



**UNITED STATES MARINE CORPS**  
MARINE AIR GROUND TASK FORCE TRAINING COMMAND  
MARINE CORPS AIR GROUND COMBAT CENTER  
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TWENTYNINE PALMS, CALIFORNIA 92278-8100

CCO 12510.1 CH 1  
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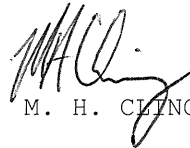
**JUN 17 2026**

COMBAT CENTER ORDER 12510.1 CH 1

From: Commanding General  
To: Distribution List

Subj: POSITION MANAGEMENT

1. Situation. To transmit new changes to the Order.
2. Execution. To update enclosure (1).
3. Summary of Changes. This revision replaces enclosure (1) with an updated step-by-step guide.
4. Filing Instructions. File this transmittal as the first page of the Order immediately.

  
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CCO 12510.1

JUN 03 2026

COMBAT CENTER ORDER 12510.1

From: Commanding General  
To: Distribution List

Subj: POSITION MANAGEMENT

Ref: (a) SECNAVINST 12511.1A  
(b) MCO 5311.1E  
(c) MCO 12510.2D  
(d) MARADMIN 044/14  
(e) MARADMIN 325/22  
(f) DOD 1400.25 Vol 511  
(g) 5 USC 2301 (Merit System Principles)  
(h) MCO 12250.3  
(i) CCO 5420.42C  
(j) DoDFMR 7000.14X

Encl: (1) Position Management Board (PMB) Process and Step-by-Step Guide

1. Situation. Due to the dual MAGTFMC MCAGCC installation and training mission requirements, the Position Management Board (PMB) is required for position management, workforce management, and resource management per references (a) through (j). Per the references, MAGTFMC MCAGCC is required to establish a civilian position management policy and use manage to payroll (MTP) principles.

2. Cancellation. CCO 12510.

3. Mission. MAGTFMC MCAGCC PMB will conduct workforce management and shaping to ensure that civilian hiring is strategically prioritized, mission driven, fiscally responsible, and consistent with government-wide and Department of the Navy guidance.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. To establish policy and assign responsibilities to facilitate an equitable and transparent process to evaluate and make recommendations on MAGTFMC MCAGCC civilian hiring requests.

Purpose: To update the Position Management Board (PMB) process in accordance with references (a) through (j) for all appropriated fund (APF) civilian positions within MAGTFMC MCAGCC.

Method: The PMB provides a senior level forum for reviewing and recommending actions that align with strategic initiatives and meet mission requirements. This Order aligns the PMB decision forum to the command's financial

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resourcing and manning requirements and defines the roles and responsibilities for making position management recommendations and decisions. Actions take a holistic approach to strategic workforce management that include proper use of overtime to meet essential mission requirements and consider labor impacts to other resources such as contractors, military personnel, and non-appropriated labor assets.

End State: Position management links organizational goals and requirements with people and work.

(2) Concept of Operations

(a) MAGTFTC MCAGCC will evaluate current and emerging civilian requirements through the PMB process to ensure consistent and informed recommendations and decision making. This Order will be used in conjunction with the references to ensure that civilian personnel resources, appropriated, non-appropriated reimbursed with appropriated funding, and contracted (as it impacts staffing), are executed in alignment with the command's human capital priorities and the Full Time Equivalent (FTE) allocation.

(b) The PMB will serve as the central authority for resourcing allocations and expenditure recommendations regarding civilian positions. The PMB will consider FTE and manage to payroll (MTP) execution in alignment with programmed, budgeted, and funded FTE within Marine Corps programs balanced against Program Objective Memorandum (POM) allocations.

b. Subordinate Element Missions

(1) Chief of Staff (C/S)

(a) Review and approve/disapprove new requirements.

(b) Review PMB recommendations.

(c) Serve as the PMB chair and final decision authority for all PMB requests.

(d) Assign the Command's priority to specific Request for Personnel Actions (RPAs) for HRO processing and oversee funding allocation and execution of civilian labor dollars and recruitment programming.

