

Position Analysis Guide

2015

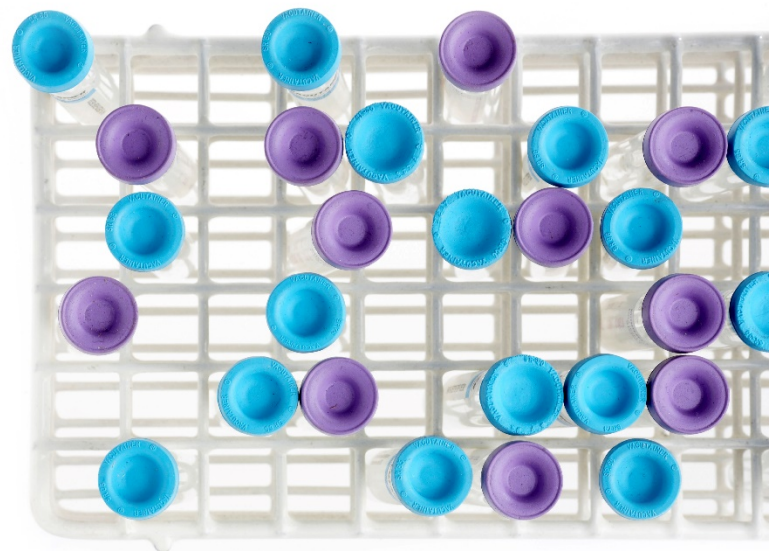


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How to Use This Tool



The right tool for the right job.

This tool is just one component of a larger workforce planning toolkit with many tools, processes, and case studies to assist you as you implement workforce planning in your organization. Make sure and explore the entire toolkit for other tools that might be helpful.

Position Analysis Guide

A common trigger for workforce planning at the operational level is when a person vacates a position. Managers will often turn to HR for guidance on what to do with the position. The objective of this tool is to help you think through different ways to manage a position vacancy and guide you through the considerations that should factor into your staffing decisions.

Please note: This is a guide to walk you through considerations for position analysis and planning. Contact the NIH WFP WG if you would like further assistance. WORKFORCE-PLANNING-WORKING-GROUP@LIST.NIH.GOV

