



**DEPARTMENT OF THE NAVY**  
**HEADQUARTERS UNITED STATES MARINE CORPS**  
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**WASHINGTON DC 20350-3000**

MCO 12250.3  
MPC  
21 MAY 2018

MARINE CORPS ORDER 12250.3

From: Commandant of the Marine Corps  
To: Distribution List

Subj: CIVILIAN HUMAN RESOURCES MANAGEMENT IN THE UNITED STATES  
MARINE CORPS

Ref: (a) SECNAVINST 12250.6A  
(b) Department of the Navy, Office of Civilian Human Resources, "Civilian Human Resources Roles and Responsibilities," 25 April 2013  
(c) DASN(CHR) Memorandum for Commandant, U.S. Marine Corps, "Delegation of Technical Human Resources Authority"  
(d) DASN(CHR) Memorandum for Director, Civilian Human Resources, "Delegation of Technical Human Resources Authority"  
(e) SECNAV 12273.1A  
(f) SECNAV M-5210.1  
(g) 5. U.S.C. 552a  
(h) SECNAVINST 5211.5E

Encl: (1) Responsibilities  
(2) Definitions  
(3) Human Resource (HR) Service Delivery Model  
(4) Civilian Human Resources Roles and Responsibilities  
(5) Civilian Human Resources Office and Administrative Liaison Roles and Responsibilities Matrix

1. Situation. To assign responsibility for management of the United States Marine Corps (USMC) civilian appropriated fund (APF) workforce and to establish and implement policy governing USMC civilian Human Resources (HR) and civilian HR Information Technology (IT) systems management in accordance with the references (a) through (h).

2. Mission. To execute the administration, sustainment and assessment of policies, programs, processes, and operations governing civilian HR and civilian HR IT systems management in support of USMC command-level missions.

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3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Implement and execute policies, programs, processes and operations governing civilian APF HR and civilian HR IT systems management, administration, sustainment and assessment in the USMC.

(b) The Marine Corps shall uphold the policies, programs, procedures and operations set forth in the references and enclosures to ensure direct lines of accountability and technical authority for civilian APF HR and HR IT systems in support of a quality civilian Marine APF workforce.

(c) The Branch Head, Civilian Workforce Management Branch is the Director, Civilian Human Resources (DCHR) for the Marine Corps, serving as the Principal HR Advisor and Technical Authority on all USMC civilian HR and HR IT systems issues, and is delegated authority to carry out the responsibilities enumerated in the references and enclosures.

(2) Concept of Operations

(a) This Order may constitute a significant revision to current practices and should be read in its entirety.

(b) Marine Corps civilian APF HR and their staffs derive their Technical Authority from that of the DCHR.

1. The Marine Corps' authority to manage HR is based on the proper execution of Technical Authority delegated from the Secretary of the Navy (SECNAV) and ultimately resting with the DCHR. As the Technical Authority, the DCHR is responsible for the interpretation and application of HR regulations, policies, programs, and processes on behalf of the Marine Corps.

2. Marine Corps Human Resources Offices (HROs) and Satellite Office staff derive their Technical Authority to operate from the DCHR. In order to hold HRO and Satellite Office staff accountable for accurate application of HR law, rule and regulation, the DCHR will evaluate all Human Resources Directors (HRDs) and HRO Satellite Managers (SM) on the execution of their Technical Authority and provide input into

21 MAY 2018

their annual performance appraisal. The DCHR performance input will be submitted directly to the Rating Official of the HRD or SM and must become part of the official performance rating of record.

(c) Commanders, Commanding Officers, and Headquarters Marine Corps (HQMC) Staff Agency Heads shall implement this Order, including the requirements of the references and enclosures, and shall ensure subordinates are familiar with its contents and requirements.

(d) Managers and supervisors must ensure adherence to the policies and procedures set forth in this Order, including its references and enclosures, to assist in meeting the Commander's Intent.

b. Subordinate Elements Missions

(1) The Office of the DCHR (MPC) is the Marine Corps' authority for development, administration, coordination, sustainment, and assessment of policies, programs, processes and operations associated with this Order, its references and enclosures.