(2) Commanding Officers (COs), Assistant Chiefs of Staff (ACs/S), Directors, and Special Staff Officers (SSOs)

(a) Assess capabilities against requirements to establish a more effective and efficient organization. Organize to ensure the highest priority tasks are accomplished and positions provide depth to mitigate gaps from attrition, leave, etc.

(b) As new requirements emerge and/or as attrition occurs, determine prioritization of work and additional manpower requirements, if any. If additional manpower is essential, submit a request to hire in accordance with this Order to facilitate input into the PMB process.

(c) Initiate, prioritize, review and submit position requests to the PMB.

(3) Assistant Chief of Staff (AC/S), G-1 Manpower

(a) Manage the Civilian Personnel Table of Organization (T/O).

(b) Action table of organization change requests.

(c) Contribute civilian manpower planning and expertise to execute workforce planning responsibilities.

(d) Use PMB tools to review PMB requests against the Table of Organization (T/O) and Authorized Strength Report (ASR).

(e) Responsible for the administration, coordination, and development of the PMB. Provide subject matter expertise in the areas of civilian position management, strategic workforce planning, and organizational structure.

(4) AC/S, G-8 Comptroller

(a) Use PMB tools to update the civilian staffing slate within financial regulation guidance, financial execution data, Planning, Programming, Budget, and Execution (PPBE) data, Future Years Defense Program (FYDP) data, salary, budget, cost center, Marine Corps Program Code (MCPC) and/or manage to payroll related data, as required.

(b) When providing compensation and salary data, calculate at the General Schedule, Step 5 or the Wage Grade Step 3 to include base pay plus locality pay with an additional 30 percent factor added to account for the fully burdened cost of labor (i.e., the total cost of doing business to include overhead costs such as taxes, benefits, leave, insurance, etc.).

(c) Provide Comptroller support and information on the budgetary impact of personnel actions to the PMB.

(d) Advise the PMB and C/S on alternative funding options as appropriate.

(e) Provide labor funding status reports and allocate civilian labor funding in accordance with the command's approved financial budget and monitor labor execution against the labor funding prescribed in the command's financial plan.

(f) Monitor overtime and aged compensatory time costs and forward periodic reports to principals and special staff for appropriate action and provide overtime analysis.

(g) Support root cause analysis work to analyze budget, cost, and financial problems impacting personnel and resource management.

(h) The FTE Manager will provide administrative support to the PMB by coordinating meeting dates and times, action PMB data requirements,

track PMB requests, track PMB request decisions for historical purposes and serve as PMB meeting recorder.

(i) Use PMB tools to review PMB requests against Manage to Payroll (MTP) and financial constraints.

(j) Responsible for the development, coordination, and administration of MTP requirements, to include providing status of current civilian labor funding and costing each billet presented before the PMB for consideration.

(k) Provide subject matter expertise in the areas of funding and utilization of financial resources AC/Ss, Directors, and Special Staff leadership in the preparation of packages being submitted to the PMB for consideration.

(5) HRO

(a) Maintain primary staff cognizance over civilian human resources programs and strategic workforce planning.

(b) Provides updates on recruitment actions, losses, gains, position description number changes, grade changes, etc. Consult with AC/S G-1, as needed.

(c) Provide human resources regulatory guidance.

(d) Advises management on merit systems principles, as needed, during position management efforts. Conduct position management studies to achieve maximum efficiency and economy in the workforce and provide advice about common symptoms of position management problems such as fragmentation, job dilution, inaccurate position descriptions, and workload/work force inconsistencies.

(e) Advise and assist management officials in completing HR requirements. Answer inquiries and notify stakeholders of decisions and status of their HR requests.

(f) Ensure RPA processing aligns with PMB decisions and C/S priorities.

(g) Provide Key Performance Indicators (KPIs) data for monthly PMB consideration and planning.

c. Coordinating Instructions

(1) Use PMB tools and prepare PMB requests in accordance with enclosure (1).

