
- c. Ensure all positions are classified in accordance with Office of Personnel Management (OPM), Department of Defense (DoD), and Department of the Army (DA) position classification and job grading standards.
- d. Establish only those positions which will best serve mission needs and provide for economy, efficiency, skills utilization, and employee development.
- e. Avoid establishing deputy, supervisory and administrative support positions.
- f. Abolish positions which become vacant if their duties can be redistributed or eliminated without seriously affecting mission accomplishment.

g. Grade-controlling duties will be concentrated in as few positions as possible and performed more than 50% of the time.

1-5. Authority

a. A key principle of personnel management in the Army is that authority, responsibility, and accountability follow the chain of command.

b. The Chief of Staff (CofS) has been delegated classification authority from the Eighth Army Commander.

c. The Director, DHRM is appointed as the Position Management Officer (PMO) for 8A.

1-6. Roles and Responsibilities

a. The 8A CofS will be responsible for position management of all GS-13s and below and delegated classification authority.

b. The Director, DHRM will:

(1) Serve as the PMO and senior HR staff advisor to commanders and chief of staff on the position classification program. As PMO, the Director has the authority to review, advise, and recommend classification decisions in terms of appropriateness and affordability and/or alternatives to implementation, in consideration of the principles of sound position management.

(2) Make position management recommendations and where significant disagreements exist will be referred to the 8A CofS for resolution.

(3) Ensure that subordinate commanders fulfill their position management and classification responsibilities. Commanders who exercise classification authority must meet the Army objectives for avoiding misassignments (no more than 10%) and attaining position description and classification accuracy (no less than 90% accuracy rate). When necessary, corrective measures will be taken, which may include withdrawal of all or any part of the classification authority.

(4) Perform program oversight and be responsible for establishing command human resources policies, planning for future human resources needs, and developing innovative strategies to better serve its customers.

(5) Monitor implementation progress and periodically evaluate the position management and classification program. Evaluation measures will include an assessment of position classification accuracy, position management, position description adequacy, incidents of misassignment, senior grade limits, and the impact on equal employment opportunities and labor-management relations. Desk and/or telephonic audits may be required to validate that a position is properly described and classified, and that the employee is not misassigned.

(6) Exercise position management and classification authorities, conduct policy research and formulation, make decisions on HR procedures that have impact on all Army units in Korea, and review actions that need command group approval, including exceptions to policy, upgrades, over-hires and establishment of 14s and 15s have to come to the Program Budget Activity Committee (PBAC) for validation of requirement Civilian Review Board for approval.

(7) Serve as the primary advisor to the 8A Commander, and CofS on all matters pertaining to position management and classification. Advise managers on the command's requirements and staffing procedures for classification actions. Maintain a command-wide focus, rather than a focus on individual actions, except when such actions involve exceptions to policy.

(8) Establish procedures for auditing a representative sample of positions in order to continuously monitor the classification program for grade-creep, average grade, and classification consistency within the command. Report findings and recommendations for corrective action(s) to the commander.

(9) Assure obligations to recognized labor organizations, as required by 5 U.S.C., Chapter 71 and appropriate negotiated agreements are fully met.

c. Commanders, managers and supervisors will:

(1) Obtain position management and classification advice from their local Civilian Personnel Advisory Center (CPAC) for all classification actions, as well as during the initial planning of new or revised organization structures.

(2) Avoid establishing ill-defined or personalized job structure changes intended primarily to support unnecessary or questionable grade increases.

(3) Design positions around skills and mission essential tasks rather than the personal qualifications of an incumbent employee.

(4) Design positions to promote career progression whenever possible; explore all opportunities to re-engineer jobs for entry-level and upward mobility purposes.

(5) Eliminate unnecessary supervisory and leader positions and ensure that supervisor to employee ratios are consistent with Army and DoD objectives. The current objective is 1:14.

(6) Avoid establishing deputy and assistant positions.

(7) Continuously review organizational structures to identify and eliminate positions/organizational elements performing similar functions or duplicate work efforts.

(8) Managers should review PDs periodically for accuracy and prior to submitting a recruitment.

(9) Prepare newly written position descriptions only when there are no DA standardized position descriptions or similar positions in FASCLASS. The PDs established by managers and supervisors must accurately describe the work assigned and include sufficient information to support the classification of the position.

(10) Establish a senior grade position (SGP) only when a valid need exists and avoid establishing SGPs simply to reward selected employees.

(11) Treat position descriptions as pay documents that draw on public funds and exercise the same level of care as with any other fiscal authority.

