



## UNITED STATES MARINE CORPS

MARINE CORPS AIR BASES WESTERN AREA MIRAMAR  
PO BOX 452001  
SAN DIEGO CA 92145-2001

ABO 5310.4G  
MMO

22 MAY 2001

### AIR BASES ORDER 5310.4G

From: Commander  
To: Distribution List  
Subj: POSITION MANAGEMENT PROGRAM  
Ref: (a) SECNAVINST 12510.9 (NOTAL)  
(b) MCO 12510.2C

Encl: (1) Position Management Guidelines for Supervisors

1. Purpose. To state the objectives of the Position Management Program, to describe composition of the Marine Corps Air Bases Western Area (MCABWA) Position Management Review Board (PMRB), and to promulgate MCABWA policy and procedures with regard to Position Management.

2. Cancellation. ABO 5310.4F.

3. Background. Reference (a) redefines Department of the Navy (DoN) policy and requirements on position management. It provides delegation of position classification authority to permit line managers to manage civilian resources consistent with associated budgetary funding levels. Reference (b) implements DoN policy on the delegation of "Managing to Payroll" authority and responsibilities. It discusses position classification, position management, and payroll management as inclusive functions under the Managing to Payroll concept.

4. Information

a. Definitions

(1) "Position management" is defined as the ongoing management action for the structuring of civilian/military positions and organizations in a manner that optimizes economy, efficiency, and effectiveness. Economy means getting the mission accomplished with the minimum possible outlay of funds. Efficiency means accomplishing the mission in the most timely manner and with the least wasted effort. Effectiveness encompasses economy and efficiency and means doing the right work and doing it well.

(2) For purposes of this Order, "positions" include all appropriated fund civilian positions (both general schedule and wage grade) and military billets performing similar functions.

b. Position Management Review Board Composition

(1) The MCABWA PMRB is composed of the following voting and non-voting members:

Voting Members

Chief of Staff (Chairman)\*  
Commanding Officer, MCAS, Yuma\*\*  
Commanding Officer, MCAS, Camp Pendleton\*\*  
Assistant Chief of Staff (AC/S), G-1, MCABWA/MCAS, Miramar  
AC/S, G-3, MCABWA/MCAS, Miramar  
AC/S, G-4, MCABWA/MCAS, Miramar  
AC/S, G-6, MCABWA/MCAS, Miramar  
AC/S, G-8, MCABWA/MCAS, Miramar  
AC/S, Environmental Management, MCABWA/MCAS, Miramar  
AC/S, Marine Corps Community Services, MCAS, Miramar  
Logistics Division Head, AC/S, G-4, MCAS, Miramar

Non-voting Member Advisors

Human Resources Office Manager, MCAS, Miramar  
Manpower Management Officer (MMO), AC/S, G-1, MCABWA/MCAS,  
Miramar

\* Votes only to break a tie.

\*\* Votes only when issue affects own command.

(2) When a voting member is not able to attend the PMRB meeting, that member may not vote by proxy.

(3) Only PMRB members and the Recorder will be present for the executive session of the PMRB meeting when votes are recorded.

c. Objectives. The objectives of the MCABWA Position Management Program are:

**22 MAY 2001**

(1) To establish an organizational structure that best serves mission needs and that considers available resources, work load and resource distribution, employee recruitment, development, retention, and motivation.

(2) To increase employee productivity and to reflect this increase in a reduced use of manpower and fiscal resources for the given mission.

(3) To prevent or eliminate such problems as workload redundancy, excessive layering, improper job design, outmoded work methods, grade "creep," and labor under-execution.

(4) To avoid actions that will unnecessarily increase payroll costs for a given mission, or that will increase the ratio of managerial and supervisory employees to personnel employed.

## 5. Action

### a. MCABWA Headquarters

(1) The Chief of Staff is designated as the MCABWA Position Management Officer and will serve as Chairman of the MCABWA PMRB. In this capacity, the Chief of Staff will:

(a) Direct an effective Position Management Program within MCABWA.

(b) Review all manpower change requests and refer them to the AC/S, G-1 for study and the MCABWA PMRB for consideration, as necessary.

(c) Plan to hold MCABWA PMRB meetings as necessary.

(d) Act as the delegated classification authority for all GS-13 through GS-15 positions at MCAS Miramar.

(2) The AC/S, G-1 is designated as the MCABWA Assistant Position Management Officer and will:

(a) Administer and maintain the MCABWA Position Management Program in accordance with the references and this Order. Provide necessary staff assistance to department heads in conducting organizational reviews.

(b) Provide administration for the MCABWA PMRB, including staff studies for agenda items and recording the PMRB minutes. Report findings of the staff studies to the MCABWA Position Management Officer for presentation to the MCABWA PMRB.

22 MAY 2001

(c) For proposed personnel actions at or below the GS-7 level that result in additional expense to the command, review and determine approval in coordination with AC/S, G-8, or send to the PMRB for review. For all such actions above the GS-7 level, PMRB review is automatic.

(d) Coordinate requests for increases in civilian/military positions with the requesting officer, the MCABWA PMRB, and CMC (to effect a T/O change).

(e) Review each MCAS Miramar appropriated fund recruitment action to confirm that the position is funded and authorized for fill by the command's civilian manning document (T/MR T/O).

(f) Act as the MCABWA Position Management Officer when directed.