(2) PMB tools are available at: [https://usmc.sharepoint-mil.us/sites/TECOM\\_MAGTFTC\\_G1/SitePages/Home.aspx](https://usmc.sharepoint-mil.us/sites/TECOM_MAGTFTC_G1/SitePages/Home.aspx)

(3) Contact AC/S G-1 with constructive feedback or suggested improvements. The position management voice of the customer survey is available at: <https://forms.osi.apps.mil/r/CPX8DtT3W7>.

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5. Administration and Logistics. Directives issued by this Headquarters are published and distributed electronically. Electronic versions of Combat Center directives may be found at <https://www.29palms.marines.mil/Staff-Offices/G-1-Manpower-Directorate/Adjutant/#combat-center-orders>.

6. Command and Signal

a. Command. This Order is applicable to all active duty, reserve, and civilian personnel aboard the Combat Center.

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



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Position Management Board (PMB) Process and Step-by-Step Guide

1. General. To establish the PMB process and assign responsibilities to facilitate an equitable and transparent process to evaluate and make recommendations on civilian hiring requests within MAGTFTC, MCAGCC.
2. Background. MAGTFTC MCAGCC evaluates current and emerging civilian requirements through a PMB process to ensure consistent and informed recommendations are provided to the appropriate approval authority.
3. Execution
  - a. PMB membership is as follows: AC/S G-1 (voting member); Deputy AC/S G-3 (voting member); Deputy AC/S G-4 (voting member); Deputy AC/S G-6 (voting member); AC/S G-7 (voting member); Deputy AC/S G-8 (voting member); Human Resources (HR) Director, (Advisor/Consultant; non-voting member); and FTE Management Analyst, G-8 (PMB Recorder; non-voting member). Director, Mission Assurance (MA), AC/S Marine Corps Community Services (MCCS), Executive Officers and/or Deputies, as applicable, from Headquarters Battalion (HQBN), Marine Corps Mountain Warfare Training Center (MCMWTC), Marine Corps Logistics Operations Group (MLOG), Marine Corps Tactics and Operations Group (MCTOG), Expeditionary Warfare Training Group Atlantic (EWTGLANT), and Expeditionary Warfare Training Group Pacific (EWTGPAC) may submit requests to the PMB for consideration and provide the business case for those requests during the PMB meeting on an adhoc basis.
  - b. The PMB members review and make recommendations for final decision by the C/S using the PMB tool. Proxies for voting members are not authorized.
  - c. On an adhoc basis, the PMB will provide civilian manpower and fiscal labor resource data and recommendations on directed initiatives and taskers to include emerging, time sensitive suspense actions from higher headquarters to the C/S, AC/S G-1, AC/S G-8, HR, etc.
  - d. During PMB meetings, program representative(s) may present their issue and after questioning and discussion by the board, participating voting members may cast their vote before or during the PMB.
  - e. The PMB will provide board recommendations to the C/S on requests to re-align or re-purpose existing FTE, provide compensation for, and/or request to change funding authority for positions not currently authorized on the T/O which require a TOECR.
  - f. Emerging guidance changes, civilian personnel changes, Executive Order changes, funding level changes, and/or operational changes may require change to the scope of personnel actions subject to the PMB. If the C/S determines permanent or temporary PMB changes are necessary, notification will be issued.
  - g. In the event of an emergent recruitment request, hiring managers are still required to submit the request in the PMB tool and indicate in the justification the reason for the emergency request. The C/S may decision emergent recruitment requests outside the typical PMB timeline.
  - h. The following actions require an approved Table of Organization(T/O) and Equipment Change Request (TOECR) and addition to the T/O before submitting to the PMB. Per reference (b), for each new BIC to be added to the T/O or if an existing

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BIC needs to be modified (e.g., change position title, grade, occupational series, etc.), a T/O and Equipment Change Request (TOECR) must be created by AC/S G-1 Manpower to generate a new BIC or modify an existing BIC. The TOECR package will be prepared and routed from Manpower Management to G-1 for review and forwarding to the Commanding General MAGTF/TC, MCAGCC for consideration. If authorized, the request is forwarded to Total Force Structure Division via CG, Training and Education Command and/or Marine Corps Installation Command (in some installation cases) using the Total Force Structure Management System (TFSMS). If higher headquarters concurs, it is endorsed and forwarded via TFSMS to Total Force Structure Division (TFSD) for decision, and if approved, inclusion of the new BIC data to the applicable unit T/O. Requests for unfunded positions and/or a new BIC structure and/or increase in grade level (and associated compensation) will be accompanied by a compensation recommendation from the requesting organization. In general, the BIC compensation may come from the same or different T/O.

i. The following actions do not require PMB review; however, the request will be entered into the PMB tools by the PMB member with one of the following notes for C/S review/approval.

