



UNITED STATES MARINE CORPS
MARINE AIR GROUND TASK FORCE TRAINING COMMAND
MARINE CORPS AIR GROUND COMBAT CENTER
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CCO 12510
HRO

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COMBAT CENTER ORDER 12510

From: Commanding General
To: Distribution List

Subj: POSITION MANAGEMENT

Ref: (a) SECNAVINST 12511.1
(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 2 (Merit Systems Principles)
(h) MCO 12250.3
(i) CCO 5420.42B
(j) DoDFMR 7000.14X

Encl: (1) Strategic Workforce Planning Procedural Guidance
(2) Position Management Procedural Guidance
(3) Position Management Board Request Sample

1. Situation. To implement the policies, responsibilities, and guidelines for the administration of Strategic Workforce Planning (SWP) and the Position Management Board (PMB) in accordance with references (a) through (j) for all appropriated fund (APF) civilian positions within the Marine Air Ground Task Force Training Command (MAGTF TC), Marine Corps Air Ground Combat Center (MCAGCC). This instruction aligns the PMB decision forum to the command's financial resourcing and manning requirements and defines the roles and responsibilities for making position management recommendations and decisions. All actions and decisions should take a holistic approach to strategic workforce management that include overtime use and consider non civilian labor impacts to other resources such as contractors, military personnel, and non-appropriated labor assets.

2. Mission. To manage the SWP and the PMB in accordance with the references to ensure civilian resources are effectively and efficiently utilized and managed in support of the command's mission.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Position management is the process of shaping and structuring the number of positions needed, the skills and knowledge required, and the grouping and assignment of duties and responsibilities to accomplish mission requirements. This process supports the building of our Table of Organizations which defines the number of positions of personnel required to accomplish our mission. This process must also coincide with conserving the cost of labor to achieve maximum organizational economy,

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efficiency, and productivity. SWP and the PMB provides senior level forums for reviewing and recommending actions that align with strategic initiatives and sound position management practices and principles supportive of mission requirements.

(2) Concept of Operations

(a) This Order will be used in conjunction with the references to ensure that the civilian personnel resources of the command, 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 allocation.

(b) SWP is conducted on an annual basis. By 1 January, of each year, managers will prioritize all civilian positions listed on the staffing plan which is initially provided from the Human Resources Office (HRO) by 1 December utilizing the category descriptors. The Executive Steering Committee (ESC) will review submissions and adjudicate categories for each billet annually. Periodically, the ESC will convene, review, and recommend a listing of vacant positions to use for emerging needs to the Chief of Staff (C/S) for approval based on available civilian labor funds.

(c) The PMB will serve as the central authority for resourcing allocations and expenditure recommendations regarding civilian positions. The PMB will consider the Full Time Execution (FTE) rate and manage to payroll (MTP) execution to ensure alignment with programmed, budgeted, and funded FTEs within Marine Corps programs and will balance requirements against Program Objective Memorandum allocations.

b. Subordinate Element Missions

(1) C/S

(a) Review new manning requirements.

(b) Review recommendations made by the PMB and will be the final Approving Authority for all actions submitted to the PMB and ESC.

(c) Assign, when necessary, the Command's priority to specific Request for Personnel Actions (RPAs) for HRO processing and oversee funding allocation of civilian labor dollars and recruitment reprogramming.

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

(a) Provide principal guidance and supervision to subordinate supervisors within their span of control and ensure that they are actively meeting their responsibilities on position management.

(b) Hold supervisors responsible for maintaining a continuing review of position descriptions under their supervision and ensure that they are complete, current, accurate, and meeting the requirements of sound position management.

(c) Hold managers accountable for structuring positions and organizations in a manner that optimizes economy, productivity, and organizational effectiveness.

(d) Submit position requests to the PMB monthly and annual SWP categorizations to the ESC as appropriate.

