



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION
1600 HENDERSON AVENUE SUITE 238
SAN DIEGO, CALIFORNIA 92140-5001

DepO 5310.5E

1

JUN 27 2001

DEPOT ORDER 5310.5E

From: Commanding General

To: Distribution List

Subj: POSITION MANAGEMENT PROGRAM

Ref: (a) MCO 12510.2C
(b) SECNAVINST 12510.9
(c) MCO 5311.1C
(d) DepO P7000.7E
(e) DepO 12511.1C
(f) DepO 12532.4A

Encl: (1) Request for Personnel Action (SF-52) Flow Chart
(2) Request for Personnel Action (SF-52) (Example)

1. Situation. Reference (a) encourages the establishment of managing to payroll (MTP) and a Position Management Program and defines management actions for structuring civilian positions within an organization to optimize economy, productivity, and effectiveness. The basic principle of the program is that all positions and organizations be designed in such a manner as to provide the maximum efficiency in support of the mission.

2. Cancellation. DepO 5310.5D.

3. Mission. To provide information and guidance on the Depot Position Management Program.

4. Execution

a. The Assistant Chief of Staff, Manpower functions as the Commanding General's staff officer for planning, coordinating, interpreting and implementing manpower policy and is responsible for ensuring that personnel actions are in accordance with current directives.

b. The Position Management Board (PMB)

(1) The PMB will meet at least quarterly as prescribed herein. The Board will consist of the following members:

Chief of Staff, Chairman
AC/S, Manpower
AC/S, Installations and Logistics (I&L)
AC/S, Comptroller
Deputy AC/S for Manpower (Nonvoting)
Deputy, AC/S for Quality Management (Nonvoting)
Director, Human Resources Office (Nonvoting)
Table of Organization (T/O) Manager (Recorder)

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(2) Board responsibilities:

(a) Perform periodic reviews of the T/O structure, both military and civilian, for need and conformity with the objectives of the Position Management Program.

(b) Ensure that all positions and organizations are structured and staffed to achieve maximum efficiency and economy in support of the Depot mission. This includes all Full Time Equivalent (FTE) existing requirements, NAFF conversations, projected requirements and recommendations for eliminating billets or positions that are no longer needed.

(c) Prioritize unfunded requests for position changes, approve or disapprove requests for personnel actions based on merit and evaluation of expenditures within FTE control.

(d) Apprise the Commanding General of all recommendations in the areas of position management and/or classification.

(3) Assistant Chief of Staff, Manpower. Responsible for the administration of the local program considering the principles in reference (a).

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

(b) Implement requests for realignments as approved by the PMB or Commanding General.

(c) Submit requests to higher authority for T/O adjustments or changes in the manpower allowance.

(d) Monitor end-strength and work year authority in accordance with the Letter of Allowance (LOA) received from HQMC.

(e) Coordinate the PMB meetings and, in the absence of the Chief of Staff, Chair the meeting.

(4) Assistant Chief of Staff, Comptroller

(a) Advise the Commanding General and the PMB of any noted deficiency in the expenditure of funds allocated for civilian labor.

(b) When requested by the PMB, formulate and submit fair and equitable FTE distribution plan which accommodates the difference between the LOA funding level and average civilian salary.

(c) Provide status reports on civilian payroll funding budget updates at each PMB meeting.

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(d) Allocate authorized funding levels to support the recommended civilian FTE requirements as determined by the PMB and the Commanding General.

(e) Make adjustments to the FTE distribution plan as determined by the PMB and the Commanding General.

(f) Provide quarterly/monthly leave usage reports to General Staff officers.

(5) Quality Management Department (QMD). Coordinate cost and performance measurements that are useful in evaluating the requirements of civilian positions. QMD will report to the PMB any findings which directly impact civilian positions, and provide data relative to consideration of position changes aboard the Depot. Additionally, QMD coordinates all sourcing initiatives and cost savings initiatives that include tracking and reporting changes in civilian personnel status. QMD will provide overall status of initiatives involving civilian personnel to the PMB.

(6) Heads of organizations shall submit Standard Form 52 (SF-52), Request for Personnel Action as outlined in enclosure (1). An example of a SF-52 is provided as enclosure (2).