(12) Maintain familiarity with classification standards covering the major functions under their supervision in order to understand and explain the basis of classification to subordinates.

(13) Contact the CPAC prior to generating any Request for Personnel Action to discuss the proposed action and to ensure compliance with sound position management objectives and principles.

(14) Be held accountable for their position management and classification actions through the performance management rating process.

(15) Coordinate with the servicing CPAC and provide management documentation requested by OPM or DoD for processing classification appeals.

(16) Fulfill responsibilities to recognized labor organizations under 5 U.S.C., under Chapter 71 and appropriate negotiated agreements.

d. CPACs will:

(1) Exercise classification authority to develop PDs and classify Army positions GS-12 and below unless 8A CofS exercises their Delegation of Classification Authority.

(2) Provide advice, assistance, and training to managers and supervisors on all aspects of position management and classification to assure integrity of the program. This includes developing and presenting position management recommendations to management for consideration and/or resolution; explaining procedures and requirements of the classification process; and how to use Fully Automated System for Classification (FASCLASS) and other automated tools related to classification.

(3) Assist managers in preventing or correcting unnecessary grade escalation.

(4) Participate with other functional experts in reorganization planning and efficiency reviews.

(5) Ensure that classification decisions are in strict compliance with applicable laws, current classification standards, guides, and OPM, DoD, and DA guidance or precedent decisions.

(6) Ensure that position descriptions meet Army and OPM standards of adequacy.

Chapter 2 Processing Procedures for Senior Grade Positions (GS-13/14/15)

2-1. Instructions for Managers and Supervisors

a. Position Management dialogue should be initiated directly with the servicing CPAC before submitting a Request for Personnel Action (RPA). 8A classification actions for grades GS-13 and higher must be staffed through the 8A Assistant Chief of Staff, G8, G3/5 Force Management Office, and approved by DHRM before an RPA may be initiated. Additionally GS-14s and 15s will be validated by the USARPAC Civilian Review Board (CRB).

b. Requests for new 8A SGPs will be submitted on a Staff Summary Sheet (EA Form 108-E) and address the rationale or justification (describe new mission or program changes that have occurred to facilitate creating a new SGP), background, organization structure, supervisory ratio, the primary purpose of the position, and how it relates to the mission. The following documents must also be included as TABs:

(1) TAB A - The current PD number if the job is encumbered, and a proposed PD (with recommended classification) that is certified by the management as an accurate statement of duties and responsibilities, and validated by the servicing CPAC for meeting DA and OPM standard of adequacy.

(a) AK Form 374 is required to be submitted when creating or requesting changes to civilian position descriptions (PDs). AK Form 374-E is required for non-supervisory positions, and AK Form 374-1E is required for supervisory positions.

(b) By signing AK Form 374, supervisors will certify in writing that the form contains an accurate statement of duties and responsibilities, and that the requested position is necessary to carry out government functions. This certification is made knowing that false or misleading statements may constitute violations of Title 18 United States Code, Part I, Chapter 47, Section 1001 or other related law. Newly written or revised PDs will only be used when Department of the Army standardized position descriptions or similar positions do not already exist in the Fully Automated System for Classification (FASCLASS). PDs are pay documents that serve as an approval authority to expend government funds. Therefore, they will be treated with the same level of care as any other fiscal authority.

(2) TAB B - If the supervisor of the position under review is a civilian, provide his/her PD number. If the supervisor of the position under review is military, include a description of duties taken from the military performance evaluation support form.

(3) TAB C - The organization's Mission and Function Statement which describes the roles and responsibilities of the organization.

(4) TAB D - An up-to-date organization chart that clearly identifies the working relationship to other positions in the chain-of-command, both below and above the position under review. List each position within the unit by title, occupational series, grade, PD number, and names of incumbents. Military positions will be annotated with both rank and their civilian grade equivalency. Organization charts will be consistent with organizational information found in the FASCLASS and Defense Civilian Personnel Data System (DCPDS).

(5) TAB E – If the position under review is a supervisory position, the package must include PD numbers of all civilian subordinate positions impacting the base level determination.

c. Request packages that fail to meet these new submission requirements will be returned to the submitting organization. Civilian recruitment actions will not be approved unless a current, valid PD exists. Referenced forms may be found on the USFK publications website: http://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm.

d. SGP requests will be initiated by the immediate supervisor and signed by the appropriate commander or organization head. Coordination with Resource Management to confirm availability of funds is required.

e. SGP request packages will be forwarded to the servicing CPAC for preliminary review and then to DHRM for final concurrence/non-concurrence.

f. All GS-14s and 15s request packages will be validated by the USARPAC CRB for final concurrence/non-concurrence.

g. DHRM's approval must be obtained before the position is officially classified or filled. Organizations will submit adequate documentation and written justification required under paragraph 2-1b above. Requests failing to meet package submission requirements will be returned to the submitting organization. Approved requests will be returned to the submitting organization to initiate an RPA with approved PD to the servicing CPAC.

h. A flow-chart outlining the roles and responsibilities for establishing SGPs is found at appendix B.