(e) Encourage subordinates to identify ways to conserve cost of labor and improve productivity. Ensure that resources are efficiently used to identify, eliminate, and prevent unnecessary organizational fragmentation. Review their organizational structure (e.g., span of control, excessive layering, use of deputy and/or improper design of jobs) on a continuing basis. Supervisors are responsible for managing positions to optimize economy, productivity, organization effectiveness, and employ the most effective work processes, methods, equipment, and techniques.

(f) Evaluate cost effectiveness of alternative options for structuring duties or positions (e.g., skills utilization; employee motivation and development; or career ladder developmental positions) and alignment with any applicable program total force strategy.

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

(a) Manage the Civilian Personnel Table of Organization (T/O) to ensure alignment with what has been programmed, budgeted, and funded within Marine Corps programs and Headquarters Marine Corps sponsors.

(b) Perform analysis related to trends and anomalies of structure data.

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

(4) AC/S, G-8 Comptroller

(a) Provide financial regulation guidance and provide financial execution data as required.

(b) Provide information on the budgetary impact of personnel actions.

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

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

(e) The G-8 Business Performance Office has primary staff cognizance over Lean Six Sigma/Continuous Process Improvement Program to provide sound business decisions and assist with strategic planning.

(f) The FTE Manager, will provide administrative support to the PMB by coordinating meeting dates and times, tracking PMB requests, track request decisions for historical purposes and act as official recorder of PMB meetings.

(5) HRO

(a) Maintain primary staff cognizance over civilian human resources programs to include the position management program.

(b) Provide a status report of recruitment actions and upcoming losses.

(c) Review PMB requests and supporting documentation provided by the stakeholder. Provide human resources regulatory guidance. HRO is the primary advisor on workforce shaping policies and procedures for the command. Coordinate with stakeholder or subject matter expert for questions or issues that may arise regarding position management requirements.

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

(e) Advise management officials regarding the policy and procedures of this Order. Advise and assist management officials in accomplishing their responsibilities. Facilitate the SWP and PMB processes. Schedule monthly and annual meetings, and answer inquiries and notify stakeholders on decisions.

(f) Ensure all billets/actions are aligned to the approved prioritizations on the SWP and/or prior to submitting RPAs for processing.

c. Coordinating Instructions. Enclosures (1) and (2) contain coordinating instructions with procedural guidance for SWP and operation of the PMB. Use Enclosure (3) in accordance with guidance listed in Enclosure (2).

4. 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>.

5. 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.



R. D. STORER
Chief of Staff

DISTRIBUTION: A

Strategic Workforce Planning Procedural Guidance

1. General. The mission of the SWP is to create a command-wide approach to strategic workforce planning, integrated with current planning processes which will allow MAGTFTC, MCAGCC leadership to identify the individual priority/criticality definitions of the Billet Identification Codes (BICs) within each department/section/office. This Command's ability to accomplish its mission depends on the capabilities of its workforce. Our workforce combines the talents of active-duty military, civil service, and contractor support to execute a diverse set of operational support missions. ACs/S, Directors, COs, and SSOs who have APF employees on their T/O, will implement workforce review, tailored to reflect the needs and intent, in accordance with this Order.

2. Background. SWP is essential to the command's ability to align financial resources with human resource requirements to meet strategic objectives. Effectively aligning resources and requirements is a continuous, cyclic process which involves all elements of the command.

3. Execution. MAGTFTC, MCAGCC will execute SWP to accomplish the following.

a. The Staffing Plan Report based on the T/O is a baseline tool used in the SWP process.

b. Annual review of civilian position descriptions should be conducted simultaneously with the annual performance review of General Schedule (GS) and Wage Grade (WG/WL/WS) positions. Position reviews will be conducted each time a position is created, revised, or vacated prior to filling the position.

c. SWP is conducted on an annual basis. By 1 January of each fiscal year, managers will prioritize all civilian positions listed on the staffing plan that is initially provided from HRO by 1 December which utilizes the category descriptors of: High, Medium, and Low. Descriptors are listed below. Civilian positions will be separated by funding groups (BSS1, BSM1, 3B4D, Family Housing, etc.) and will include the funding source for this task. The funding groups will be included in the staffing plan provided by HRO. The ESC will review submissions and adjudicate descriptors for each billet provided by stakeholders. Periodically, the ESC will convene, review, and recommend a listing of vacant positions to use for emerging needs to the C/S for approval based on available civilian labor funds.