(2) Commanders, Commanding Officers and HQMC Staff Agency Heads shall facilitate the execution of established DCHR and Department of the Navy (DoN) Office of Civilian Human Resources (OCHR) Operations Center guidance, ensuring consistent execution of civilian APF HR and HR IT management throughout their organizations in accordance with this Order, its references and enclosures.

4. Policy

a. It is Commandant of the Marine Corps' (CMC) policy to uphold the merit system principles and requirements established in the references and enclosures to ensure appropriate authority, accountability and responsibility in the employment and development of a quality Civilian Marine APF workforce.

b. This Order establishes general policies for civilian HR and HR IT systems supporting the Civilian Marine APF workforce as provided for in the references and enclosures. Leaders, managers and supervisors at all levels are accountable for the execution of HR and HR IT responsibilities within the framework of Federal, Department of Defense (DoD), DoN and USMC policy.

21 MAY 2018

c. HRDs and HRO SMs shall serve as the Technical Authority and Primary Advisors, having direct access to commanders, activity heads, managers and staff to provide strategic civilian HR technical advice and counsel on any matter or issue directed to those leaders. HR leaders and advisors may volunteer their technical advice and counsel on any matter they determine requires attention.

d. Civilian HROs shall be established and aligned, within the organizational structure, as special staff offices under the Commanding General or a Marine Corps Region. The DCHR will be consulted on HRO organization structure, resources, and capabilities.

e. Civilian HROs shall be consulted and participate in all planning and operational activities related to the delivery and assessment of HR and HR IT systems and services; command-level strategic workforce planning and management; and the development and issuance of civilian APF workforce HR and HR IT policies, programs, processes, plans, reorganizations and mission changes.

## 5. Administration and Logistics

a. HR leadership positions identified in this Order are a primary competency base relied upon by the Marine Corps enterprise and its leaders. Reference (a) directs the Marine Corps to establish the following civilian HR professional positions:

(1) The DCHR for the Marine Corps: Echelon 1, Major Command position on the Staff of the Deputy Commandant for Manpower and Reserve Affairs (DC M&RA).

(2) HRDs and HRO SMs: Special Staff positions that support Major Subordinate Commands (MSCs) and local Activities.

b. HQMC Staff Agencies and MSCs and their bases, stations, and installations shall receive civilian HR technical advice and services from a designated and authorized Marine Corps Civilian HRO and the appropriate DoN OCHR Operations Center (formerly referred to as Human Resources Service Center).

(1) Commanders may establish positions as Administrative Liaisons with roles and responsibilities as outlined in enclosure (5).

21 MAY 2018

(2) Administrative Liaisons, in support of and in coordination with the authorized and servicing HRO, shall:

(a) Engage with the HRO to discuss HR plans and actions, classifications, and Requests for Personnel Actions (RPAs);

(b) Per the advice and guidance of the servicing HRO, assist managers and supervisors with clearly defined HR actions, procedures and requirements;

(c) Under no circumstances, provide HR or EEO advice or guidance to management officials;

(d) Refrain from intervening in or circumventing HR and EEO Officials' direct access to management; and

(e) Maintain only unofficial office records such as position descriptions and training. Official records are maintained in the designated IT system of record.

c. Classification of positions performing civilian HR work located outside the Marine Corps Office of the DCHR and/or civilian HRO, to the General Schedule (GS) 0201 and 0203 series (at any grade level) is not authorized. Classification of positions performing substantive HR work in a series outside of the 0200 occupational family and the assignment of substantive HR functions is strictly prohibited. The DCHR will monitor all USMC civilian HR positions and duties assigned to ensure any classification errors discovered are corrected.

d. Point of contact regarding this Order is the DCHR (MPC), M&RA, commercial (703) 784-9350 or DSN 278-9350.

e. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (f) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

f. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The DON recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities will be balanced

21 MAY 2018

against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII will be in accordance with the Privacy Act of 1974, as amended (reference (g)) and implemented per reference (h).

