



UNITED STATES MARINE CORPS

MARINE CORPS AIR STATION
BOX 99100
YUMA, ARIZONA 85369-9100

StaO 5310.8B
3BA
18 NOV 1996

STATION ORDER 5310.8B

From: Commanding Officer
To: Distribution List

Subj: POSITION MANAGEMENT

Ref: (a) MCO 12312.2
(b) ABO 5310.4E

Encl: (1) Position Management Review Question List

1. Purpose. To publish instructions and guidelines for the administration of the Position Management Program.

2. Cancellation. StaO 5310.8A.

3. Background. References (a) and (b) contain policies and procedures for establishment and operation of the subject program and direct implementation of position management principles at subordinate commands. The program covers all civilian positions paid from appropriated funds and military positions in integrated civilian/military organizations.

4. Definition. "Position Management" is defined as the ongoing management action for the structuring of civilian/military positions and organizations in a manner that optimizes economy, productivity, and organizational effectiveness.

5. Objectives. The objectives of the Position Management Program are:

a. To establish a position and billet structure which will best serve mission needs by providing optimum balance, retention, and motivation of competent personnel.

b. To contribute to the increase of employee productivity and to reflect this increase in a reduced use of manpower and fiscal resources for given missions.

c. To avoid position or billet actions which will unnecessarily increase payroll costs for a given mission, or which will increase the relative proportion of managerial and supervisory employees to total employment or personnel assigned.

d. To avoid continuing those positions or billets which become vacant if their duties can be redistributed, eliminated, or reduced in cost without seriously affecting the accomplishment of essential functions.

18 NOV 1996

e. To perform studies on the possibilities of improving position or billet structures, and the utilization of competent staff assistance by line management in the analysis of personnel management considerations.

f. To ensure that the duties and responsibilities of positions and billets are clearly delineated and do not conflict with or duplicate the duties of other positions or billets.

6. Organizational Standards. Because of the inherent differences among department/section missions, no single organizational standard is suitable for general use. A number of alternative standards include the ratio of supervisory to non-supervisory positions, professional/technical to clerical positions, line to support positions, grade distribution, average cost per manhour and production rates.

a. Basis for Selection. In planning to establish or alter a position/billet structure, it is vital that the interrelationship of the factors of a position/billet, as well as the relationships of position/billets in a total organizational segment, be thoroughly understood. Ordinarily a position/billet structure will be selected which may be expected to accomplish the assigned mission, plus anticipated contingencies, at the lowest payroll cost consistent with the following objectives.

(1) The proportion of managerial and supervisory positions to non-supervisory positions will be kept to a minimum.

(2) The proportion of senior level, journeyman junior technician, and supportive skills positions will be closely related to the frequency of occurrence of tasks at these levels in the organization's normal workload.

(3) The proportion of trainees and interns to the estimated replacement needs for journeyman and seniors will be predicated upon normal retirement patterns, transfer/loss experience, expansion needs if pertinent, availability of trained replacements in the accessible labor market, and training time required for each position.

(4) Work assignments and job to job relationships will be clearly delineated without overlap, conflict, or ambiguity.

(5) Adequate opportunity will be provided for development and progression of a well-defined career ladder for occupations leading to key positions and requiring planned experience at lower levels. Such opportunity need not be in a single organization if all steps are available for rotation among departments and branches.

(6) Jobs will offer enough challenge, variety and responsibility to attract and hold technical and administrative competence with sufficient opportunity to attract capable employees at the normal entry level.

(7) The position/billet structure will reflect a sound use of grade levels, preferably a lowering rather than a raising of average grade used in the activity. The structure selected will be predicated upon grades which can be supported by the work to be accomplished.

b. Vacant Position/Billet Review Requirement. When a position/billet becomes vacant the need for continuing the position/billet will be reviewed by the supervisor or a superior. Such a review will include an analysis of alternative position/billet structures which would be possible if the position/billet were utilized differently or eliminated. The position/billet should not be filled if:

(1) It is above the journeyman level and can be performed by a journeyman or if other senior positions or the supervisor can absorb its senior level tasks.

(2) It is one of several journeyman positions, and its journeyman duties can be performed by the other positions/billets if they are relieved of junior level or technician level duties.

(3) The workload of the organization has reduced in volume by an amount approximately equal to the workload of the position.

(4) The work of the position/billet can be performed by other personnel who have the necessary qualifications without undue detriment to their other work.

c. Exception to Vacancy Review Requirement. Each vacancy in areas where there is frequent turnover need not be reviewed if the operation is controlled by continuing analysis of workload volume and if staffing needs have been set in relation to volume.