(1) Category descriptions described as high, medium, and low are as follows.

(a) High Descriptor. Designated as mission critical positions that are directly aligned to goals/initiatives and vital to achievement and future success. These positions cannot be gapped and must be filled via interim measures with existing personnel (military or civilian) during on-going recruitment efforts. In considering the critical nature of positions, commands/offices will not exceed 35 percent of their total civilian positions listed on the Civilian Staffing Slate being designated as "high". Once designated during the fiscal year, changes to the status of a position will have to be briefed to the ESC and approved by the C/S. The significant benefit of this management policy for only positions designated as "high" allows commands/offices the delegated authority to immediately initiate actions to backfill these positions upon notification of an impending vacancy of that position unless the position is being abolished or reengineered.

(b) Medium Descriptor. Designated as non-mission critical positions, that if vacant, may be gapped during on-going recruitment efforts without adverse impact to mission accomplishment. In considering the critical nature of positions, commands/offices will not exceed 35 percent of their total civilian population listed on the T/O being designated as "Medium." Once designated during the fiscal year, changes to the status of a position will have to be briefed to the ESC and approved by the C/S. The significant benefit of this management policy for only positions designated as "medium" allows commands/directors the delegated authority to initiate actions to backfill these positions upon vacancy of that position unless the position is being abolished or reengineered.

(c) Low Descriptor. Designated as non-mission critical positions that if vacant, may be gapped or subject to restructuring without adverse impact to mission accomplishment. Commands/offices will designate the remainder of their total civilian positions listed on the T/O as "low" (30 percent). Once designated during the fiscal year, changes to the status of a position will have to be briefed to the ESC and approved by the C/S. Backfills for these positions will need to be presented through the PMB process.

(2) Careful consideration must be placed on each BIC priority rating as these individual ratings will be used by the PMB to determine if the position is automatically backfilled at time of vacancy. During periods where MAGTFTC, MCAGCC civilian hiring options are paused or constrained, all MAGTFTC, MCAGCC vacancies will be ranked by their individual BIC priority with high priorities receiving the hiring preference over medium and low priorities. The selection of high prioritized BICs to fill civilian vacancies will be balanced by the ESC across all MAGTFTC, MCAGCC civilian vacancies command-wide.

d. Once the command/office has completed the internal preparation and review of the individual SWP; the primary or deputy, will coordinate with the Human Resources Director for review of the proposed SWP by the ESC. This review will serve as validation of the individual unit's SWP. This meeting will be completed prior to submission of the SWP to the C/S for final approval.

e. The entire SWP process will be completed prior to any required date(s) previously listed in this Order. Leaders will be conscious of the required timeline for the entire SWP process at the onset to ensure sufficient time to complete all tasks. Consideration should be given to scheduling and completing the SWP review with ample time to adjust if needed.

Position Management Board Procedural Guidance

1. General. To establish policy 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 evaluate 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); Deputy AC/S G-7 (Voting Member); Deputy AC/S G-8 (Voting Member); Executive Officer Headquarters Battalion (Voting Member); Human Resources Director, HRO (Chair - Voting Member only in tiebreaker); and FTE Management Analyst, G-8 (Recorder - Non-Voting Member). An additional Voting Member will be rotated monthly through the subordinate commands of Marine Corps Mountain Warfare Training Center (MCMWTC), Marine Corps Logistics Operations Group (MCLOG), Marine Corps Tactics and Operations Group (MCTOG), Expeditionary Warfare Training Group Atlantic (EWTGLANT) and Expeditionary Warfare Training Group Pacific (EWTGPAC).

