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. Ensure no duplication of jobs, functions, or responsibilities within or between organizational units.

b. Ensure consistency of organizational structures and staffing.

111.2 Chapter Content

This chapter documents the principles to establish organizational structures and staffing and describes the programs used to monitor and assess them. It establishes guidelines, policies, and procedures for implementing changes in organizational structures and staffing patterns, and describes factors to be considered in 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

The organizational design system does not operate on the basis of rigid or inflexible standards. Nevertheless, postal managers should be aware of the concepts applied in evaluating organizational change requests so that they can:

a. Make decisions to request such changes on an informed basis.

b. Submit appropriate documentation to support proposed changes.

c. Better understand the basis upon which their requests 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 capability for the long-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 throughout the Postal Service are responsible for:

a. Planning and implementing administrative and operating methods which comply with organizational structures and staffing.

b. Reviewing 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 possibly heterogeneous) tasks 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; 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:

(1) *Major Function* – a group of activities which has a direct impact on the overall mission of the Postal Service.

(2) *Minor Function* – a group of activities which has an indirect, contributory impact on the mission of the Postal Service.

c. *Organizational Structure* – the formal relationship that reflects the organizational units within a given group and the pattern of work to be accomplished by the employees in the organization; delineates responsibilities and reporting relationships; and creates a rational

division of work. The structure should (1) respond to the needs of an organization and foster the achievement of its objectives and (2) be changed 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.

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 discretionary decision-making responsibility. (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 organizations, typically determined by criteria, guidelines, or 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 efforts 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. *Senior or 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 heterogeneous major functions having servicewide 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 homogeneous major functions having servicewide 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 outside the Headquarters building.

e. *Service center* – an organizational entity that reports directly to a manager at Headquarters and 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 heterogeneous major functions having areawide impact, including oversight of subordinate districts, processing and distribution centers, bulk mail centers, airport mail centers, international service centers, and remote encoding centers.

h. *District office* – an organizational entity subordinate to an area, with responsibility for heterogeneous major functions having districtwide impact, including oversight of subordinate Post Offices™ and delivery distribution centers.

i. *Processing and distribution center* – an organizational entity subordinate to an area, with significant responsibility for the processing and distribution of mail for a geographic area. May have one or more reporting facilities.

j. *Bulk mail center* – a highly mechanized processing and distribution center subordinate to an area, with responsibility for the processing and distribution of standard mail.

k. *Post Office* – an organizational entity subordinate to a district, managed by a postmaster, with responsibility for customer services, local delivery, the receipt and dispatch of all classes of mail, and in some instances, processing and distribution of mail for other Post Offices in the surrounding geographic area.

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

Organization charts are graphic representations of an organization. The official organization charts of the basic organizational entities of the Postal Service are maintained by Organizational Design and Management, Employee Resource Management, at Headquarters.

120 Structures and Staffing

121 Overview

The basic organizational structure of the Postal Service consists of five levels: Headquarters, areas, districts, 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 central organizational thrust of the Postal Service is to standardize structures to the greatest extent possible. When circumstances require organizational adaptation to special operating conditions or service requirements, it is appropriate to make the necessary allowances in terms of structure and staffing.

122 Structuring Principles

An effective organizational structure should have the following characteristics:

a. Each position should be tailored to be within the capacities of a single individual.

b. Each position should be subject to the line authority of only one higher position.

c. Each position should be clearly defined in terms of objectives and measurable contributions.

d. All related activities necessary to hold an incumbent accountable for achieving objectives should be assigned to each position.

e. Duties and authority should be definitely fixed and authority should correspond with responsibility.

f. The structure should be developed within the complement constraints that have been realistically projected.

g. The structure should provide for the control of all work necessary to achieve mandated objectives.

h. 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 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.

k. The chain of delegation should be short enough to minimize filtering communications vertically.

l. Related activities should be integrated at the lowest level consistent with the attainment of objectives, economical use of personnel, and assignment of responsibilities.

m. To the extent possible, future work requirements should be anticipated in the organizational design in order to avoid the need for frequent reorganizations.

123 Standard Structures

123.1 Characteristics

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

123.2 Installations

Established standard structures have been developed for most field units (e.g., district, processing and distribution center, bulk mail center, Post Office, and carrier station).

124 Specialized Structures

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

a. Uniquely complex (and normally large) because of service requirements and operational scope.

b. Highly specialized in terms of functions.

