



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT/EASTERN RECRUITING REGION
PO BOX 19001
PARRIS ISLAND, SOUTH CAROLINA 29905-9001

IN REPLY REFER TO
12510
G-1
13 FEB 2020

POLICY LETTER 1-20

From: Commanding General
To: Distribution List

Subj: MANAGE TO PAYROLL

Ref: (a) MCO 12510.2D
(b) MCO 12250.2

Encl: (1) Position Management Board (PMB) Procedures
(2) Position Management Board (PMB) Request Format

1. Situation. Per reference (a), Marine Corps Recruit Depot, Parris Island (MCRD PI) is directed to utilize Manage to Payroll (MTP) authority, principles, and procedures to manage civilian appropriated funded positions.

2. Mission. MCRD PI will establish a Position Management Board (PMB) upon signature of this Policy to provide policy pertaining to civilian hiring practices.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Establish a PMB to vet and authorize requests to: hire; promote; establish new/additional full-time permanent and temporary positions; extensions of appointments; upgrades/accretion of critical positions. The PMB will ensure consistent and informed hiring actions in accordance with MTP funding, table of organization and equipment (T/O&E), and the strategic workforce plan (SWP). The goals of the PMB process are to determine the optimal use of manpower resources within fiscal constraints, provide a balanced and capable workforce under MTP, and to plan and implement force structure changes to meet mission requirements through the SWP.

(2) Concept of Operations. MCRD PI will evaluate current and emerging civilian requirements through the PMB process enclosure (1) in order to ensure consistent and informed hiring actions.

(a) Position management, position classification, and compensation management are each separate functions comprising the MTP process.

(1) Position Management. The process of organizing and structuring organizations to accomplish their mission with maximum economy, efficiency, and productivity. Through position management, managers and supervisors determine the type of organizational structure needed to fulfill the functions assigned to a particular unit, how many positions are needed, how positions should be designed, and the most cost effective way of filling the requirement. T/O&E list the total force billet requirement (Active Duty,

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Reserve, Civilian, and Navy) for mission accomplishment and must be updated as changes in structure occur via the T/O&E Change Request process.

(2) Position Classification. The function that assigns an individual position to the appropriate pay plan, occupational series, title, and grade. Position Classification is the foundation for all other human resources (HR) areas such as strategic workforce planning, recruitment, and performance management.

(3) Compensation Management. The process that ensures salary costs and other civilian personnel cost drivers (i.e. overtime, awards, incentives, fringe benefits, etc.) do not exceed authorized civilian labor funding levels.

(b) The PMB will meet not less than quarterly with membership as follows: Chief of Staff (C/S), who will serve as chair; Assistant Chief of Staff (AC/S), G-1; AC/S, G-8; and Director, Human Resources Office (HRO).

(c) All requests to hire, promote, establish full-time permanent and temporary positions, extensions of appointments, or upgrades/accretion of critical positions will be submitted to the AC/S, G-1 for PMB decision and authorization.

(4) PMB requests will be categorized in three separate categories:

(a) Category I: Life, Health, and Safety (LHS) billets with clearly identifiable, quantifiable LHS impacts. Must describe LHS impact on command/mission and distinguish between approved SWP and non-SWP billet based on approved SWP submission. By definition, a non-SWP billet with LHS impacts requires a revision of SWP (see SWP restructuring/ category III).

(b) Category II: Other-than LHS billets. Approved SWP billets that are priority hires and must be in support of mission critical functions.

(c) Category III: SWP restructuring. Enduring hiring actions that support SWP restructuring. Justification must be provided and approved prior to hiring from a new SWP. Newly structured SWPs must take into account current funding levels. Work with the AC/S, G-1/8 to determine appropriate actions required to support a newly restructured SWP.

b. Subordinate Element Missions

(1) Commanding Officers, Principal and Special Staff

(a) Forward requests to hire, promote, and establish full-time permanent and temporary positions, extensions of appointments, upgrades/accretion of critical positions to the AC/S, G-1. When the G-1 determines the request requires PMB approval, submit a request utilizing enclosure (2).

