



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

MCO 12510.2C
MPC-30
10 Dec 1986

MARINE CORPS ORDER 12510.2C w/Ch 1

From: Commandant of the Marine Corps
To: Distribution List

Subj: Civilian Workforce Management: Managing to Payroll

Ref: (a) SECNAVINST 12510.9
(b) CPI 511

1. Purpose. To implement Department of the Navy (DON) policy on the delegation of the subject authority and responsibilities and to encourage commanders to realize the unique and significant potential of this new management initiative to achieve efficiency and economy within the civilian workforce.

2. Cancellation. MCO 12510.2B and MCO 12312.1.

3. Background. Reference (a) delegated to the Commandant of the Marine Corps (CMC) and all subordinate commanders the authority to classify general schedule positions at grades GS-1 through GS/GM-15 and Federal Wage System positions at grades defined in job grading standards issued by the Office of Personnel Management or DON. Reference (a) also authorized and encouraged the redelegation of this authority to the lowest practical level of management. This redelegation must be coupled with the authority to manage the civilian payroll of the organizational entity for which the manager is responsible.

4. Policy. Position classification, position management, and payroll management form the inclusive functions under Managing to Payroll. These functions should be delegated, collectively, under Managing to Payroll to the lowest practical level of management. Within assigned payroll limitations, managers should be able to reallocate existing resources to meet mission requirements and to achieve economy and efficiency of operations.

5. Delegations

a. Position Classification

(1) Activity commanders and, for Headquarters Marine Corps, the Director of Administration and Resource Management (CMC (AR)), may further delegate their classification authority to any level of management identified as appropriate by the commander. A manager may be given classification authority only if the manager is also given the authority to manage the civilian payroll and make position management decisions for the assigned organization.

(2) Positions must be accurately described and classified correctly as defined in applicable classification standards. To maintain classification accuracy and to continue the overall high quality of the Marine Corps classification program, commanders are urged to require subordinate managers to obtain advisory classification opinions from the civilian personnel office. This is particularly important for new positions not previously reviewed by a classifier. Classifiers are trained professionals and serve as a valuable resource to managers. Commanders should also consider the following alternatives when re delegating their classification authority:

(a) For activities, or segments of activities, with relatively small civilian populations, continue to delegate classification authority to the civilian personnel office.

(b) Delegate authority for a defined level or class of positions to managers, and delegate authority for all others to the civilian personnel office. An example of this limited delegation would be all nonsupervisory positions up to the journeyworker level in the organization to managers and all supervisory or senior nonsupervisory positions to the civilian personnel office.

(c) Establish standard, preclassified position descriptions for like jobs. Managers can then choose a standard position description that fits their work situation knowing that it has been validated by a trained classifier.

(d) Create a procedure to resolve differences of classification opinions that may occur between the manager and the civilian personnel office. Such a procedure may require the chief of staff of the activity to resolve the disagreement.

(e) Use the civilian personnel office as an internal review level when an employee files a position classification appeal.

b. Position Management

(1) Reference (a) clearly makes position management the responsibility of managers at all levels. Commanders must make sure managers implement reference (a) in their organizations.

(2) Managers who are given the authority to classify positions and manage their civilian payroll have an unprecedented opportunity to improve the efficiency of their organizations through sound position management practices. The following are some principles that must be taken into account when exercising their authority:

(a) Structure organizations to minimize the numbers and layers of supervisors. Positions saved through this effort may be more productively used as nonsupervisory workers.

(b) Whenever possible, design positions to make sure the highest level duties are performed at least 50 percent of the time, the position is classified in an occupation with an adequate labor supply, and the duties provide adequate job satisfaction and an opportunity for career growth.

(c) Decentralize decision-making authority to the lowest practical level. This will increase the efficiency of work operations and reduce the need for redundant organizational levels.

(3) Though reference (a) lists administration and record keeping for the position management program as a civilian personnel office responsibility, the decision on where to delegate this responsibility rests with the commander. Regardless of organizational location, no additional resources will be allocated specifically for position management program administration.

c. Compensation Management

(1) When delegating classification authority, commanders must suballocate that portion of the activity civilian manpower budget that will be executed by the subordinate manager.

(2) All of the elements of civilian compensation defined in reference (a) will be included in the authority delegated to managers. Some options available in the management of these elements are:

(a) Schedule recruitment and promotion actions to make optimum use of available dollars. Recruitment lag time will free funds that may be used to meet other payroll obligations.

(b) Make sure 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.

(c) Consider the priority and impact of each organization before allocating civilian compensation funds. This is particularly important in implementing any cuts that may be directed by higher authority.

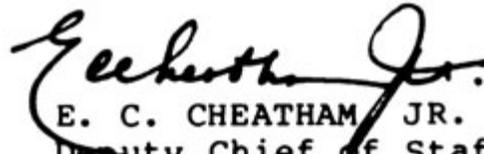
(d) Establish a procedure to internally reallocate civilian manpower funds if command priorities change or if new requirements are imposed upon organizations.

6. Action. Commanders of activities with civilians and the CMC (AR) shall comply with this Order, issue implementing instructions, and follow the policies of reference (a). Command implementing instructions will also include the following requirements:

a. Forwarding all classification actions required by reference (b) to be reviewed by the Secretary of the Navy or designee via the CMC (MPC).

b. Assigning sufficient staff resources to support the position classification and position management programs. Because adequate position classification advice is available in each civilian personnel office, managers with classification authority shall not duplicate this function in their own organizations by hiring additional personnel or contracting for these services.

c. Providing for classification training to all managers before classification authority is delegated and for the evaluation of their position classification and position management performance.


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MCO 12510.2C Ch 1
MPC-32
29 May 90

MARINE CORPS ORDER 12510.2C Ch 1

From: Commandant of the Marine Corps
To: Distribution List

Subj: CIVILIAN WORKFORCE MANAGEMENT: MANAGING TO PAYROLL

1. Purpose. To direct pen changes to the basic Order.

2. Action

a. Page 1, paragraph 5a(1), second line, change "Chief of Staff (CMC (CS))" to read "Director of Administration and Resource Management (CMC (AR))."

b. Page 4, paragraph 6, first line, change "CMC (CS)" to read "CMC (AR)", delete paragraph 6b and renumber remaining subparagraphs accordingly.

3. Summary of Change. These changes eliminate the requirement of submitting classified high grade positions (GS/GM-13 through 15) to the CMC (MPC) for post audit and places the delegation of classification authority at Headquarters Marine Corps with the CMC (AR). They are in keeping with the redelegation of authority to the lowest practical level of management.

4. Filing Instructions. This Change transmittal will be filed immediately following the signature page of the basic Order.


J. M. MYATT
By direction

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