



UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION
BEAUFORT, SOUTH CAROLINA 29904-5001

IN REPLY REFER TO
ASO 5310.1B
S-1
29 May 20

AIR STATION ORDER 5310.1B

From: Commanding Officer, Marine Corps Air Station Beaufort
To: Distribution List

Subj: POSITION MANAGEMENT PROGRAM

Ref: (a) MCO 5311.1E
(b) SECNAVINST 12511.1
(c) MCICOM ltr 7100 G8/G1 dtd 18 Nov 19

Encl: (1) Sample Request to Recruit/Fill Priority Position
(2) Justification for Accretion of Duties
(3) Sample Advisory Selection Panel

1. Situation. This Order states the objectives of the Position Management Program (PMP), describes the composition and responsibilities of the Executive Steering Committee (ESC) formally known as the Position Management Board, and assigns staff responsibilities for administration and operation of the PMP at Marine Corps Air Station (MCAS) Beaufort.

a. Position management is defined as the ongoing strategic review of civilian/military positions and organizational structure in a manner that optimizes economy, efficiency, and effectiveness in accomplishing the mission with the minimum outlay of funds.

b. Economy is the management of funding and manpower resources. Efficiency is accomplishing the mission in the most timely manner with the least wasted effort. Effectiveness encompasses both economy and efficiency and is doing the right work with the right resources and doing it well.

2. Cancellation. ASO 5310.1A.

3. Mission. Provide direction for the PMP that shall:

a. Establish an organizational structure that follows the current Strategic Workforce Plan (SWP) and mission requirements considering available resources, workload and resource distribution, employee recruitment, development, retention, and motivation while ensuring compliance with all imposed regulations.

b. Prevent or eliminate workload redundancy, excessive supervisory/management layering, improper job design, outdated work methods, labor under-execution, and assignment of additional duties that could result in unnecessary grade increases.

c. Follow current policy and guidance for manage to payroll. Avoid actions that will unnecessarily increase payroll costs or that will increase the ratio of managerial and supervisory employees to personnel employed.

d. Eliminate and realign positions that do not align with the SWP or contribute significantly to the accomplishment of the MCAS Beaufort mission.

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4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Establish procedures for systematically reviewing all MCAS Beaufort departments for the purpose of ensuring optimum personnel assignment.

(2) Concept of Operations. Manage the position structure to support mission needs by providing optimum balance and retention of competent personnel. The Commanding Officer (CO) shall act as the Chairman of the ESC and deciding official on all ESC recommendations.

b. Tasks

(1) S-1 Officer

(a) Per the references, the S-1 Officer shall: administer and maintain the PMP, request assistance from department heads in conducting organizational reviews, and coordinate with department heads regarding position requirements and alternative staffing solutions.

(b) Provide administrative support for the ESC, request staff studies for agenda items and record the minutes.

(c) Assist/advise departments during the hiring process. Ensure the Human Resources Office (HRO) provides necessary support and guidance.

(d) Schedule the ESC meetings, solicit agenda items, and notify department heads of meeting requirements.

(e) Provide a list of positions requiring validation prior to the ESC meetings.

(f) Distribute ESC minutes to department heads.

(2) Comptroller

(a) Evaluate and advise on the fiscal implications of proposed position changes, promotions, awards, and other personnel actions that impact the Command manage to payroll execution and financial resources.

(b) Provide cost analysis of options provided by the Resources Quality Management Board (RQMB) or ESC as requested.

(3) Deputy Director of the Equal Employment Opportunity (EEO) Office

(a) Maintain a reporting structure that provides the agency's EEO Director with regular access to the agency head and other senior management officials for reporting on the effectiveness, efficiency, and legal compliance of the agency's Title VII and Rehabilitation Act programs.

(b) Ensure EEO professionals are involved with, and consulted on, the management and deployment of human resources. The EEO Director should be a regular participant in senior staff meetings and regularly consulted on human resource issues.

(c) Create and/or maintain Title VII and Rehabilitation Act programs that identify and eliminate barriers that impair the ability of individuals to compete in the workplace because of race, national origin, sex, or disability, establish and maintain training and education programs designed to provide maximum opportunity for all employees to advance, and ensure that unlawful discrimination in the workplace is promptly corrected and addressed.

(d) Attract, develop, and retain EEO staff with the strategic competencies necessary to accomplish the agency's EEO mission and interface with agency officials, managers, and employees.

(e) Recruit, hire, develop, and retain supervisors and managers who have effective managerial, communication, and interpersonal skills.

(f) Provide managers and supervisors with appropriate training and other resources to understand and successfully discharge their duties and responsibilities.

(g) Involve managers and employees in the implementation of the agency's Title VII and Rehabilitation Act programs.

(h) Use various media to distribute EEO information concerning Federal EEO laws, regulations and requirements, rights, duties and responsibilities, and to promote best workplace practices.