7. Position Management Officer. The Position Management Officer will be appointed by the Commanding Officer to administer the position management program. Responsibilities include:

a. Review current/proposed organization to ensure economical use of manpower resources.

b. Review and approval of all proposed actions affecting civilian personnel to ensure that:

(1) Only approved positions are staffed.

(2) Position descriptions are current and accurate and that duties are assigned using sound position management principles.

8. Position Management Board. The Position Management Board is established to assist in the accomplishment of the Position Management Officer's responsibilities and to integrate other staff expertise in the management program. The board will meet at the call of the

18 NOV 1996

Position Management Officer to review recommended changes in the organization, allocation of authorized positions, requests for upgraded positions and manpower Program Objective Memorandum (POM) initiatives or any other appropriate manpower issue. The board will be composed as follows:

- a. Position Management Officer - Chairman.
- b. Human Resources Officer - Member.
- c. Comptroller - Member.
- d. Community Planning and Assistance - Member.

9. Action

a. Position Management Officer

(1) Administers the Position Management Program according to the references and this Order.

(2) Provides necessary staff assistance to department heads in conducting organizational reviews. The services of civilian personnel specialists and other analysts may be utilized as required.

(3) Ensures maintenance and sufficient working papers to meet the documentation requirements of reference (a), paragraph 13.

b. Military Personnel Officer

(1) Assists the Position Management Officer in administering the program.

(2) Conducts required manpower studies and special projects in support of the program.

(3) Monitors onboard strength and average grade to identify trends or areas requiring additional study.

c. Department Heads

(1) Conduct periodic reviews of department organization to include both military and civilian billets. The enclosure contains questions intended to focus such reviews on critical areas and should be used as the basis for periodic review.

(2) Prior to filling positions, ascertain the necessity for continuing the position and that duties are accurately described.

(3) Prior to requesting upgraded positions, critically review the requirement for the proposed duty assignment to see that it represents the most efficient use of resources. Enhancement of position descriptions primarily for the purpose of retaining highly

qualified employees is not in keeping with sound position management. Departments requesting an upgrade/redescription of a position should submit requests to the Position Management Officer with a brief explanation of the changes in the position description.

d. Human Resources Officer

(1) Provide advice and staff assistance to the Position Management Officer and department heads.

(2) Ensure that positions are classified and recruited according to established standards.

(3) Advise the Position Management Officer and department heads of staffing problems which might be alleviated through revised organizational structure or position development.

e. Community Planning and Assistance Officer

(1) Coordinate Efficiency Review (ER) studies with the Position Management Officer for uniformity of plans and economy of effort.

(2) Brief ongoing Commercial Activity (CA) and Defense Regional Interservice Support (DRIS) studies that could impact on proposed personnel and organizational changes.

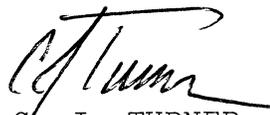
(3) Provide staff assistance and advice in the overall conduct of the program.

f. Comptroller

(1) Advise the Position Management Officer of the fiscal impact/advisability of proposed changes in organization, billet allocation and position descriptions.

(2) Provide advice and staff assistance in the overall conduct of the program.

10. Summary of Revision. This revision deleted the Manpower Utilization Officer and changes the title of positions contained in Paragraphs 9b, 9d and 9e.


C. J. TURNER

DISTRIBUTION: A

POSITION MANAGEMENT REVIEW QUESTION LIST

1. Introduction

a. Implementation of a formal position management review requires a critical review by department heads and their managers of the manner in which their duties and responsibilities are organized and assigned to individual positions to accomplish assigned functions or tasks of the departments. The following areas should be examined in the order listed below:

- (1) Functions and/or tasks.
- (2) Organization.
- (3) Manpower Authorizations.
- (4) Supervision.
- (5) Position Descriptions.
- (6) Vacancies.
- (7) Problems.
- (8) Future Plans.

b. The following questions are intended to focus attention on specific problems within the above areas and to assist department heads/managers in their review and evaluation. The questions are divided into those which should be answered by the department head, or a designated representative, and those to be answered by the division manager. Note that some questions will be answered by both the department head and the manager.

2. Questions for Department Heads

a. Functions and/or Tasks

(1) Are all the functions included in your organizational chart being performed by your department?

(2) Are there functions which you believe should be eliminated or assigned elsewhere?

(3) Are functions performed which are not included in your organizational chart? If so, identify and explain.

(4) What functions/tasks demand most of your time? List in relative priority order, if possible.

