

Title:	Guidelines for Coordination in the Planning and Processing of Personnel Requests	
Purpose:	To establish guidelines for the processing of requests relating to position review and organization changes.	
Issued by:	Classification and Pay	Date: February 15, 2005
References:	Mayor's Directive 18 (6-24-69); Administrative Directives Manual 213.5-1 (5-28-76) and 010.4-1 (5-29-80); MD memo on Reorganization Procedures (8-17-83) and Effective Date of Reallocation Based on Organizational Changes (7-11-86); MD memo on Department Reorganization – Union Consultation (8-18-99); CS Circular 20-88 (8-3-88);	

I. POLICY

The guidelines governing the planning, reviewing and processing of requests relating to position review and organizational changes shall be applicable to all city agencies serviced by the Department of the Budget and Fiscal Services (BFS) and the Department of Human Resources (DHR). They are to be applied in addition to and in connection with existing procedures, and legal requirements.

II. RESPONSIBILITIES

A. Departments and agencies

- 1) Ascertain staffing requirements necessary to meet program needs; initiate plans for organizing work and structuring positions;
- 2) Consult with DHR and BFS regarding position review and reorganization requests;
- 3) Initiate proposals for improving efficiency and effectiveness to accomplish functional responsibilities and objectives;
- 4) Review the organization and work of positions periodically, redescribing positions for currency as necessary in a timely manner;
- 5) Submit copy to DHR of all materials on proposed changes transmitted to union(s) for consultation;
- 6) Consult with union(s) and excluded employees in accordance with established procedures;
- 7) Submit position review and organizational change requests in accordance with established procedures, insuring that position descriptions accurately reflect duties and responsibilities;
- 8) Maintain current organizational and functional charts.

B. Department of Human Resources (DHR)

The DHR is responsible to provide staff services, advice and guidance in personnel management aspects of the proposed plan of action prior to and after submission of such requests. Within this department, a specialist from the Classification and Pay Division shall assist or coordinate assistance in providing staff services to:

- 1) Analyze alternative position structures in response to management needs, existing or potential problems, skill utilization and effect on employee morale;
- 2) Provide information on sources and availability of qualified persons to fill vacancies (including City employees and the community work force); prepare for open competitive or promotional recruitment and examination;
- 3) Assist in designing positions by advising on personnel implications such as probable effects on classification of other positions, recruitment considerations, conformance to rules and legal requirements, effect on training requirements and how such needs will be met, need for labor-management consultation on possible problems, and safety practices;
- 4) Evaluate and classify positions in accordance with recognized classification standards.

C. Budget and Fiscal Services (BFS)

The BFS is responsible for reviewing, analyzing and advising on changes in organizational work patterns, duties, assignments and organizational structures in terms of feasibility, improvement in efficiency and economy such as:

- 1) Organizational and functional relationships – e.g., lines of supervision and communication, duplication of work, and delegation of work;
- 2) Work program and service review – e.g., determination of program priorities, and contribution of services internally and externally;
- 3) Policy and procedures analysis – review and development of work flow processes, methods, and current operational policies and procedures;
- 4) Personnel utilization review – personnel requirements, staffing patterns, job engineering;
- 5) Supply and equipment utilization review – determine effects on labor costs, speed, accuracy or work processes and space requirements;
- 6) Facility and space utilization review – space and physical arrangement of units or organization, personnel, equipment and material.

III. SEQUENTIAL GUIDELINES IN PROCESSING PROPOSALS FOR ORGANIZATIONAL REALIGNMENTS

(Depending upon the nature and complexity of the proposed course of action, all or only some of the steps may be utilized, or several may be taken simultaneously.)

- A. Department meets with assigned BFS Budget Analyst and assigned Classification and Pay specialist of the DHR for information purposes on departmental plans.
- B. Department establishes program objectives and responsibilities of organizational units and the distribution of work among positions to determine most feasible and practicable alignment.
- C. Department establishes tentative tasks, and position descriptions; and prepare tentative organizational charts showing proposed changes.

Department: Supervisors and personnel/administrative officers study position descriptions on file to determine currency; rewrite as necessary; evaluate employees' qualifications related to revised work requirements.

DHR: Advises on implications of proposals on the application of personnel rules, minimum qualification requirements, recruitment and examination process, need to update position descriptions, and labor relations.

BFS: Advises on proposed organizational structure, supervisory relationships, correlation of functions, distribution of work; assists in work simplification, and job engineering.

- D. Department draws up organization plans by functions and positions.
- E. Department submits to DHR copy of materials transmitted to union(s) for consultation.
- F. Department consults with union(s) in accordance with established procedures.
- G. Department informs employees of their respective place in the proposed organization and any adjustment of duties and objectives of work.
- H. Department finalizes proposed organizational structure, personnel assignments, writing of position descriptions, using DHR (Classification and Pay specialist) and BFS assistance and advice.
- I. Department submits completed plan of operations, including existing and proposed organization charts and draft position descriptions, to BFS in accordance with prescribed procedures.
- J. BFS checks and audits the plan of operations; if adjustments are necessary, consults with the department and checks with DHR on personnel implications; submits recommendations to Managing Director (MD) including reports clarifying problems on relationships between positions.

- K. MD reviews and approves or disapproves. If approved, MD signs proposed organization chart to make it official.
- L. If approved, department submits official position descriptions and Budget Form 129 to BFS. BFS makes recommendations and forwards to MD.
- M. MD approves and forwards to DHR for classification study.
- N. DHR conducts classification review; budget analysts provide information to classification specialist to minimize extent of audits.
- O. DHR takes classification action.

IV. General Provisions and Notes

- A. Position management is the primary responsibility of the department inasmuch as the design of positions is determined by departmental needs. It is also a responsibility shared by the BFS and DHR. For the BFS, the structuring of positions involves considerations of efficiency, economy and effectiveness. For the DHR, it involves personnel laws, rules, policies and practices affecting various employment processes.
- B. The personnel/administrative staff of the department must be involved in every phase of the position review and re-organization process. This assures continuity in coordinating the flow of information between the department and DHR/BFS and vice versa.
- C. DHR and BFS staff are available at any time as consultants and evaluators.