(4) HRO

(a) Serves as the Technical Authority and Principle Advisor (with direct access to commanders, activity heads, managers, and staff) on all civilian matters across the core human resource functions.

(b) Provide training classes to military and civilian personnel focusing on strategic planning and effective position management techniques.

(c) Review and advise on proposed changes to position descriptions and forward requests for each proposed action. Ensure position grading is consistent with classification criteria.

(d) Provide staffing/recruitment strategies to include: general employment, appointing authorities, placement programs, qualifications, and veterans' preference to attract and employ a diverse and competent workforce.

(5) ESC

(a) The ESC shall consist of the following members:

1. Commanding Officer (CO) - Chairman
2. Executive Officer - Voting Member
3. S-1 Officer - Voting Member
4. S-3/5/7 Officer - Voting Member
5. S-4 Officer - Voting Member
6. Comptroller - Voting Member

7. Provost Marshal - Voting Member
8. Director Marine Corps Community Services South Carolina (MCCS-SC) - Voting Member
9. Deputy Director of the EEO Office - Consultant
10. Director HRO - Consultant
11. Station Sergeant Major - Consultant

(b) The ESC shall:

1. Direct the conduct of Position Management studies.
2. Review and prioritize new positions, position changes, command recruitment actions, and duty changes for existing positions
3. Recommend the allocation of MCAS Beaufort civilian and military personnel authorizations.
4. Review proposed organizational changes if the change involves: additional cost to the Command, a controversial issue, or adverse impact to personnel or mission.
5. Review requested recruitment incentives and other recommended time off or cash awards.
6. Evaluate the PMP and make recommendations for improvement to the CO.

(6) RQMB

(a) The RQMB shall consist of the following members:

1. S-1 - Voting Member
2. S-3/5/7 - Voting Member
3. S-4 - Voting Member
4. S-6 - Voting Member
5. Safety and Standardization Office - Voting Member
6. Comptroller Office - Voting Member
7. Deputy PM - Voting Member
8. MCCS-SC Personnel Officer - Voting Member
9. EEO Office - Consultant
10. HRO - Consultant

(b) The RQMB shall:

1. Provide recommendations to the ESC on the most efficient expenditures of resources while maintaining support to the operating forces and quality of life to the civilian and active duty workforce.
2. Review the budget process and make recommendations for improvement.
3. Develop and recommend an annual budget execution plan based on ESC guidance, the strategic plan, and customer input.
4. Prioritize unfunded deficiencies and make recommendations on the allocation of additional funding.
5. Scrutinize the budget and identify areas where efficiencies can be achieved, develop alternatives, and recommend solutions to the ESC.
6. Review staff requests for changes in organizational structure or positions following the current SWP and mission requirements considering available resources, workload, and resource distribution.
7. Forward findings of validated positions to Comptroller for cost analysis.
8. Validate and report findings of staff requests for organizational efficiency or position change (e.g., cost analysis, workload validation, etc.), and make recommendations to the ESC.

(7) Department Heads

(a) Review each vacant position within the department to determine whether duties may be reassigned, re-shaped to a lower grade, converted to a temporary/term positions, or be abolished without impacting the mission or seriously affecting the execution of essential functions.

(b) Submit requests to S-1 for reorganization, new positions/backfills, or position changes resulting in upgrades to the RQMB. The request shall:

1. Include the proposed organizational structure (if reorganization is requested).
2. Be submitted in writing utilizing enclosure (1). Justification shall include either proposed compensation within the department to fund the requested action or a statement that no compensation can be offered.

(c) Reflect the most effective use of resources for a position upgrade and be directly related to the Strategic Plan and mission of the Command. Enhancement of Position Descriptions (PDs) primarily for the purpose of retaining competent employees, is not sound position management. Requests for accretion of duties shall include the following:

1. A completed Justification of Accretion of Duties as per enclosure (2).

2. If the duties reflect a new requirement, provide the higher directive as a reference.

(d) Supervisors shall annually review all PDs for accuracy during the annual performance review.

(e) When recruiting positions at the GS-12 level and above, submit information per enclosure (3) to the CO via the S-1 Officer for approval. The interview panel will be comprised at a minimum of one military member, one member from outside the Department, and one subject matter expert of the position being hired. EEO and HRO representatives are recommended. At a minimum, the HRO or EEO shall review the interview questions for compliance.

(f) When recruiting positions at the GS-11 level and below, the aforementioned procedures apply with approval at the department head level.

(g) All military and civilian supervisors shall become proficient in position management. The use of effective position management will be considered when preparing performance evaluations. Training in long range planning and effective management techniques will be conducted throughout the year.

(h) All military and civilian supervisors shall complete civilian supervisory training, EEO training, and an Introduction to Civilian Human Resources Management class within 180 days of assignment to supervisory positions.

4. Administration and Logistics. The PMP is managed by the S-1 under the direction of the CO.

5. Command and Signal

a. Command. This Order is applicable to MCAS Beaufort.