6. Command and Signal

a. Command. This Order is applicable to all Marine Corps APF civilian positions.

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



M. A. ROCCO  
Deputy Commandant for  
Manpower and Reserve Affairs

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Responsibilities

1. Commandant of the Marine Corps (CMC). The CMC (on behalf of the SECNAV) shall:

a. Uphold merit system principles; regulations, policies and procedures set forth in reference (a) and all associated references therein.

b. Exercise authority to manage the USMC civilian workforce in accordance with the policies and directives set forth by the Assistant SECNAV for Manpower and Reserve Affairs (ASN(M&RA)).

c. Administer and ensure compliance with DoD, DoN, and USMC HR policies, programs, processes, and operations throughout the Marine Corps.

d. Provide assistance to the ASN (M&RA) and the Deputy Assistant Secretary for Civilian Human Resources (DASN(CHR)) in the development, sustainment, and evaluation of HR policies, programs, processes, and operations.

e. Establish and staff the positions of the USMC DCHR.

f. Ensure MSCs execute the responsibilities of enclosure (1), paragraph 7.

2. The DC M&RA, under authority delegated by the CMC, provides:

a. Authority and responsibility for managing the civilian workforce.

b. Oversight for USMC compliance with DoD and DoN HR policies, programs, processes and directives.

c. Assistance to the ASN(M&RA) and the DASN(CHR) in the development, sustainment, and evaluation of HR policies, programs, processes and operations.

d. Establishment and staffing of the USMC DCHR position.

3. The Assistant Deputy Commandant for Manpower and Reserve Affairs (ADC M&RA) shall:

a. Serve as the Senior Advisor for USMC Civilian HR to the CMC, Assistant Commandant of the Marine Corps (ACMC) and DC M&RA.

21 MAY 2018

b. Serve as the Chief Human Capital Officer for the USMC Civilian workforce.

c. Serve as the USMC Community of Interest (COI) leader for the civilian HR professional community.

4. The Director, Manpower Plans and Policy Division (MP): shall execute USMC-wide responsibilities for civilian HR program actions requiring USMC-level adjudication, approval or disapproval with the exception of those related to the Senior Executive Service, HR COI, and DC/ADC M&RA special interest initiatives.

5. Director, Civilian Human Resources (DCHR). The Branch Head, MPC serves as the DCHR in accordance with reference (a) and is the Technical Authority and Principal Advisor to Marine Corps MSCs and HQMC Staff Agencies on all matters related to civilian HR management in the Marine Corps. The DCHR shall:

a. Have day-to-day authority for HR advice and technical HR determinations affecting the Marine Corps. As such, provides input to the performance appraisals for all USMC HRDs and SM. Performance input will be provided directly to the Rating Official from the DCHR via the current official performance management application or formal correspondence. The DCHR will determine the reporting method to be used and will notify the Rating Official annually how input will be provided. Regardless of the media used, performance input from the DCHR must accompany, and be filed with, the official performance rating of record.

b. Serve as the Technical Authority and Principal HR Advisor within the Marine Corps on all civilian HR actions. The DCHR shall have direct access to the CMC, ACMC, DC M&RA, and Commanders of MSCs that employ civilians.

c. Advise the Marine Corps chain-of-command and the DoN Director, OCHR on decisions and actions affecting the current and future USMC civilian workforce.

d. Exercise operational control and provide technical direction to Marine Corps HRDs and SM.

e. Advocate for sufficient resources and capabilities for USMC HROs and HR Satellite offices.