5. Administration and Logistics. All positions and organizations must be structured to achieve efficiency, effectiveness and economy in support of the Depot mission. The benefits of manpower programs outlined in reference (a) should be used to achieve manpower effectiveness. The following position management considerations must be taken into account when exercising classification and position management authority:

a. Structure organizations to minimize the number and layers of supervisors. Economies realized through this measure can be redirected to enhance the mission support of the organization.

b. To the greatest extent possible, design positions to ensure the highest level duties are performed at least 50 percent of the time, the position is classified in an occupation for which an adequate labor supply exists, and the duties provided adequate job satisfaction for the employee as well as opportunity for career resources.

c. Achieve a balance of economy, efficiency, use of skills, attraction and retention of competent personnel, employee motivation, employee development, and available resources.

d. Utilize process improvement methods, procedures, techniques and equipment effectively.

e. Prevent or eliminate such common organizational faults as unnecessary fragmentation, excessive layering and assistants, improper job design, outmoded work methods, improper distribution of manpower, and dual staffing by using both a military and civilian for the same job.

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f. Coordinate program planning and funding of FTE civilian positions. The key to effective use of classification authority is the prudent management of allocated civilian payroll funds. Some options to managing payroll funds are:

(1) Schedule recruitment and promotion actions to make optimum use of available dollars. Normal recruitment lag time should be taken into account.

(2) Ensure actions that affect civilian pay are not planned and decided independently. A decision to promote a civilian may have an impact on the money available for awards or overtime.

(3) Establish entry-level positions and appropriate career ladder positions for recruitment purposes. Encourage stabilizing temporary positions vice permanent positions for entry-level recruitment or where workload is seasonal.

(4) Consider down-grading each position for hiring purposes. This allows a new employee time to become fully experienced and productive prior to being promoted to the targeted grade.

g. Position Changes

(1) Changes resulting in management's desire to establish a new position or change a position description to upgrade or downgrade an existing position may require permanent or payroll compensation and will be reviewed by the Position Management Board. Position(s) used as compensation for another position will be abolished from the T/O.

(a) Compensation requests will be submitted with the proposed position description to the appropriate FTE Manager on the SF-52 or a letter to the PMB. The request will be submitted to the Position Management Board for review.

(b) When compensation is not available through reasonable management action, the request will be forwarded to the Position Management Board for review.

(2) Change resulting from a review or a study are subject to FTE limitations and will be approved by the Position Management Board before implementation.

(3) Changes in organizations subject to the Commercial Activities Program must be within the limitations of the approved Most Efficient Organization (MEO). Required changes generated by documented workload shifts will be forwarded to the Quality Management Department for review and comment, and then submitted to the Position Management Board for final decision.

h. All statutory and regulatory requirements associated with budget execution, position classification, and position management will be followed.

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6. Command and Signal

a. Command The Assistant Chiefs of Staff, Manpower I&L, and Comptroller are hereby delegated position classification, authority position management, and management of civilian payroll funds for all civilian positions under their FTE management cognizance. The authority includes approval of overtime and compensatory time in accordance with the provisions of reference (d). This authority may not be exercised until appropriate training is completed. A person "Acting" in any of the above positions may exercise FTE management authority provided appropriate training has been completed. Except in unusual circumstances, such training should be completed within 60 days of assignment.

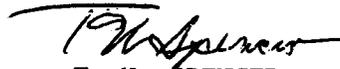
(1) The Assistant Chief of Staff, Manpower is delegated authority for positions in the departments of Manpower, Marine Corps Community Services; and Communications and Information Systems.

(2) The Assistant Chief of Staff, I&L is delegated authority for positions in the I&L Department.

(3) The Assistant Chief of Staff, Comptroller is delegated authority for positions in the departments of the Comptroller; Commanding General's Office; Religious Ministries; Operations and Training; Quality Management; Staff Judge Advocate; Recruiting; Provost Marshal; and the Recruit Training Regiment.