b. The PMB members will review and make recommendations for final decision by the ESC chaired by the C/S. A majority vote recommendation will consist of more than half of the voting members present or who have voted remotely prior to the meeting. Proxies for voting members are not authorized. As requested, this board will also provide to the ESC pertinent civilian manpower and fiscal labor resource recommendations on directed initiatives.

c. During full board meetings, program representative(s) may present their issue and after questioning and discussion by the board, participating voting members may cast their vote.

d. The PMB will provide board recommendations to the C/S concerning manager's requests for additional FTE ceiling and funding authority for positions not currently authorized on the T/O.

e. Changes in funding or operational conditions may require changes to the scope of personnel actions subject to the PMB. Should the C/S determine temporary changes are necessary, appropriate notification will be issued. The following actions do not require PMB review.

(1) 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 ESC approved SWP critical billets categorized as High or Medium when the target grade or full performance grade level remains unchanged.

f. The following actions require PMB review.

(1) Backfill of ESC approval SWP billets categorized as Low.

(2) Personnel actions resulting in an accretion of duties promotion. All Position Descriptions (PD) which may result in grade increases will be reviewed at these meetings.

(3) Establishing a civilian requirement when the workload had been previously performed by a contractor.

(4) Filling a position that has been restructured due to acceptance of Voluntary Separation Incentive Pay (VSIP) or Voluntary Early Retirement Authority (VERA).

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

g. A PMB request, enclosure (3), is created when there is a requirement for a recruitment designated for review by the PMB. Enclosure (3) will be sent via email to the FTE Manager within the Comptroller/G-8 by the 10th of each month. Any requests submitted after that date will be considered during the next PMB meeting. Short fuse requests will be considered on a case-by-case basis. The request will be routed to the PMB via email. The PMB will either recommend or non-recommend the requests. All non-recommends or issues with no consensus from the PMB will be briefed by the HRD to the C/S for final decision.

h. 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.

i. When there is a change to an existing PD, an "Organizational Chart" including all military, civilian and/or contractor positions of the impacted section will be submitted to the PMB along with the recruitment request.

j. Upon notification of approval of the personnel issues(s) requested, the HRO will create the Request for Personnel Action (RPA).

k. For positions that are new to the organization (i.e., not currently an approved FTE), initial procedures for approval are as discussed above. However, once a position has been approved by the C/S, and it is determined that this will be a new FTE to be added to a current T/O, the following must be accomplished prior to any recruitment RPA actions being taken.

l. Per reference (b), for each new FTE to be added to the T/O, a T/O and Equipment Change Request (TOECR) must be created by the Manpower to generate a new BIC for the new FTE. The TOECR package will be prepared and routed to G-1 for review and signature. Next, the TOECR is forwarded via the Total Force Structure Management System (TFSMS) to the Training and Education Command (TECOM) G-1 for processing. If the Commanding General, TECOM concurs with the TOECR request, it will be forwarded via TFSMS to Total Force Structure Division (TFSD) for approval and inclusion of the new FTE and BIC data to the applicable unit's T/O. Requests for unfunded positions or a new FTE billet structure should be accompanied by an offsetting compensation recommendation from the requesting organization. In general, the billet compensation can come from the same or different T/O; however, it must be from the same civilian labor budget or funding stream.

Position Management Board Request Sample

Date:

Directorate:

Division:

Position:

BIC #:

PP-Series-Grade:

Status: () New () Vacant IF VACANT VICE:

Action: Please check appropriately:

Recruitment - () Permanent () Term () Temporary

Reassignment -() Within Organization () Directorate/Command

Promotion- Temporary (NTE _____)

Purpose:

Subsequent short-term impact to organization or personnel:

Long-term impact:

Position Management Board Recommendation:

Approval _____ Disapproval _____

Date: _____