2-2. Adequacy of Justification

a. Commanders, managers, and supervisors will work directly with the servicing CPAC prior to preparing a SGP request. The servicing CPAC will provide position management and classification advice, to include identifying actions that may be precedent-setting in nature; result in inconsistent grading when compared to substantially identical positions in the command; or result in establishing a position that disrupts sound alignment of grades.

b. When preparing a SGP request, managers and supervisors should do so with the following questions in mind:

(1) What is the justification for establishing or reestablishing (if vacant for an extended period of time) the SGP in terms of mission and workload requirements?

(2) Are there sufficient funds to pay for the new position?

(3) Is it clear that the proposed PD shows how this position is distinct from other positions which share or have overlapping responsibilities within the unit?

(4) Is there a thorough explanation why the newly established SGP makes good business sense? Are the major duties being performed grade-controlling work?

(5) Is the information in the SGP package thorough, accurate, and sufficiently specific so the CofS and PMO have all of the required information to make a final decision regarding the request?

Chapter 3

Delegation of Position Classification Authority (DCA) Override

3-1. Purpose

The purpose of the delegation of classification authority is to enhance the personnel management authority of 8A CofS by providing maximum control over the positions in 8A organizations. This authority can be exercised by overriding position classification decisions.

3-2. Applicability

This document applies to all 8A U.S. civilian positions.

3-3. Exclusions

DCA authority does not apply to Senior Executive Service (SES), Nonappropriated Fund, or Korean National (KN) positions. If a KN position was previously classified using a DCA override, the position classification will be corrected prior to recruitment.

3-4. Override Authority Process

a. Officials with DCA override authority may approve the classification of positions and authorize the use of a position description. If the proposed PD is accepted by the servicing CPAC, it will be processed and loaded into FASCLASS. If the CPAC disagrees with the classification of GS-12 and below, an advisory will be provided to the management official exercising DCA override, with a copy furnished to DHRM. The advisory will reference the appropriate classification standards and document the rationale for not supporting the manager's classification determination. When any position which was upgraded by the use of a DCA override becomes vacant, it will be reclassified to the appropriate grade level prior to recruitment.

b. Officials with DCA authority have the option to override a classification decision made by a CPAC. If a decision is made to override CPAC's classification determination, both parties will prepare a written evaluation providing a detailed rationale for the differences of opinion. Following the final classification decision, all documents related to the decision will be maintained on file by the servicing CPAC. Both the CPAC advisory to management and management's reply are to be placed in the evaluation statement portion of the FASCLASS database. In case of a Korea-wide precedent setting classification, the override will be sent to DHRM for a command DCA override review.

Note: Override authority is not permitted for DA standardized PDs due to the impact the decision would have Army-wide.

3-5. Roles and Responsibilities

a. Officials with DCA authority will –

(1) Review requests to establish or upgrade positions to the grade of GS-13 in accordance with the senior grade control procedures outlined in this circular.

(2) Maintain the integrity of the DCA program by complying with laws, regulatory requirements, and guidance issued by OPM, DoD, DA, and commands.

(3) Establish or comply with command procedures for assessing program trends, and maintain awareness of situations that may be precedent setting or result in conflicting grading with comparable or identical positions within the organization.

b. Managers and supervisors will –

(1) Utilize automated classification tools such as FASCLASS when developing a PD.

(2) Ensure work assigned in an official PD is commensurate with the organization's mission and functions, and the duties and responsibilities assigned are actually performed.

(3) Take appropriate action to promptly correct classification errors, misassignment of employees, or other classification discrepancies.

c. CPACs will –

(1) Provide advice and assistance to commander, managers and supervisors regarding the procedures and requirements of position classification to include PD format, Civilian Personnel Online (CPOL)/ Personnel Management Information and Support System (PERMISS) classification guidance, and use of classification standards and automated tools.

(2) Exercise classification authority to develop PDs (GS-12 and below or equivalent) and classify positions within the limits prescribed by policy, regulation and servicing agreements.

(3) Ensure that training is provided to those with DCA and that DCA letters are issued after mandatory training has been accomplished. Maintain a file of all delegation of classification authority memorandums and a list of those individuals who have received DCA training.