21 MAY 2018

- f. Lead, support, and report on USMC human capital and strategic workforce planning processes.
- g. Develop and administer Marine Corps-wide guidance for HR programs, processes and operations, and assess implementation of HR policies and programs in accordance with the references and enclosures; initiate improvements as needed; and, develop and maintain HR performance metrics.
- h. Identify and ensure implementation of actions necessary to employ a quality workforce and to comply with public policy, law and regulation. Participate in and support DoN-wide efforts to improve and enhance recruitment and retention programs.
- i. Advocate for Marine Corps requirements and represent the Marine Corps in DoN HR policy, program development and field operations issues.
- j. Collaborate with servicing OCHR Operations Center Directors to provide end-to-end HR services to the USMC.
- k. Collaborate with the Director, OCHR and staff on DoD regulatory changes, DoN-wide HR policy improvements, and DoN and USMC HR actions and legislative initiatives.
- l. Monitor USMC development and use of HR IT systems and applications to ensure compliance with DoN IT policy and HR Functional Area Manager (FAM) requirements.
- m. Provide input and exercise oversight of changes to HRO's structure.

6. Human Resources Directors (HRDs) and Human Resources Offices (HRO) Satellite Managers (SMs), shall

- a. Comply with operational directives and technical authority and guidance provided by the Marine Corps DCHR.
- b. Have direct access to the head(s) of their respective serviced commands, activities, bases, stations and installations.
- c. Serve as the Principal Advisor and Technical Authority to activity heads, managers, and supervisors on all civilian HR programs and policies, assessments, strategic plans, and workforce planning at the activity level.

21 MAY 2018

d. Ensure the integrity of HR processes, programs, and systems with regard to protecting PII, upholding merit system principles, and protecting against prohibited personnel practices.

e. Have an organizational title and/or organizational code that reflects "Civilian Human Resources Office."

7. Heads of Major Subordinate Commands (MSCs) and Headquarters Marine Corps (HQMC) Staff Agencies employing civilians shall

a. Serve as the Command EEO Officer.

b. Comply with directives and guidance issued by the DCHR (on behalf of the CMC, ACMC and DC M&RA).

c. Implement corrective action directed by the DCHR under the references and enclosures.

d. Ensure HR information system initiatives under their cognizance are coordinated with the DCHR.

e. Establish and staff, as appropriate, the positions of HRD and HRO Satellite Manager to support MSCs and HQMC Staff Agencies and their activities.

f. Ensure the HR workforce meets or exceeds acceptable HR servicing level requirements to support the Command's strategic mission.

g. Ensure the DCHR reviews and approves all changes to structure to include the establishment, disestablishment, realignment, or changes to reporting relationships, resources, sponsors of HROs, and servicing Operations Center.

8. Activity Heads shall:

a. Serve as the Activity EEO Officer.

b. Manage HR decisions and ensure that all managers and supervisors carry out their responsibilities for effective HR management within the framework of Federal, DoD, DoN and USMC policy.

c. Develop HR program and workforce goals based on mission requirements and evaluate progress toward those goals in accordance with the references.

d. Ensure workforce access to mandated HR training.

9. Administrative Liaisons (ALs), if established, shall:

a. Collaborate with the HRO to discuss HR plans and actions, classifications, and RPAs.

b. Assist managers and supervisors with HR actions, procedures and requirements.

c. Maintain office records such as position descriptions (PDs), and training plans, management identification of candidates (MIoC) records, etc., that are not maintained as official records in the appropriate IT system of record.

d. Ensure that their organizational title and/or organizational code does not reflect the designation of "Human Resources Office" or "Civilian Personnel Office."

e. Ensure that their position descriptions do not include duties more appropriately designated to the 02XX series which signify work belonging in the HR discipline. Positions identified as having substantial HR duties will be realigned to the servicing HRO or be reclassified with those HR duties removed.

10. Line Managers and First-Level Supervisors shall

a. Have authority to make operational HR decisions (e.g., promotions, reassignments, etc.) consistent with established HR policies and programs.

b. Be responsible for carrying out DoN and USMC policies, programs and processes in managing their assigned civilian workforce.

c. Be accountable for performing their HR responsibilities identified in their Marine Corps standard supervisory performance objective.