(b) Using the SWP as a baseline and with guidance from the AC/S, G-1 prioritize your structure to align with your mission and tasks while identifying critical management considerations. This prioritization will

identify high (25%), medium (50%), and low (25%) priority billets within each section. Additionally, staff sections will identify which low and medium priority billets they choose to remain vacant due to funding constraints. Each command/department's SWP should be continually refined (using zero growth) in order to reflect changes in mission tasking and/or the environment, and must be reviewed annually at a minimum. All commanders/department heads will submit an updated SWP to the AC/S, G-1 for approval by the C/S.

(c) Maintain situational awareness of your overall civilian manpower status, vacancies, and current staffing by grade, in comparison to the approved SWP.

(d) Scrutinize all budget expenditures related to the compensation of employees, including authorization of overtime, aged compensatory time, monetary award recommendations, and other incentives which impact civilian labor costs.

(2) AC/S, G-1

(a) Exercise staff cognizance over civilian position management policies and procedures

(b) Per reference (b), maintain the SWP to ensure appropriate billet/position structure necessary to accomplish organizational functions and mission. This includes tracking prioritized billets using the SWP as the baseline and MTP limits identified by the AC/S, G-8. The SWP will identify approved billets for hire within MTP controls.

(c) Ensure all billets/actions are approved on the SWP prior to submitting Request for Personnel Actions (RPAs) for processing. Exceptions must be submitted to the PMB for approval.

(d) Co-chair and serve as voting member of the PMB, or in the event of non-availability, designate the Acting AC/S, G-1 to serve as co-chair and PMB voting member.

(e) Provide a recorder for the PMB to prepare minutes for C/S approval.

(3) Director, Human Resources Office (HRO)

(a) Advise managers and supervisors on matters related to civilian organization, position management and classification.

(b) Advise managers and supervisors that all actions must go through the G-1 and possibly the PMB prior to consideration per the provisions of this policy letter.

(c) Serve as a non-voting member of the PMB, or in the event of non-availability, designate HRO personnel to serve as a PMB member.

(d) Ensure proper execution of personnel actions approved by the AC/S, G-1.

(4) AC/S, G-8

(a) Manage the MCRD/ERR civilian labor budget.

(b) Provide the AC/S, G-1 projections by Budget Line Item (BLI) estimating the number of billets that may be filled based on availability of funding, anticipated attrition, and expected lapse rates.

(c) Provide an affordability assessment for all RPAs.

(d) Serve as a voting member of the PMB, or in the event of non-availability, designate the Acting AC/S, G-8 to serve as a PMB voting member.

4. Coordinating Instructions. Commanders and staff are directed to carry out the mission and intent of this policy to ensure effective use and oversight of our human capital within fiscal constraints.

5. Administration and Logistics

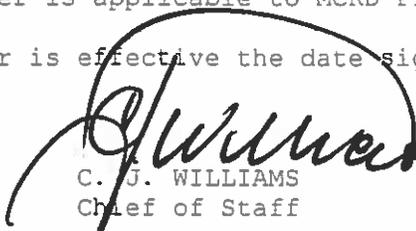
a. The AC/S, G-1 is designated as the command sponsor of this Policy Letter. All recommendations and requests for changes to the policies and procedures contained in this Policy Letter will be forwarded to the G-1 for review and incorporation.

b. Directives issued by MCRD PI are published and distributed electronically. Electronic versions can be viewed on the G-1 SharePoint.

6. Command and Signal

a. Command. This Policy Letter is applicable to MCRD PI.

b. Signal. This Policy Letter is effective the date signed.