(4) Ensure that proper accountability measures are established and implemented for position classification.

(5) Ensure that before a new PD is established, no standardized or FASCLASS PD is available that closely matches the proposed duties and responsibilities; the proposed PD fits the organization's structure and mission; and that the most current classification standards were used to classify the position.

(6) Provide advice on the interpretation and application of position classification standards; and in situations having controversial or unusual conditions; provide a written advisory opinion on the classification of a position.

(7) Maintain accurate position data in DCPDS.

(8) Maintain files of documents related to all 8A advisories and resulting decisions, and provide an annual report of these to DHRM before 31 December of the previous fiscal year. The report will identify each position allocated (title, series, grade, and pay plan recommended by CPAC and commander decision), organization, date classified, and name and title of the authority making the decision. DHRM will review selected actions for procedural correctness, sound position management, and classification accuracy.

d. DHRM will –

(1) Provide position management advisory to the command. Monitor and evaluate the classification program to ensure that positions classified meet the intent and requirements of USARPAC policy and implementing guidance on delegation of position classification authority.

(2) Develop and implement accountability measures and enforce as necessary to ensure accurate and consistent classification and grading of positions throughout the command.

(3) Advise the commander on DCA program objectives and accountability for position classification authority.

(4) Monitor program indicators and inform the commander when classification authority is abused or results in classification actions that do not meet legal and regulatory requirements. If necessary, recommend that classification authority be withdrawn until such time as training and/or other corrective measures are taken to ensure program integrity.

3-6. Program Deficiencies and Accountability

a. Managers are accountable for avoiding misassignments and developing PDs that contain accurate and up-to-date duties and responsibilities. Grades will be consistent with the organization's normal alignment.

b. DHRM may review randomly selected classification actions for procedural correctness, sound position management, and classification accuracy.

c. When a review by higher authority (e.g., U.S. Army Civilian Personnel Evaluation Agency) reveals serious deficiencies in the command classification program, when classification accuracy rate falls below 90%, or when more than 10% of employees are misassigned, corrective measures will be implemented. Corrective action may include all or any part of DCA authority being withdrawn. During the period of corrective action or withdrawal of authority, a management level higher than that involved in the deficiency will take such measures as necessary to implement a corrective plan of action and remedy the deficiencies noted. When the commander/director overseeing the corrective action is satisfied that the responsible official has developed and implemented corrective measures for the proper exercise of job evaluation authority, authority may be re-delegated to the official.

d. When the delegation of authority is changed or withdrawn from any level of management, the authority to classify civilian positions will be re-delegated to the appropriate CPAC and/or delegated and exercised at a management level higher than that involved in the deficiency.

Appendix A References

Section I. Required Publications

Title 5, United States Code, Chapters 51 and 53.

Title 5, Code of Federal Regulations, Parts 511 and 536.

United States Army, Pacific (USARPAC) Policy on Management of Senior Level Positions,
Policy on Classification of Civilian Positions-Policy Memorandum 15-02, 28 January 2015.

Section II. Related Publications

DODI 1400.25, DOD Civilian Personnel Management System, 29 Oct 2005, Subchapter 511.

AR 690-300, C19, Chapter 312, Position Management, 15 Oct 87.

Memorandum, HQDA, Deputy Assistant Secretary, Civilian Personnel Policy, 17 November
1997, subject: Delegation of Position Classification Authority.

Memorandum, HQDA, Deputy Assistant Secretary, Civilian Personnel Policy, 7 August 1998,
subject: Delegated Classification Authority.

Section III. Prescribed Forms

There is no entry in this field.