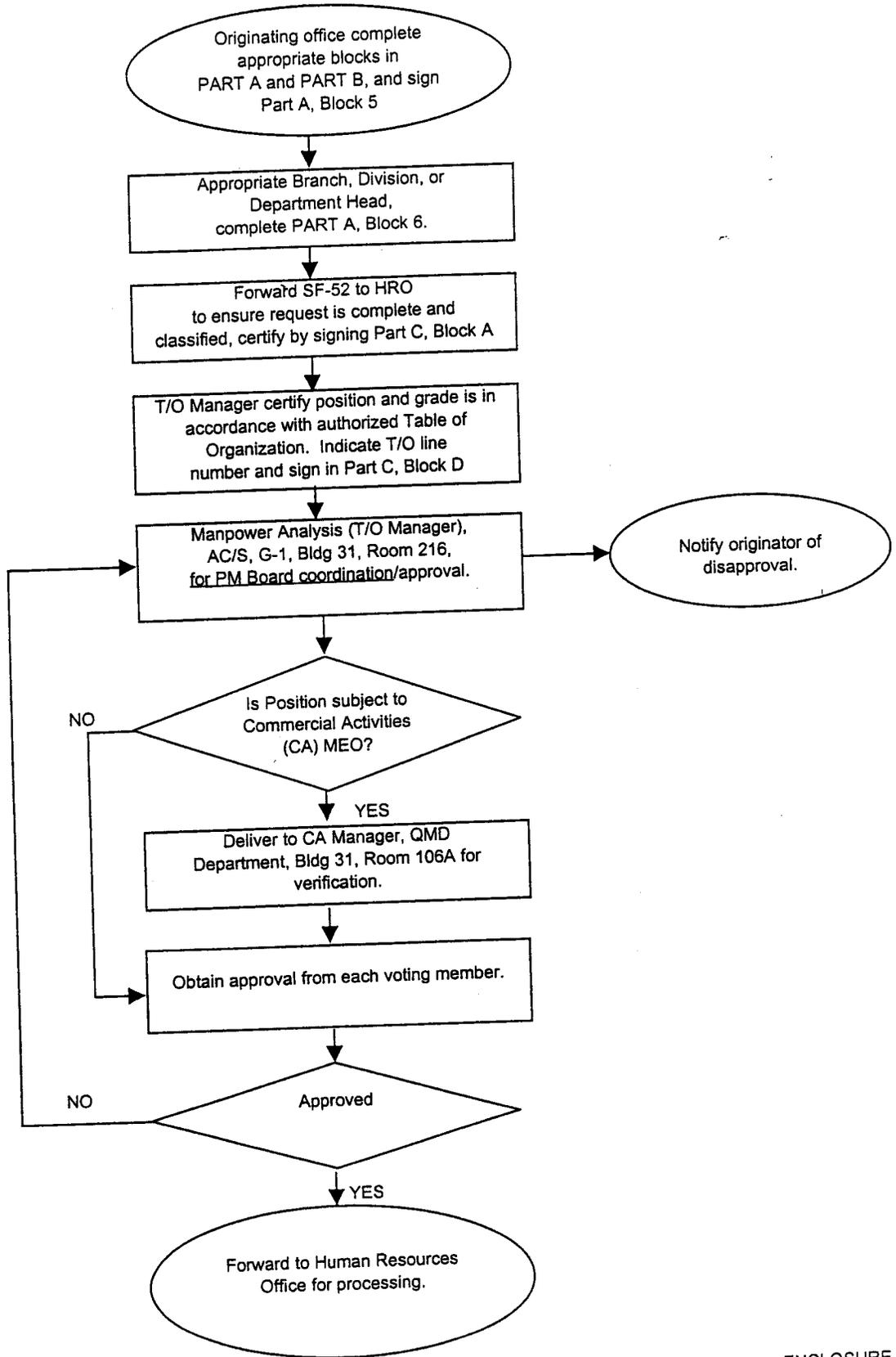
(4) Positions must be accurately and correctly classified as defined in the applicable classification standards to maintain classification accuracy and to continue the overall quality of the classification program. References (e) and (f) contain instructions and guidelines on the classification of General Schedule and FWS Wage Grade positions respectively. Classification procedures will be monitored by HRO to ensure compliance with current directives. The Staffing Specialist in the HRO has the authority to classify positions from any FTE management area.

b. Signal All addressees will support the objectives of the Position Management Program and will ensure that the assigned responsibilities outlined in this Order are accomplished.


T. W. SPENCER
Chief of Staff

DISTRIBUTION: A

REQUEST FOR PERSONNEL ACTION (SF-52)



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Standard Form 52 B (EG)
Rev. 7/91
U.S. Office of Personnel Management
FPM Supp 296-33, Subch. 3

REQUEST FOR PERSONNEL ACTION

PART A - Requesting Office (Also complete Part B, Items 1, 7-22, 32, 33, 36 and 39.)

1. Actions Requested

RECRUITMENT

3. For Additional Information Call (Name and Telephone Number)

IMMEDIATE SUPERVISOR

5. Action Requested By (Typed Name, Title, Signature, and Request Date)

BRANCH OR DIVISION SUPERVISOR

PART B - For Preparation of SF 50 (Use only codes in FPM Supplement 292-1. Show all dates in month/day/year order.)