C. J. WILLIAMS
Chief of Staff

Position Management Board (PMB) request format

LETTEREHEAD

12510
Office Code
Date

From: Assistant Chief of Staff/Executive Staff/Special Staff/Branch Head
To: Assistant Chief of Staff, G-1

Subj: POSITION MANAGEMENT BOARD REQUEST

Ref: (a) CG Policy Letter 1-20

Encl: (1) As needed

1. Purpose of request. (describe the requested changes)
2. The below listed information is provided in support of this request:

Billet Identification Code (BIC):

Category:

Position Description (PD) #:

PD Date:

Position Title:

Grade:

Series:

Organizational Code:

Cost Center Code:

Funding:

Vice:

Date Vacated:

Supervisor:

Hiring Manager:

SWP Approved Billet (Yes/No):

Intended Recruitment Type:

3. Action objectives. (describe your intent or desired end state)

a. Reorganization requests shall include an organizational chart documenting changes, information regarding why the reorganization is necessary, and impact of the reorganization.

c. Requests for new compensated and uncompensated structure shall include a draft PD. All requests shall include compensation and/or funding solution. Civilian structure consists of permanent, temporary, term (employees hired for limited time period), and interns.

d. Changes to existing civilian PDs which affect the grade shall include the PD with tracked changes in a word processing document and information on the position which was performing the duties added to the revised PD and why this position is no longer performing those duties. Compensation and/or funding solution must also be provided.

4. Impacts

Subj: POSITION MANAGEMENT BOARD REQUEST

a. Describe the fiscal impact and identify the funding source for civilian positions.

b. Describe if/how any civilian PDs, if applicable, relate to other MCRD PI civilian positions in similar series/grades.

c. Identify other military, civilian and/or contract personnel, APF and/or NAF, performing the same or similar function in the same organization, if any.

5. Benefits. Describe the benefits of the proposed change; e.g., cost/structure savings, improved productivity, etc.; identify compensatory reduction offered to effect the requested changes.

6. Alternatives considered. Describe alternative staffing solutions that were considered before submitting the request for changes. Potential alternatives include: business process improvement/reengineering; divestiture; direct conversion; out-sourcing; in-sourcing; contractors; management directed reassignments; other.

7. (Other comments/justification, as needed)

SIGNATURE

Position Management Board (PMB) Procedures

1. AC/S, G-1 will review each civilian personnel request for compliance with this policy letter and forward those requests requiring approval to the PMB for evaluation. PMB requests should be submitted to the Deputy AC/S, G-1 via e-mail.
2. AC/S, G-8 will determine whether or not sufficient funding exists to support the request and provide a written evaluation to the PMB with a recommendation for further processing, return to the originator for additional action, or an alternative COA.
3. The PMB will review the following actions (the below list is not all encompassing):
 - a. Department reorganizations.
 - b. Requests for new compensated and uncompensated civilian structure. civilian structure consists of permanent, temporary, term, and interns.
 - c. Request outside of current approved SWP guidelines.
 - d. Updates/changes to SWP.
 - e. Changes to existing civilian PDs which affect the grade or series.
 - f. Requests for relocation/recruitment bonuses and retention allowances. These requests will be submitted per applicable MCRD PI regulations.
 - g. Cash awards exceeding \$1,500. These awards will be submitted per applicable MCRD/ERR regulations.
 - h. Superior qualification determinations.
 - i. Recommendations for Quality Step Increase (QSI).
 - j. Student Loan Repayment requests.
 - k. All requests when the AC/S, G-8's budget projections are above 102 percent of MTP authority.
4. After the PMB assessment is complete and approved by the Chief of Staff, the AC/S, G-1 will process actions, as necessary.
5. The PMB will attempt to complete action on all requested changes within two weeks of initial receipt of a request. If the requested changes require extensive research, the PMB will attempt to complete action within one month of receipt of the request.
6. The PMB will meet every two weeks if there are requests to be considered.
7. The AC/S, G-1 will designate a board recorder to ensure a record of the PMB proceedings is prepared and delivered to all PMB members.
8. After a decision is made, the AC/S, G-1 will notify the respective unit or staff agency of the decision of the PMB and any actions that must be taken to effect the decision.
9. The AC/S, G-1 is responsible for tracking the progress of approved changes until action is completed.