125 Staffing

125.1 Staffing Overview

Having established an effective structure, the organizational design process identifies appropriate staffing levels. Staffing (i.e., numbers, types, and grade levels of positions) may differ 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, processing and distribution centers, 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

A staffing matrix details types and numbers of positions for use within a functional area, for example, inplant support or safety, to provide guidance to districts and local installation heads. A staffing matrix shows the titles, grades, and the minimum and maximum number of positions appropriate for organizational types (e.g., districts, 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 so that the existing organization can no longer effectively complete it according to accepted performance standards, organizational change may be justified. Workload increases may involve either of the following organizational changes:

a. Added layers of supervision to maintain an appropriate span of control.

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

b. Added supervision within an authorized layer already existing in the organization.

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

131.2 Decreased Work

When the volume of work drops off to the point where the existing resources of the organization become underutilized, a reduction in authorized staffing may be justified.

132 Change in Nature of Work

The requirements placed upon an organization may involve the addition or elimination of specialized functions within an authorized scope of activity. When such functions are either added to or subtracted from an established structure, the organization may 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) accountability for performance is difficult to fix and unnecessary costs are incurred and (b) the units may be working at cross-purposes. 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 position 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 to be a governing factor in establishing an appropriate span of control. When subordinates are performing similar tasks, the span of control can be broader than when 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.

137 Change in Basic Mission

Sometimes the mission of an organization changes so 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 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 becoming fully operational. Note that:

a. During the start-up phase, staffing requirements may differ from projected operating norms due to specialized activation programs and related activities.

b. When possible, temporary elements of a start-up operation should be identified beforehand, so that the work can be performed by an employee assigned on detail.

c. When the organization achieves operating stability, it is appropriate 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 the nature of functions involves the separation of the total work of the organization into functional components. Each functional component should represent an aggregate of duties that logically fall within the scope of a single position description (i.e., involve like kinds of skills, knowledge, and abilities).

The attempt at this stage 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 unit.

141.2 Volume of Work

Work volume can be translated into the number of employees required to supervise processing of the work by using conversion factors appropriate for the activity involved. Whenever possible, volume is expressed quantitatively and derived from historical data coupled with economic forecasts and other relevant projections.

Work volume is analyzed for its impact on staffing requirements in supporting functions, as well as on the principal areas of operating activity.

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

Skill requirements serve a dual purpose by (a) establishing 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 development of a hierarchical management structure for the organization that is internally consistent and compatible with structures in other postal installations.

142.2 Method

In order to fix responsibility for work, it is necessary to assign specific duties to designated staff positions. In establishing the requirements of the position, the necessary job-related skills and experience must be analyzed to identify structural implications. The starting point in this process is a definition of job content. A narrative description must be prepared as follows:

a. State the function and purpose of the position.

b. State the scope of responsibility.

c. Outline in detail the duties performed by the incumbent. The description of each duty suggests the skills required for its effective execution. Action words – such as directs, manages, supervises, oversees, plans, and coordinates – used to describe the depth of involvement and the degree of responsibility 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 purpose, responsibility, and duties of the position to the educational disciplines, work experience, physical capacities, and job-related skills expected of the incumbent.

e. State the degree of supervision required.

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 configuration of the organization must then be analyzed to ensure that functional alignments and reporting relationships are appropriate to the unit's mission. Criteria used in making such a

determination are identified in 130. The more important criteria are repeated below:

a. Functional statements and standard position 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 should be assigned to the subordinate unit having dominant interests in the activity under review.

b. Functional activity should be grouped to ensure homogeneity of work as discussed in 135.

c. Span of control should be established consistent with the guidelines discussed in 136.

d. Vertical reporting relationships should establish a hierarchy of responsibility consistent with the guidelines discussed in 134.1.

e. Contingent work relationships should be aligned consistent with the concepts discussed in 134.2.

143.2 Additional Factors

143.21 Administrative and Functional Reporting Relationships

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.

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.

Human Resources at Headquarters, for example, has functional responsibility for the area human resources activities, 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.

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 management system (e.g., labor relations or purchasing).

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

143.22 Line and Staff Relationships

While line relationships are based upon 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 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.

143.23 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. Reporting relationships are analyzed to uncover any organizational defects that:

a. Place authority at one or more levels above the designated level of responsibility.

b. Place essential organizational resources outside the managerial control of the manager who needs them most and who should be accountable for their use.

c. Grant overlapping authority to two or more positions or units that could lead to jurisdictional conflicts.

144 Identification of Discrepancies

144.1 Design of Model

The analysis described in 141 through 143 provides a basis for the design of an organizational model:

a. Analysis of work and skill requirements helps to determine the necessary organizational resources.

b. Analysis of reporting relationships helps to arrange the resources into a functional structure.