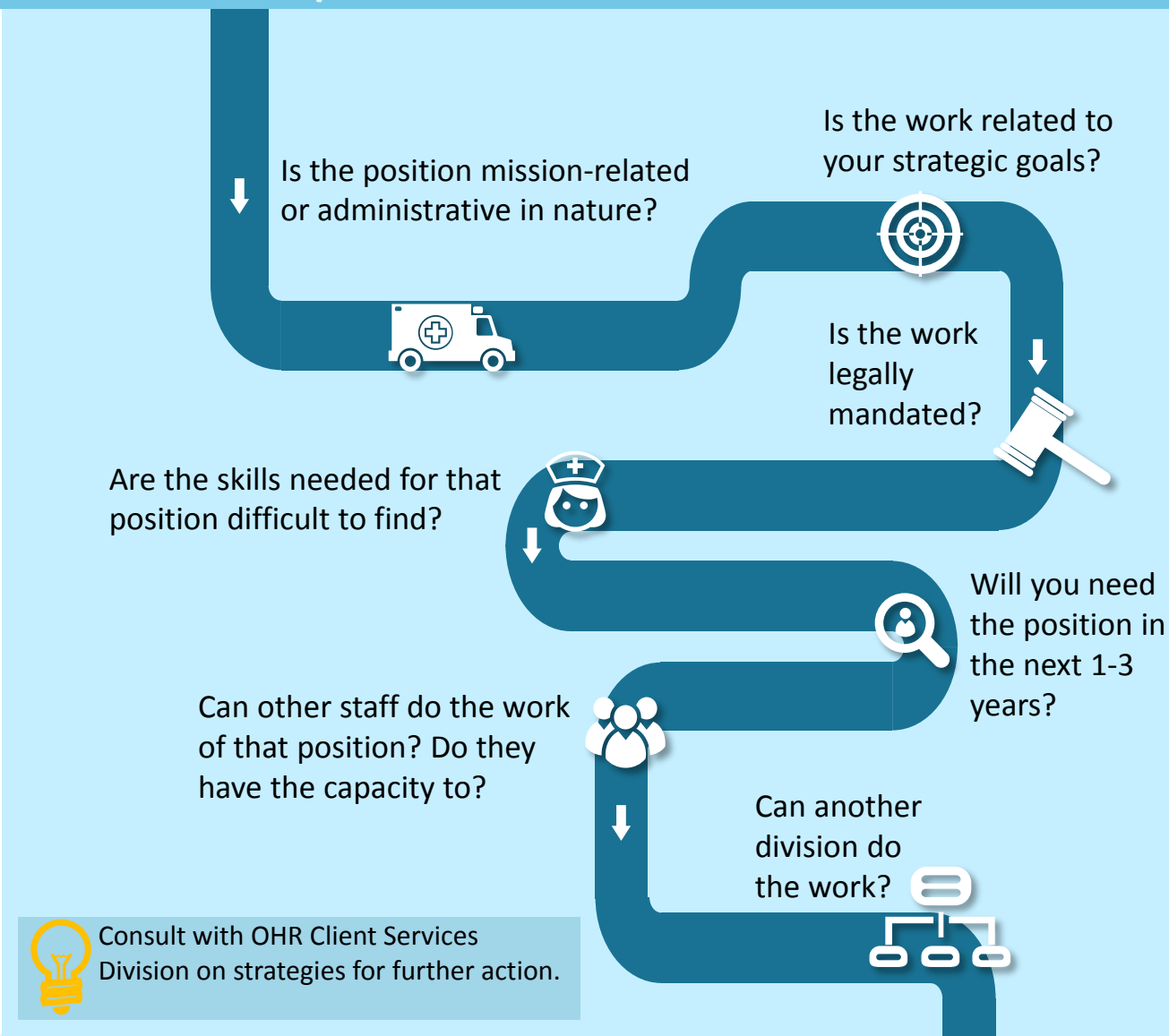


Tool Roadmap

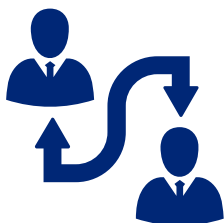


Considerations when someone leaves a position.

Someone leaving a position can often leave you in a bind. When thinking about whether you should backfill the position or convert it into another position type, think through the following considerations. Remember to refer to your organization's own internal policies and regulations before taking any action.



Realign/Redefine



Should the position be realigned/redefined?

- Repurposing positions helps the organization become more strategic at addressing changing workload demands
- May be a more efficient use of organizational budget
- May help address workload needs with a position that better suits existing organizational skillsets

Costs

- What are the anticipated transition costs of attaining the resources needed for the new positional duties?
- How will transition costs fit into budget?
- What are the anticipated organizational costs of choosing not to repurpose this position?

Workload/Duties

- Is there still need for the work previously done by this position? If so, how will the work gap be filled?
- Have the duties in this position changed over time? Is the grade still accurately aligned with the complexity of the position?
- Will this work still be needed in 1-3 years?

People

- Does the organization have the internal skills necessary to complete the new duties?
- How will repurposing the position impact the existing workforce community environment, including work/life balance of other employees?
- Would the work duties be better filled by part-time or job sharing when considering work ?

Policy

- How does repurposing this position fit in with federal workforce regulations and guidelines?
- Are there any other legal considerations for repurposing this position?

Part-Time



Should the position be part-time?

- Allows employee work-life flexibility
- Provides temporary workload coverage for positions that do not require a full-time employee
- Reduces employment expenditures
- Allows the organization to recruit position candidates who may not be able to work full-time

Costs

- What are the anticipated savings in employment expenditures from making this position part-time?
- What are the anticipated net productivity costs of a part-time vs full-time employee?

Workload

- Can the workload duties of this position be completed without a full-time employee?
- Is the position long or short term?
- Will the work still be needed in 1-3 years?

People

- Will making this position part-time help the organization recruit high caliber employees to manage the workload?
- How will transitioning a position from full to part-time impact other employees in the office?

Policy

- Are there legal considerations for making this position part-time?
- How does the creation of a part-time rather than full-time position impact organizational policy/budget considerations?

Job-Sharing



Should the position duties be shared?

- Opportunity to bring in specialized skillsets to manage positional duties
- Splitting positional duties can lessen the workload burden of individual employees, thereby improving productivity
- Allows for multiple experts to manage a position's duties

Costs

- Is it more cost effective to share workload among internal or part-time employees than it is to hire a new employee?
- What are the anticipated net productivity costs from sharing positional duties?
- How will shared duties impact employee work-life balance?
- Will more than one employee need training?

Workload

- Does this position need multiple specialized skillsets to manage its duties?
- Would the work quality benefit substantially from utilizing multiple experts?
- Is the workload too great for a single employee?

People

- How is job sharing anticipated to impact organizational engagement and community?
- Will the increased flexibility of a shared position enhance employee retention rates?
- How will splitting a position impact inter-office workload communications?

Policy

- Are there legal considerations for making this position shared?
- Can employing multiple individuals to fill one position help the organization meet compliance requirements? (i.e. diversity, veteran employment, etc.)



Contact your OHR Client Services Division HR Specialist for questions about job-sharing.

Virtual



Should the position be virtual?

- May enhance overall employee work/life balance
- Reduces organization costs related to real estate, transit, employee turnover, etc.
- Ensures continuation of operations during circumstances that may disrupt normal organizational functions
- May reduce employee stress and encourage organizational engagement, thus enhancing productivity

Costs

- What are the organizational savings from real estate, transit, employee turnover, etc.?
- What are the anticipated net productivity costs?
- What is the cost to obtain the necessary technical equipment? (computer, internet, phone, scanner, fax)

Workload

- Are the position's duties conducive to virtual work?
- Is it essential this position's duties are completed despite circumstances that may disrupt organizational operations? (i.e. a storm shuts down office access)
- Can the core of the work be completed virtually?

People

- Will making this position virtual help the organization recruit high caliber employees?
- Will the increased flexibility of a virtual position enhance employee retention rates?
- How do virtual positions impact other employees (i.e., capacities to complete their workloads? Will training on virtual operations be needed?)

Policy

- Is virtual work legally permissible for this position?
- Is there a process and/or management infrastructure for virtual positions?



Refer to the NIH Remote Worker Guide for additional information.