



UNITED STATES MARINE CORPS

MARINE CORPS BASE
PSC BOX 20004
CAMP LEJEUNE, NORTH CAROLINA 28542-0004

BO 5310.1A
MANP
MAY 16 2006

BASE ORDER 5310.1A

From: Commanding Officer
To: Distribution List

Subj: POSITION MANAGEMENT PROGRAM

Ref: (a) MCO 5311.1C
(b) BO P5400.3J

Encl: (1) Position Management Principles
(2) Personnel Action Request Procedures

1. Situation. This Order publishes the policy, objectives, responsibilities and procedures to implement the Marine Corps Base, Camp Lejeune (MCBCL) Position Management Program per the references.

2. Cancellation. BO 5310.1.

3. Mission

a. Effective position management will be followed commensurate with the mission needs of the command.

b. Position management actions will be compatible with current command policies on civilian hiring and other programs such as position classification, merit staffing, employee development motivation/retention and fiscal/manpower resource utilization to include the military structure.

c. Summary of Revision. This Order was revised to update the references and delete the requirement for the Position Management Review Board.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) To establish a position management program for MCBCL that will ensure an organizational structure that best serves mission needs at a reasonable cost by providing optimum balance, maximum retention, and positive motivation to the work force.

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(b) To avoid position actions that unnecessarily escalate payroll costs, degrade utilization of essential skills, or increase the relative ratio of managerial and supervisory employees to total personnel assigned.

(c) To coordinate position actions that may impact similar positions in other organizations (e.g., Secretarial, GS-0318; Fund Administration/Budget Analysis, GS-0560; Supply, GS-2005).

(d) To eliminate vacated positions if the functions can be absorbed elsewhere or to reduce costs without impairing the accomplishment of essential functions.

(e) To ensure that the duties and responsibilities of positions are clearly delineated and do not conflict with nor duplicate the duties of other positions.

(2) Concept of Operations. The Position Management Program provides a methodology that facilitates identifying effective management techniques. Enclosure (1) delineates position management principles.

b. Subordinate Element Missions. The responsibility for position management is the responsibility of officers in charge, civilian supervisors, and as a staff function, of specialists trained in management analysis, organizational planning, employment, position classification, employee development, and financial management.

c. Coordinating Instructions. Commanding Officers, Assistant Chiefs of Staff, Directors, and Special Staff will follow the procedures outlined in enclosure (2) when requesting personnel actions that are not authorized on their Table of Organization (T/O) and will result in additional labor resource expenditures.

5. Administration and Logistics

a. The Director, Manpower is designated as the Position Management Officer and is assigned responsibility for the administration of the local program. The Position Management Officer will:

(1) Assist commanders, managers, and supervisors in the conduct of specific billet/position manpower reviews and T/O related matters.

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(2) Advise the Commanding Officer on matters relating to utilization of labor resources authorized or planned for Marine Corps Base, Camp Lejeune.

(3) Validate all requests to establish new positions and for relocation/recruitment bonuses or retention allowances.

b. The Base Comptroller will:

(1) Advise the Commanding Officer of any noted deficiency in the expenditure of funds allocated for civilian labor.

(2) Evaluate changes requiring funding increases or decreases that apply to known budget limitations and ensure compliance with overall objectives of the Marine Corps Base, Camp Lejeune.

c. Commanders, Directors and Special Staff Officers will:

(1) Determine the organizational structure for units under their control. Group tasks into duties, assign duties to individual civil service positions and ensure position descriptions are accurate, complete and current.

(2) Ensure positions are established and structured organizationally in accordance with position management principles outlined in enclosure (1).

(3) Submit requests to establish new positions and to upgrade or downgrade existing positions to the Director, Manpower in accordance with the procedures outlined in enclosure (2).

d. The Director, Civilian Human Resources Office will provide advisory classification services to managers, supervisors and tenant commands and assist in the development and wording of position descriptions, as required.

e. The Business Performance Officer will keep the Position Management Officer apprised of all proposed actions impacting the Base command structure to ensure the Base attains maximum efficiency in economy, productivity and organizational effectiveness, to ensure coordination with the Marine Corps Total Force Structure, as appropriate.

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6. Command and Signal

a. Signal. This Order is effective the date signed.

b. Command. This Order is applicable to all Marine Corps Base organizations.



W. A. MEIER

By direction

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distribution is unlimited.

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POSITION MANAGEMENT PRINCIPLES

1. Establish organizational structure that will best serve the mission needs by providing the best balance between economy and efficiency in recruiting, developing, motivating and retaining competent employees.
2. Avoid position actions that increase payroll costs unnecessarily or that increase the ratio of managerial and supervisory employees to the total number of employees.
3. Review vacancies for possible redistribution, modification, or elimination of duties. Abolish vacant positions if duties can be redistributed or eliminated without seriously affecting essential functions, and change existing positions upon incumbency turnover or reorganization when this contributes to increased efficiency and economy.
4. Analyze possibilities for improved position structure. Obtain assistance from the Human Resources staff to analyze position management options as a basis for improving position structure.
5. Ensure the responsibilities of each position are delineated clearly and do not conflict with or duplicate the duties of any other position.
6. Ensure position management actions promote equal employment opportunity (EEO) goals through the establishment of bridge, trainee, and developmental positions.
7. Review position descriptions annually and update whenever necessary.
8. Review each proposed change of organization from the standpoint of work design, skill requirement, occupational distribution, grade distribution, manpower requirement and costs. Final decisions approving or disapproving the organizational change should be based on supporting evidence that the action is clearly consistent with the aims of effective and economic accomplishment of the Marine Corps mission.

ENCLOSURE (1)

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PERSONNEL ACTION REQUEST PROCEDURES

Any proposed personnel actions requiring a change to the Table of Organization (T/O) will be submitted in accordance with the following procedures:

1. Department/Organization heads will:

a. Ensure the request is in accordance with position management principles outlined in enclosure (1).

b. Submit the new and/or revised position description via a Request of Personnel Action (RPA) for Position Review to the CHRO-East via the Director, Manpower.

c. Once the advisory classification is received from the CHRO-East, submit a T/O change request to the Director, Manpower identifying the desired changes accompanied by the identification of equitable compensation or a statement that compensation is not available.

d. When the approval for the T/O change request is received, submit an RPA to establish the position(s) including a signed OF-8 to CHRO-East via Director, Manpower.

e. Upon receipt of final classification from the Human Resource Services Center, forward Request for Personnel Action to effect the approved changes; i.e. recruitment, reassignment, promotion, etc.

ENCLOSURE (2)