1. Name (Last, First, Middle)

DEPARTMENT MANAGER

2. Social Security Number

3. Date of Birth

4. Effective Date

FIRST ACTION

5-A. Code | 5-B. Nature of Action

5-C. Code | 5-D. Legal Authority

5-E. Code | 5-F. Legal Authority

SECOND ACTION

6-A. Code | 6-B. Nature of Action

6-C. Code | 6-D. Legal Authority

6-E. Code | 6-F. Legal Authority

7. FROM: Position Title and Number

CLERK-TYPIST

15. TO: Position Title and Number

8 Pay Plan GS	9 Occ Code 0322	10 Grade or Level 04	11 Step or Rate	12 Total Salary	13 Pay Basis	16 Pay Plan	17 Occ Code	18 Grade or Level	19 Step or Rate	20 Total Salary/Award	21 Pay Basis
12A Basic Pay	12B Locality Adj.	12C Adj. Basic Pay	12D Other Pay	20A Basic Pay	20B Locality Adj.	20C Adj. Basic Pay	20D Other Pay				

14. Name and Location of Position's Organization

**XYZ SECTION, ABC BRANCH
123 DEPARTMENT
MCRD SAN DIEGO**

22. Name and Location of Position's Organization

EMPLOYEE DATA

23. Veterans Preference

1 None | 2 5 Point | 3 10 Point/Disability | 4 10 Point/Compensable | 5 10 Point/Other | 6 10 Point/Compensable/30%

24. Tenure

0 None | 1 Permanent | 2 Conditional | 3 Indefinite

25. Agency Use

26. Veterans Preference for RIF
YES NO

27. FEGLI

28. Annuitant Indicator

29. Pay Rate Determinant

30. Retirement Plan

31. Service Comp. Date (Leave)

32. Work Schedule

33. Part-Time Hours Per Biweekly Pay Period

POSITION DATA

34. Position Occupied

1 Competitive Service | 2 Excepted Service | 3 SES General | 4 SES Career Reserved

35. FLSA Category

E - Exempt | N - Nonexempt

36. Appropriation Code

37. Bargaining Unit Status

38. Duty Station Code

39. Duty Station (City - County - State or Overseas Location)

40. Agency Data	41.	42.	43.	44.
45. Educational Level	46. Year Degree Attained	47. Academic Discipline	48. Functional Class	49. Citizenship
				1 - USA 8 - Other
				50. Veterans Status
				51. Supervisory Status

PART C - Reviews and Approvals (To be completed by the Requesting Office)

1. Office/Function	Initials/Signature	Date	Office/Function	Initials/Signature	Date
A. HRO			D. PMB (G-4)		
B. T/O Mgr			E. PMB (COMPT)		
C. PMB (G-1)			F. PMB (C/S)		

2. Approval: I certify that the information entered on this form is accurate and that the proposed action is in compliance with statutory and regulatory requirements.

Signature

Approval Date

CONTINUED ON REVERSE SIDE

OVER

Designed using Perform Pro. WHS/DIOR, May 94

ENCLOSURE (2)

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PART D - Remarks by Requesting Office

(Note to Supervisors: Do you know of additional or conflicting reasons for the employee's resignation/retirement? If "YES", please state these facts on a separate sheet and attach to SF 52.)

YES NO

PART E - Employee Resignation/Retirement

Privacy Act Statement

You are requested to furnish a specific reason for your resignation or retirement and a forwarding address. Your reason may be considered in any future decision regarding your re-employment in the Federal service and may also be used to determine your eligibility for unemployment compensation benefits. Your forwarding address will be used primarily to mail you copies of any documents you should have or any pay or compensation to which you are entitled.

regulations with regard to employment of individuals in the Federal service and their records, while section 8506 requires agencies to furnish the specific reason for termination of Federal service to the Secretary of Labor or a State agency in connection with administration of unemployment compensation programs.

The furnishing of this information is voluntary; however, failure to provide it may result in your not receiving: (1) your copies of those documents you should have; (2) pay or other compensation due you; and (3) any unemployment compensation benefits to which you may be entitled.

This information is requested under authority of sections 301, 3301, and 8506 of title 5, U.S. Code. Sections 301 and 3301 authorize OPM and agencies to issue

1. Reasons for Resignation/Retirement (NOTE: Your reasons are used in determining possible unemployment benefits. Please be specific and avoid generalizations. Your resignation/retirement is effective at the end of the day - midnight - unless you specify otherwise.)

2. Effective Date	3. Your Signature	4. Date Signed	5. Forwarding Address (Number, Street, City, State, ZIP Code)
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PART F - Remarks for SF 50

ENCLOSURE (2)