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


T. P. MILLER

DISTRIBUTION: A



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BEAUFORT, SOUTH CAROLINA 29904-5001

IN REPLY REFER TO:
12000
S-1

From: Department
To: S-1 Officer

Subj: REQUEST TO RECRUIT/FILL PRIORITY POSITION

Ref: MCIEAST-MCB CAMLEJ Policy Letter 007-13

Encl: Position Description

1. Per the reference, this is a request to recruit for the following position:

- a. Billet Description
- b. Pay Plan/Series/Grade
- c. Billet Identification Code

2. Justification

- a. What is the critical need to fill this position?
- b. How long has the position been vacant?
- c. What is not getting done while the position is vacant?
- d. What are the impacts to organizational readiness and/or mission effectiveness if the position remains vacant?
- e. What course of action have you explored and/or employed to mitigate the impacts to organizational readiness and/or mission effectiveness?
- f. Does the attached position description accurately reflect the duties and responsibilities of the position?

3. The point of contact regarding this matter is XXXXXXXX at (843)XXX-XXXX or email at XXXXXXXX.

F. M. LAST

Enclosure (1)

JUSTIFICATION FOR ACCRETION OF DUTIES

INCUMBENT:

PD#:

CURRENT POSITION TITLE/SERIES/GRADE: _____

NEW POSITION TITLE/SERIES/GRADE (if applicable): _____

- a. Billet Identification Code Line number assigned:
- b. Has this position ever been or currently filled (funded)?
- c. What is the requirement for the new duties/new position? If accretion of duties for upgrade, where did the additional/new duties come from?
- d. If duties are absorbed or accreted from another position, has that position description been revised to remove those duties?
- e. If there is accretion of duties please provide the following info:
 - Is the accretion from one-grade interval position to a two-grade interval position?
 - Where did the duties come from?
 - How long has the employee been performing the new duties?
 - What was management's reason for assigning the new duties?
 - Why were the duties assigned to this particular position?
 - What were the primary duties of the old position?
 - How are the new duties related to the existing duties of this position?
 - Were the major duties of the old position absorbed in the new position, and will the former position be cancelled?
 - Does the accretion change the occupational series? If yes, how closely related are the occupational series?
 - Is the accretion to a vacant higher level position (if so, it is not an accretion)?
 - Is the accretion from an Identical Addition (IA) position? If so, how are the other positions affected and are there employees occupying the same position?

- Will the position remain in the same organization and retain the same supervisor?
- Is the accretion from a non-supervisory position to a supervisory position or from a non-leader position to a leader position?
- Could management have reasonably known that the new duties were higher level before they were assigned?
- Does the new position have known promotion potential?
- Is there a career ladder in the organization for the work performed?
- How long has the incumbent occupied his/her position?
- Has the incumbent received other accretion promotions?
- Are there other eligible candidates for the position within the typical merit promotion area of consideration?
- Have there been previous EEO complaints in the affected area involving promotions?

f. Does the Department currently have a compensatory exchange for this requirement?

g. What work is currently not being accomplished because of this vacancy or the current grade of the position?

h. If denied, how will the Department accomplish the work?

i. Does the activity appear in the Strategic Plan/ MCAS Beaufort Mission Statement? If so, how is it classified in terms of secondary, primary, value-added, critical, etc.

j. Are there redundancies in this position (within the Command or outside the Command) that might be consolidated, i.e., could this function be consolidated locally or regionalized elsewhere?



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IN REPLY REFER TO:
12000
S-1

From: Department
To: Commanding Officer, Marine Corps Air Station Beaufort
Via: S-1 Officer

Encl: (1) Panel Member Notes

Subj: ADVISORY SELECTION PANEL FOR XXXXXXXXXXXXXXXXXXXX, GS-XXXX-11

1. The following advisory selection panel was established to evaluate candidates for the subject position:

- (a) Mr./Ms. (Chairman)
- (b)
- (c)

2. The advisory panel members interviewed the following candidates:

- (a) Mr./Ms.
- (b)
- (c)

3. Candidates were asked the following questions:

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)

4. Each question was scored 0-10 points and the resume was rated 0-10 points, for a total of 20 possible points.

5. Panel member notes are provided as enclosure (1) and the score for each candidate is outlined on the notes provided by each panel member.

6. Interviews were conducted on DD Month YYYY and the following candidate is the recommended selectee:

- (a) Mr./Ms.

Subj: ADVISORY SELECTION PANEL FOR XXXXXXXXXXXXXXXXXXXX, GS-XXXX-11

(b) Mr./Mrs. was selected for the position based on the total interview score of ____ out of a possible 20 points. Mr./Ms. showed strong _____, good _____ and excellent communication skills.

7. The following alternate selection is provided:

(a) Mr./Ms.

(b) If the selectee should decline, please extend the offer to the alternate selectee based on an overall score of ____ out of a possible ____ points.

8. The point of contact is the undersigned at (843)228-XXXX.

F. M. LAST

Enclosure (3)