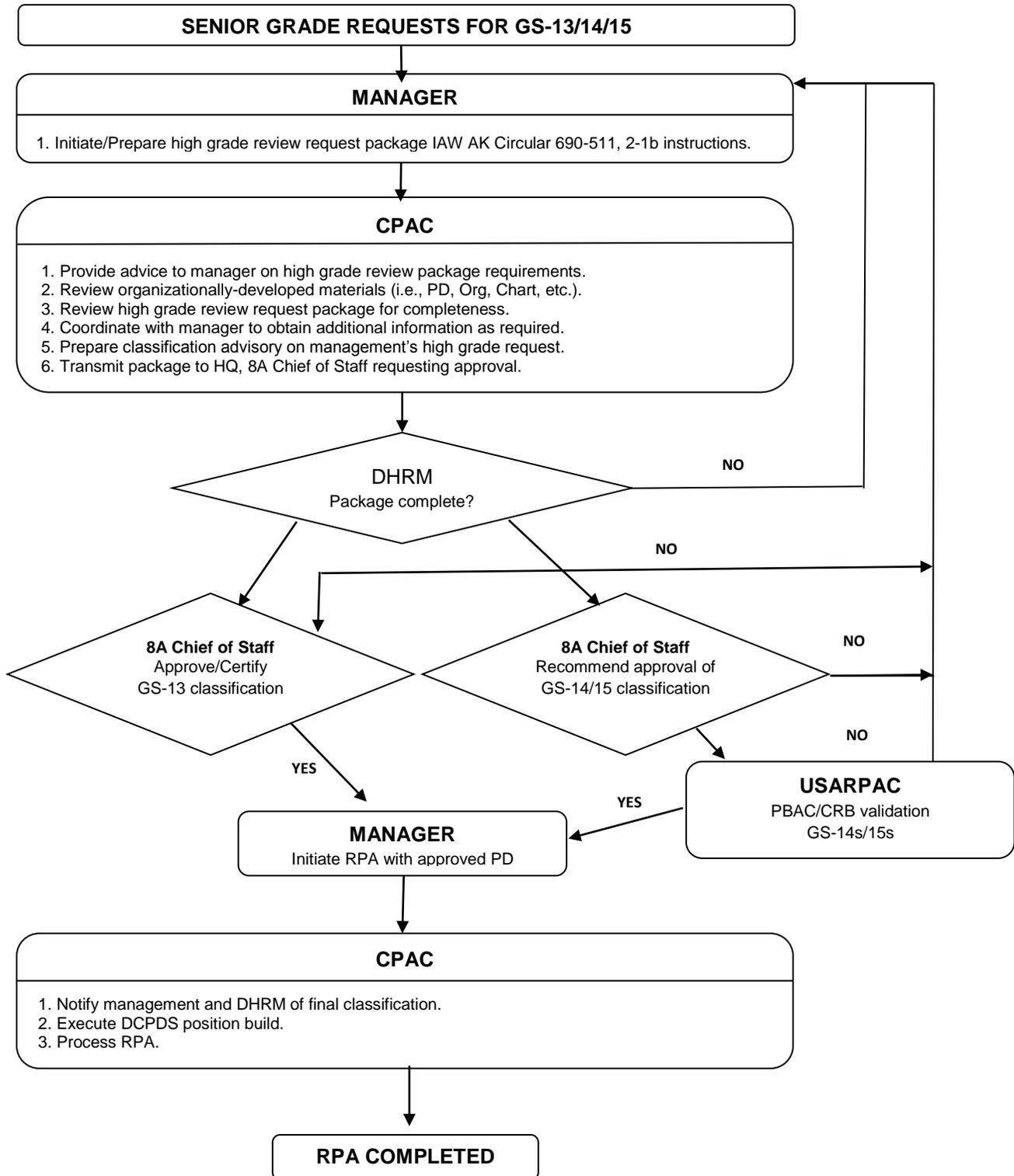
Section IV. Referred Forms

AK Form 374-E, Position Description Worksheet for Nonsupervisory Positions (FES)

AK Form 374-1E, Position Description Worksheet for Supervisory Positions (GSSG)

EA Form 108-E, Eighth Army Staff Summary Sheet

Appendix B
Flow-chart for Senior Grade Requests



Glossary

Section I. Abbreviations

APF	Appropriated Fund
CFR	Code of Federal Regulations
CofS	Chief of Staff
CPAC	Civilian Personnel Advisory Center
CPOL	Civilian Personnel Online
CRB	Civilian Review Board
DA	Department of the Army
DCA	Delegated Position Classification Authority
DCPDS	Defense Civilian Personnel Data System
DHRM	Directorate of Human Resources Management
DOD	Department of Defense
8A	Eighth Army
FASCLASS	Fully Automated System for Classification
GS	General Schedule
HQDA	Headquarters Department of the Army
NAF	Nonappropriated Fund
NCOER	Noncommissioned Officer Evaluation Report
NFFE	National Federation of Federal Employees
OER	Officer Evaluation Report
OPM	Office of Personnel Management
PBAC	Program Budget Activity Committee
PD	Position Description
PMO	Position Management Officer
PERMISS	Personnel Management Information and Support System

RPA	Request for Personnel Action
SES	Senior Executive Service
SGP	Senior Grade Position
U.S.	United States (of America)
USC	United States Code
USFK	United States Forces Korea

Section II. Terms

The definitions found in 5 CFR 511 are used in administering this circular.