(3) The MCABWA Position Management Review Board is an advisory board to the Commander. Board members will be guided in the performance of their duties by reference (b). The duties will include, but are not limited to, the following:

(a) The development of Position Management standards for the command.

(b) Recommending the allocation of MCABWA civilian and military personnel authorizations.

(c) Reviewing proposed organizational changes if the change involves an additional cost to the command, a controversial issue, or an adverse impact to personnel or mission.

b. Department Heads, MCAS Miramar

(1) Review each position that becomes vacant to determine whether duties may be reassigned, term position may be established, or the position may be abolished without seriously affecting the execution of essential functions.

(2) Submit requests for reorganization or for new resources to the Position Management Review Board via the AC/S, G-1, Manpower Management Division. The request should include:

(a) Existing and proposed organization charts to include names (existing organization only), T/O line numbers, job titles, job series or MOS, rank or grade levels, and quantities.

(b) Existing and proposed position descriptions.

(c) Existing and proposed mission statements.

(d) Detailed justification for the requested change.

(3) Prior to requesting a position upgrade, take a critical look at the proposed requirement to ensure it represents the most effective use of resources. Enhancement of position descriptions primarily for the purpose of retaining competent employees is not in line with sound position management. Submit requests for promotion based on accretion of duties in accordance with paragraph 5b(2) and include the following additional items:

(a) A completed checklist as required by the Human Resources Office.

(b) If the duties are a new requirement, the higher directive that requires them.

(4) Review all civilian and military positions at least once a year in accordance with the guidelines in the enclosure. Supervisors will perform this review during annual Performance Reviews.

c. The Human Resources Officer

(1) Provide an advisory classification for each new or revised position description to be considered by the Board.

(2) Coordinate and implement recruitment plans after approval for fill.

d. Commanding Officers, MCAS, Camp Pendleton and MCAS, Yuma

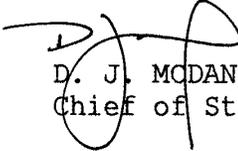
(1) Establish a Position Management Program and, if applicable, designate the composition of their local MCAS Position Management Review Board in writing.

(2) Require military and civilian supervisors to become proficient in position management. Consider their use of effective position management when preparing performance evaluations.

(3) Review each position when it becomes vacant to determine whether duties may be reassigned, term position may be established, or the position may be abolished without seriously affecting the execution of essential functions.

ABO 5310.4G  
22 MAY 2001

(4) Submit all manpower requests that involve unusual manpower problems or increases in authorized personnel allowances to the CMC via this headquarters.

  
D. J. MCDANIEL  
Chief of Staff

DISTRIBUTION: A

POSITION MANAGEMENT GUIDELINES FOR SUPERVISORS

1. Avoid overlap in duties and functions, unnecessary positions, or fragmentation of the work processes.

a. Is there duplication of work among positions? Is it necessary? If so, why?

b. Could some of the duties and responsibilities be handled equally well by another section where the duties are more aligned with the mission of that section?

c. Is there work the unit should be doing that is not getting done?

d. Is there work being performed elsewhere that would better be performed in this unit?

2. Align positions so that they are consistent with the organization's current mission and function statements and staff resources approved in the budget process.

a. Is the organization staffed to an average rather than peak workload?

b. Does the unit have current mission and function statements?

c. Is there work that can be contracted out?

3. Design positions so that they are consistent with the kind and level of work assigned to the organization.

a. Are positions being performed at their classified grade level, e.g., at least 51 percent of a position's duties are consistent with the grade level assigned? If not, is the classification valid?

b. Is accountability clearly identified in the position descriptions?

c. If applicable, have administrative processes and procedures been simplified?

4. Certify the need for all positions. Utilize each position fully and eliminate work that is no longer essential for mission accomplishment.

ENCLOSURE (1)

**22 MAY 2001**

- a. Are all position descriptions in the unit certified as being correct?
  - b. Do the employees agree that the duties and responsibilities they are performing are adequately stated in their position descriptions?
  - c. Is the supervisor continually reviewing work processes and improving ways to accomplish the mission?
  - d. Are delegations to the lowest practical level?
  - e. Are high level duties too thinly spread across several positions? (This is frequently called job dilution.)
5. Certify the need for deputy and assistant positions and the appropriateness of their grade levels.
- a. Are the "assistant" and "supervisory" positions at all grade levels in your unit necessary? Why?
  - b. Are they properly classified?
  - c. What is the supervisor to employee ratio?
  - d. Is the span of control appropriate?
  - e. Would team leader positions be more advantageous?
6. Utilize trainee, apprentice, entry level, and developmental work situations whenever possible. Does the unit contain a balanced mix of positions, e.g., journey level, career ladder, technical support, developmental/trainee positions? This is usually called a "mix of grade" balance.
7. Utilize special appointment authorities to accomplish short-term assignments such as employing part-time, intermittent, and temporary workers whenever possible.
- a. Is any of the work of a temporary or project nature?
  - b. Can physically disadvantaged personnel perform any of the assigned duties and responsibilities?
8. Consider discharge of position management responsibilities as a factor in evaluating the performance of supervisors and managers.

ENCLOSURE (1)

ABO 5310.4G  
**22 MAY 2001**

- a. Does the supervisor continually review the section's budget, personnel, and other resources, and work with the applicable staffs involved in position management?
- b. Is work assigned to employees in such a way that ties them to the end product?
- c. Is customer service stressed and customer feedback encouraged?

ENCLOSURE (1)