(1) One for one backfill of a reimbursable-funded position within budget and for which reimbursable funds are in place when the target grade or full performance grade level remains unchanged.

(2) Backfill of mapped structure which is funded by an external funding source (i.e., centrally funded positions) when the target grade or full performance grade level remains unchanged.

(3) Externally funded billets are not subject to the PMB process.

(4) Billets approved via alternate source will be screened for possible PMB exemption on a case-by-case basis.

j. The following actions require PMB review.

(1) Actions not listed in the above paragraph.

(2) Establishing a new civilian BIC when the workload was previously performed by a contractor or uniformed personnel.

(3) Organizational restructuring and shaping initiatives.

(4) Backfilling an obligated position on a permanent, full-time basis.

(5) New requirements.

k. All PMB requests will be submitted using PMB tools.

l. PMB submissions will be reviewed against the criteria of availability of civilian FTE, and/or funding; criticality of position/billet in performing mission-related functions of the program/installation; adherence to organizational alignment, including classification consistency, span of control, etc., as reflected in existing approved organizational charts; and alignment with Department of the Navy, United States Marine Corps, and program total force strategies.

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m. When there is a change to an existing PD, an "Organizational Chart" including all military, civilian and/or contractor positions of the impacted section may be requested by the PMB.

n. Upon notification of approval, the HRO will create the Request for Personnel Action (RPA).

o. Hiring Managers are responsible for submitting required HR recruitment documents in accordance with HR timeline. Failure to submit required documents in a timely manner may result in additional action (e.g., PMB approval decision reversal, delayed recruitment action, delay justification may be required, etc.).

The following summarized steps are provided.

Step 0: Pre-PMB Requirements (if applicable).

This step is for requests that need a new position BIC added to the official Table of Organization (T/O) or if an existing BIC needs to be modified (e.g., change position title, grade, occupational series, etc.).

Action: The request is routed for a Table of Organization and Equipment Change Request (TOECR) approval.

AC/S G-1 Manpower works with requesting organization to create, review, and/or endorse the TOECR to include required supporting documents (e.g., position description, position designation, compensation, table of organization, etc.).

The TOECR is routed via G-1 to the Commanding General, MAGTFTC, MCAGCC for review and endorsement. If endorsed, it is forwarded to Total Force Structure Division (TFSD) for final approval via CG TECOM.

Decision Point: Is the TOECR approved and the new position added to the T/O?

NO: The process stops until approval is granted.

YES: Go to Step 1.

Step 1: Submission to PMB

The request is submitted to the PMB for evaluation.

Action: The requesting organization submits the hiring request using the PMB tools. The PMB tools are available online at: [https://usmc.sharepoint-mil.us/sites/TECOM\\_MAGTFTC\\_G1/SitePages/Home.aspx](https://usmc.sharepoint-mil.us/sites/TECOM_MAGTFTC_G1/SitePages/Home.aspx)

Step 2: PMB Review

The board evaluates the request.

Action: The requesting organization presents the business case for the request.

The PMB voting members review the submission against:  
Available funding and resources.  
Mission criticality.  
Risk impact if not filled.

Organizational alignment and consistency.  
 Alignment with higher-level force strategies.

Voting members review and vote on request.

Step 3: Final Decision

Action: The Chief of Staff (C/S) decides the request.

Decision Point: Did C/S approve the request?

NO: Stop; action any C/S feedback, if applicable.

YES: The Hiring Manager submits all necessary recruitment documents to HRO in a timely manner to initiate the hiring process. The Human Resources Office (HRO) creates the Request for Personnel Action (RPA).

