

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

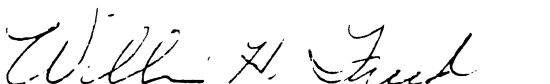
DEPARTMENTAL PERSONNEL MANUAL SYSTEM

DPM LETTER: 250- 1

DATE: February 10, 1999

SUBJECT: Personnel Management Evaluation

Attached is the policy and responsibilities for the continuing review and assessment of personnel management within the Department of Transportation.



William H. Freed
Acting Departmental Director
Office of Human Resource Management

Attachment

FILING INSTRUCTIONS:

DISTRIBUTION: Personnel Council Members

OPI: M12/Rstokes/(202) 366-9443

4. POLICY. It is the policy of the Secretary that the effectiveness of personnel management be reviewed and assessed on a continuing basis in terms of how well it is contributing to the accomplishment of Departmental missions and programs; to fair, efficient and economical manpower utilization; and to the achievement of public policy objectives. The focus of personnel management evaluation will encompass all managerial issues that affect the utilization of personnel resources, including labor-management relations.
5. RESPONSIBILITIES.
 - a. Office of the Secretary (OST). The Deputy Secretary has over-all responsibility for review and assessment of the effectiveness of personnel management throughout the Department.

Primary support and operating assistance will be provided by the OST Director of Personnel and Training who will:

- (1) Develop, coordinate and promulgate Departmental policies, guidelines and procedures for and monitor the review and assessment of personnel management throughout the Department.
- (2) Provide staff guidance and technical assistance to assure an effective review and assessment effort.
- (3) Appraise the overall DOT program as well as individual efforts by operating elements to assure effective achievement of objectives, conduct special reviews as necessary, and require appropriate action relative to the review and assessment efforts.
- (4) Provide the Deputy Secretary and other appropriate audiences with periodic status reports on program progress.

b. Heads of Operating Elements and the Assistant Secretary for Administration.

- (1) Develop and implement a review and assessment program in accordance with FPM requirements that is oriented to the organization's mission and functional needs, increased productivity, and cost reduction.
 - (a) Develop and issue program objectives and goals;
 - (b) Assure that review and assessment efforts are carried out at each organizational level in light of the extent and degree of delegated personnel management authority; and
 - (c) Assign responsibility for monitoring the evaluation program to a high-level official who reports directly to the head of the organization. Similar assignments of responsibility will be made at each major field activity having delegated personnel management authority. The Assistant Secretary for Administration will monitor the program in the Office of the Secretary.
- (2) Periodically review and assess the effectiveness of personnel management in terms of its contribution to the fulfillment of mission and program requirements.

- (3) Assure that appropriate action is taken to correct, refine and improve any aspect of personnel management identified through the review as needing attention.
- (4) Provide resources and support to assure an effective on-going personnel management evaluation program.
- (5) Assure that the objectives and requirements of personnel management evaluation are communicated to line managers and coordinated with concerned staff elements (i.e., Management Analysis, Manpower Planning, Civil Rights, Audit, Position Control, Budget).

c. Managers and First-line Supervisors.

- (1) On a continuing basis, take into consideration the impact of their decisions on manpower resources.
- (2) Carry out the objectives and requirements of personnel management evaluation as defined by top management.

d. Personnel Officers.

- (1) Evaluate the effectiveness of personnel programs at each level of organization and management.
- (2) Provide staff and operating assistance to managers and supervisors in their responsibility for ongoing self-evaluation.
- (3) Provide top management with information and feedback needed to evaluate the success with which subordinate managers and supervisors are carrying out their personnel management responsibilities and top management's objectives and decisions.
- (4) Assure that managers fully understand how personnel management is accomplished in their organizations.
- (5) Coordinate efforts with appropriate staff elements (i.e. Civil Rights, Management Analysis, etc.)