144.2 Comparison With Existing Organization

If the existing organization is matched against the model, structural 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 structure or staffing plan.

150 Organizational Change Process

151 Performance Problems

No organization is static. Managers should ensure that structure and staffing meet the unit's objective. However, an organization may not perform up to expectations for reasons other than structure and/or staffing deficiencies. If the organization is fundamentally sound, structure and staffing should be left intact and other courses of action should be considered. Frequently, causes of "organizational problems" can be traced to one or more of the problems listed below in items a through g. If the organization suffers from any of the following problems, structural or staffing changes are not likely to correct them; these problems must be addressed directly by actions unrelated to the organizational design process:

a. Unclear or inadequate training.

b. Unrealistic goal setting and planning.

c. Inadequate and/or inconsistent recruitment and selection practices.

d. Outmoded or cumbersome methods and procedures.

e. Ineffective managerial controls and feedback.

f. Inadequate managerial communication.

g. Ineffective instruction by management.

152 Reasons for Making Organizational Changes

There are several reasons for requesting a change to organizational structure or staffing. Basic reasons include changes in:

a. Type of work performed.

b. The amount of work performed.

c. Operating procedures.

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. Usually, an installation head initiates a formal request and submits it through administrative channels for approval. These requests should be discussed on an informal basis with higher level functional management and district or area Human Resources and/or 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:

a. The district.

b. The area.

c. Employee Resource Management at Headquarters.

d. Higher management in Human Resources.

153.2 Major Organizational Changes

153.21 Field Units

Major organizational changes for field units, implemented by Employee Resource Management, normally involve one or more of the following:

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

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

c. A nonstandard reporting relationship.

d. An exception to a staffing matrix that exceeds the allowable number or mix of positions for the category.

e. 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.

f. 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:

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

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

c. A nonstandard reporting relationship.

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

153.3 Minor Organizational Changes

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

Field units forward requests with appropriate documentation (see 155) through appropriate channels to the district manager. Each higher level of management must concur before final submission of the request. Failure to obtain higher level concurrence results in return of the request with no action taken.

154.2 Headquarters Units

Headquarters units forward requests with appropriate documentation through administrative channels to Employee Resource Management. Each higher level of management must concur before final submission of the request. Failure to obtain higher level concurrence will result in return of the request with no action taken.

155 Documenting Requests

155.1 Major Organizational Changes

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 Change

Requests involving a minor change must be documented as follows:

a. *Addition.* If the requested position is the same as an existing position, provide a letter containing appropriate justification for the addition.

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

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 Design and Management, Employee Resource Management

157.11 General

Organizational Design and Management, Employee Resource Management, may approve, approve in part, deny, or propose changes to organizational change requests.

157.12 Approval

An approved request ready for implementation includes all or some of the following:

a. A revised functional statement.

b. An organizational chart showing reporting relationships.

c. A list of approved job titles, grades, occupational codes, and numbers of positions.

d. Implementation guidelines, where appropriate.

157.13 Denial

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

157.2 Districts

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.

157.22 Approval

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

157.23 Denial

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

157.3 Implementation Guidelines

To effect a major organizational change with servicewide impact, Organizational Design and Management, Employee Resource Management, prepares an implementation plan 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.

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

a. Personnel policies.

b. A schedule of target dates for each stage of the plan.

c. Anticipated internal operational impacts of the modified structure and/ or staffing plan.

d. Standard position descriptions for new or modified jobs.

e. Guidelines for consolidating duties and responsibilities.

f. Guidelines covering the transfer of functions to or from another organizational unit.

g. Clarification of new reporting relationships.

h. Instructions concerning changes affecting bargaining unit positions and consultations with local unions, as necessary.

i. Suggested procedures for monitoring compliance.

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 installation.

b. Identifies the hierarchy of organizational units and authorized positions.

c. 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 manager's span of control. It displays the structural arrangement of a postal facility and provides the following data:

a. Proper job title and occupation code.

b. Pay schedule and grade or level for each position.

c. The number of positions authorized for a given job title.

d. The date of the last change to the organizational unit.

e. The Finance Number for the specified postal facility.

161.22 Payroll Staffing Condition Report

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

a. Vacant positions.

b. Overcomplement positions.

c. Nonauthorized positions.

161.3 Administrative Responsibility

161.31 Headquarters

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

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.

162 Organization, Staffing, and Position Reviews

162.1 Responsibility

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

162.2 Purpose

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 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 position used.

(4) Timely action is taken whenever nonauthorized 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.

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