



U.S. Department
of Transportation
**Federal Aviation
Administration**

Memorandum

Subject: **ACTION:** Establishment of Human
Resources, Labor Relations, and
Budget Positions

Date: MAR 7 2004

From: Assistant Administrator for Human
Resource Management, AHR-1

**Reply to
Attn. of:**

To: Management Board

As you know, the Deputy Administrator announced last week that positions commonly known as "shadow staffs" that involve human resources, labor relations, or budget functions may no longer be filled without his specific approval. The purpose is to ensure that agency resources responsible for these functions are allocated to the organizations that have corporate responsibility for these functions, namely the Office of Human Resource Management (AHR) and the Office of Financial Services (ABA).

The following guidance is provided to clarify how this decision will be implemented.

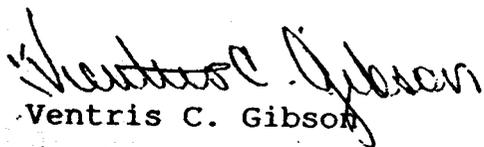
1. The restrictions apply to the filling of any position, regardless of the job series or title, that involves responsibility for:

- managing and administering human resources, labor relations, or budget programs;
- developing organizational procedures and policies related to human resources, labor relations, or budget functions and processes;
- providing advice and counsel to manager and/or employees on human resources, labor relations, or budget issues.

2. The restrictions apply to positions at all levels within the agency - headquarters, regional offices, the Technical Center and Aeronautical Center, and field facilities - and to all FAA organizations with the exception of AHR and ABA.

3. "Filling a position" means assigning an existing FAA employee or an external hire to a vacant position via appointment, reassignment, promotion, demotion, detail, or realignment.
4. The restrictions do not apply to filling positions such as administrative officers that have responsibility for carrying out specific administrative functions of human resources or budget programs for the immediate organizational unit. However, organizations must continue to ensure that it is absolutely essential to fill these positions in order to accomplish the organization's responsibilities.
5. Any organization that proposes to fill a position that involves responsibility for any aspect of human resources, labor relations, or budget work must prepare a written justification for the need to fill the position. The justification must identify:
 - The nature of the work to be performed
 - The circumstances for filling the position (e.g., the previous incumbent separated or moved to another position, it is a newly established position, etc.)
An indication of why the function cannot be performed within the AHR or ABA organization
Information regarding the impact to the organization and how it would accomplish its work if the position is not filled.
6. Proposals to fill positions, including the written justification, must be submitted to AHR-1 by the head of the line of business or staff office or the ATO Chief Operating Officer, with a clear indication that the head of the organization supports the need to fill the position. Authority to submit proposals may not be redelegated.
7. AHR will review proposals in conjunction with ABA and then forward them to the Deputy Administrator for his review and decision.
8. Once the Deputy Administrator has made a decision on a proposal, AHR will communicate the decision to the requesting organization.

This process will remain in effect until further notice
Any questions should be referred to the AHR Policy
Management Division, AHP-300, at (202) 267-3780.


Ventris C. Gibson