ENCLOSURE (1)

18 NOV 1996

b. Organization

(1) Is your organization adequate and up to date? Do you anticipate changes in the near future/distant future?

(2) Does the organization present situation challenges to the employees and provide opportunities for advancement? Illustrate.

(3) Does any work performed by a component of your department extensively overlap or duplicate work being performed in another department?

(4) Does a component of another department perform work that should be performed by your department. If so, why?

(5) Does the physical layout of the activity's facilities adversely affect your organization? If so, what solution do you recommend?

c. Manpower Authorization

(1) How many positions/billets are you allocated?

(2) How many allocated billets are not filled?

(3) How do you allocate billets/positions to your managers?

(4) Do you follow-up allocations to a manager to see that each is utilized for the position for which it was originally recruited?

(5) Do you advise the Military Personnel Officer or Position Management Officer when positions/billets are to be used for positions other than those for which originally requested?

(6) Is your approved manpower authorization adequate for your current needs? If not, explain.

d. Supervision

(1) Do you believe your span of supervisory control is too broad or too narrow? Show the span of control.

(2) What measures are you taking to minimize the effects of retirements/resignations of your supervisors?

(3) How do you measure the efficiency/effectiveness of your department?

(4) Do you have and use any indicators to measure the performance of your division managers?

(5) How often do you hold staff meetings to discuss workload and managerial problems?

ENCLOSURE (1)

18 NOV 1996

(6) What is your most difficult managerial problem?

(7) Has position management been tied into the critical elements of your key civilian supervisor/management officials' performance appraisals?

e. Position Descriptions

(1) Are your division managers' position descriptions current?

(2) Exclusive of an official detail, are any division managers devoting significant amounts of time on duties outside the scope of the position descriptions? If yes, explain.

f. Vacancies

(1) How many of the unfilled positions are under recruitment? For how long? (Positions vacated for six months and not actively being recruited for should be reviewed critically.)

(2) What recruitment problems are you experiencing or do you anticipate? Which "scarce" skills are you recruiting for?

(3) Are any division manager positions vacant? If yes, how long has the vacancy existed?

(4) In the unfilled military billets, what is the length of time to fill? What is the manning level for the activity?

g. Problems

(1) What weakness, if any, have you observed in your department's organization, manpower, or operations?

(2) Does the activity's training program and your training program provide for improvement, advancement, and replacement of your managers? Do you receive support/guidance from the civilian and military personnel officials?

(3) Are your supervisors receiving sufficient training to keep up with changing production techniques and new task assignments?

(4) Do you have any suggestions for improving the activity's motivation program?

(5) Do you have any problems or suggestions about areas not included which you wish to discuss?

(6) Of the constraints or situations imposed on your department, which have had the most adverse impact?

ENCLOSURE (1)

18 NOV 1996

h. Future Plans. What plans do you have for improving your department's effectiveness? The activity's effectiveness? What counsel do you give your managers in this area?

3. Questions for Division Managers

a. Functions and/or Tasks

(1) Are you performing all the functions assigned to your division?

(2) Are you performing functions which are not included in your functional chart? If so, explain.

b. Organization

(1) Why is your division organized as it is?

(2) Does it effectively establish channels of communication and ensure coordination between units and individuals?

(3) Does it group related functions, products, etc., together? Are there any project coordination endeavors being performed?

(4) Does it present situation challenges to employees and provide opportunity for advancement?

(5) Does a component of another department perform work that should be performed by your division?

(6) Does the organization provide for manager replacement?

(7) Does the organization provide for interchange of workers within the division?

(8) Does the physical layout of station facilities affect the performance of your work? If so, what solutions do you suggest?

(9) Can you identify your division's bottleneck(s)? What are your recommendations for improvement?

c. Manpower Authorization

(1) How many billets/positions in your division?

(2) Does each incumbent report to only one supervisor?

(3) Is maximum use being made of available skills?

(4) Are all personnel being utilized for the purpose they were hired or assigned.

ENCLOSURE (1)

18 NOV 1996

d. Vacancies

(1) Are there vacancies which have not been filled in the past twelve months? Six months? Three months?

(2) How can additional work be absorbed within the current manpower authorization?

(3) Is it feasible to recruit for employees at a level lower than needed and then train to the skill level required? Has this approach been tried?

e. Future Plans

(1) Do you anticipate any new type work in the future or any significant change to work presently being performed?

(2) If you had your say, where would you steer your division in the future in terms of magnitude and scope of work or services performed?

ENCLOSURE (1)