Definitions

1. Activity - A Command, Base, Station, Installation, unit, or organization performing a function or a mission.
2. Activity Head/Head of an Activity - The official who has overall responsibility for managing an activity.
3. Administrative Liaison - Position(s) established within an activity responsible for supporting managers and supervisors with HR actions, procedures and requirements in coordination with the servicing HRO in accordance with enclosure (5). Administrative Liaisons may reside only at individual units or departments within an activity.
4. Appointing Authority - Appointing authority contained within reference (a), refers to the general authority of activity heads and military and civilian supervisors of civilian employees to establish and fill civilian positions and make employment, pay and other decisions involved in the management of Marine Corps civilian employees. The exercise of appointing authority is not direct; it must be undertaken in partnership with the servicing HRO Advisor and designated appointing official as defined in the following paragraph. The appointing authority must comply with legal requirements and with policy decisions of case law and labor contracts issued by the Federal central civilian HR agencies (i.e., OPM, the Merit Systems Protection Board, the Federal Labor Relations Authority (FLRA) or the Equal Employment Opportunity Commission), the DoD, DoN and USMC.
5. Appointing Official - Appointing Officials are assigned to the servicing OCHR Operations Center and have power by law, or by duly delegated authority, to make appointments to civilian positions.
6. Human Capital Management Assessment (HCMA) - The HCMA process evaluates HR programs, processes, and accountability systems. Reference (e) directs all DoN components shall maintain effective systems for accountability, assessment, and evaluation of civilian Human Capital Management (HCM) results and use that information to make HR improvements.
7. Human Resources (HR) Advisors and Advisory Services - HR Advisors are HR professionals in the GS-02XX series who provide advice, assistance, program management and recommendations to responsible officials at MSCs, HQMC Staff Agencies, and activity levels. HR leaders and their staffs also serve as Principal

21 MAY 2018

Advisors and Technical Authorities for their serviced workforce (customers). HR Advisors exercise their responsibilities in consideration of the customer's mission requirements, budget constraints, and efficiency in meeting management and workforce objectives for proposed or executed actions. HR Advisors will ensure that advice, recommendations and final actions taken by line managers comply with merit systems principles and legal and regulatory requirements. The DCHR acts as final HR Technical Authority within the Marine Corps. Effective use of HR authority includes requirements to:

a. Coordinate policies and actions affecting their serviced workforce with principal command leaders and advisors (e.g., legal advisors, manpower and financial staffs and MSCs, HQMC Staff Agency and activity heads);

b. Consult with the Marine Corps DCHR, the HR Director, and counterpart HRO SM and HR leaders as necessary to ensure legal and regulatory requirements are met; and,

c. Meet any collective bargaining obligations prior to implementation of workforce plans or changes.

8. Human Resource (HR) Technical Authority - The authority delegated to the person recognized as the expert source of information, having specific, practical knowledge and skills who has been authorized the right to control, command, determine, and adjudicate HR regulations, policies, programs, and processes on behalf of the Marine Corps.

9. Major Subordinate Commands (MSCs) - Marine Corps Major Commands to include Headquarters Marine Corps, Marine Corps Logistics Command, Marine Corps Systems Command, Marine Forces Command, Marine Forces Pacific, Marine Forces South, Marine Forces North, Marine Forces Central Command, Marine Forces Europe, Marine Forces Africa, Marine Special Operations Command, Marine Forces Cyber Command, Marine Forces Reserve, Marine Corps Combat Development Command, Marine Corps Installations Command, Marine Corps Recruiting Command, and Training and Education Command.

10. Strategic Human Capital Planning (SHCP) - As provided for in reference (a), SHCP includes the full range of ongoing activities required to determine, plan, and staff the workforce. SHCP is carried out at Marine Corps MSCs, HQMC Staff Agencies and activity levels. SHCP includes:

21 MAY 2018

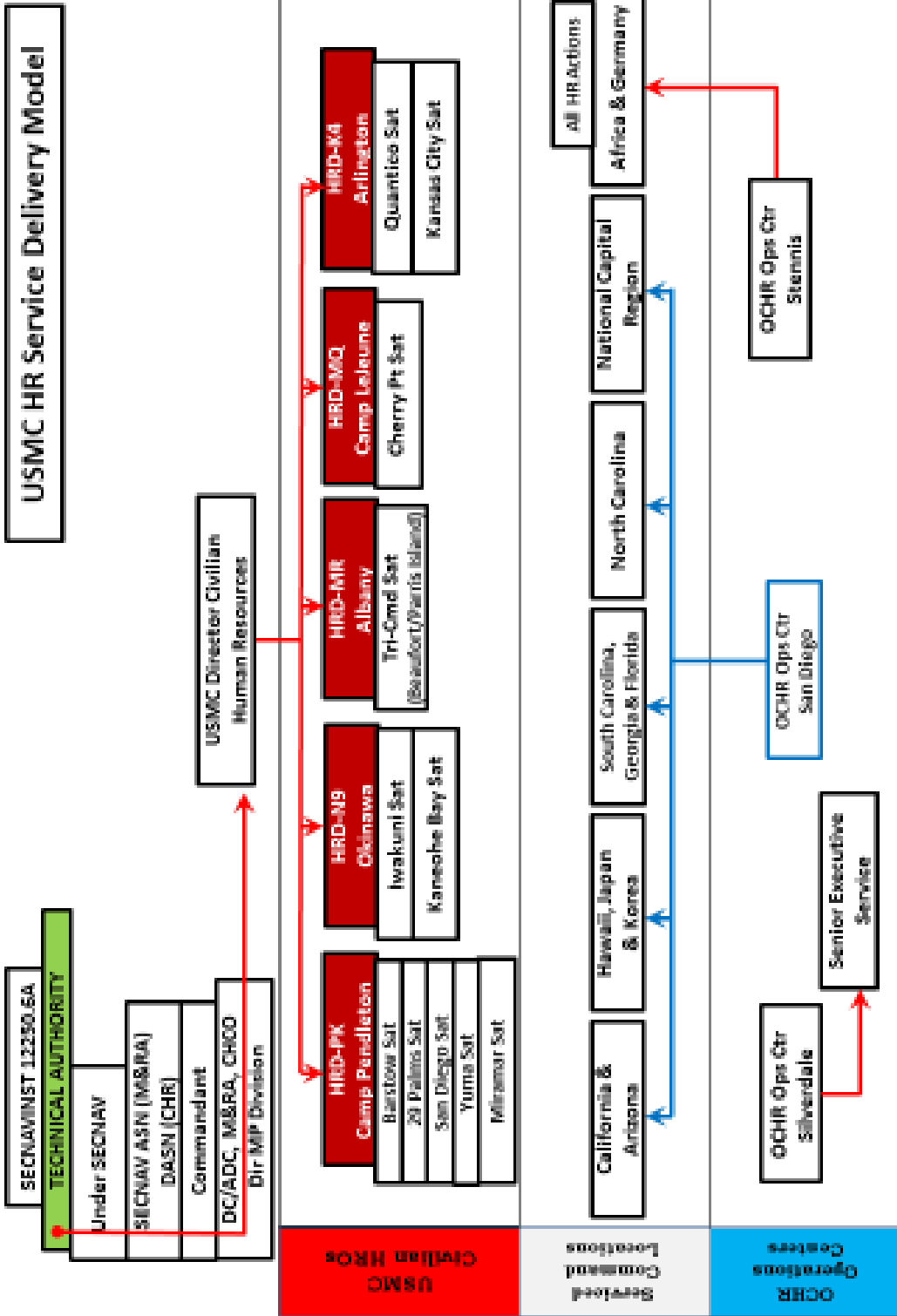
a. Identifying current and projected civilian manpower requirements needed to meet the organization's mission and the strategies needed to build the civilian workforce to meet those requirements, within the context of total force planning.

b. Identifying competencies and competency proficiency levels for positions and employees needed to meet current and future mission needs, and communicating those needs to appropriate stakeholders (e.g., HR, manpower and financial management).

c. Determining current workforce competencies, competency gaps and future required competencies to meet anticipated mission.

d. Developing and executing recruitment, training, workforce sizing and other program plans to address competency requirements and gaps and maintain the workforce as capable and prepared for mission execution.

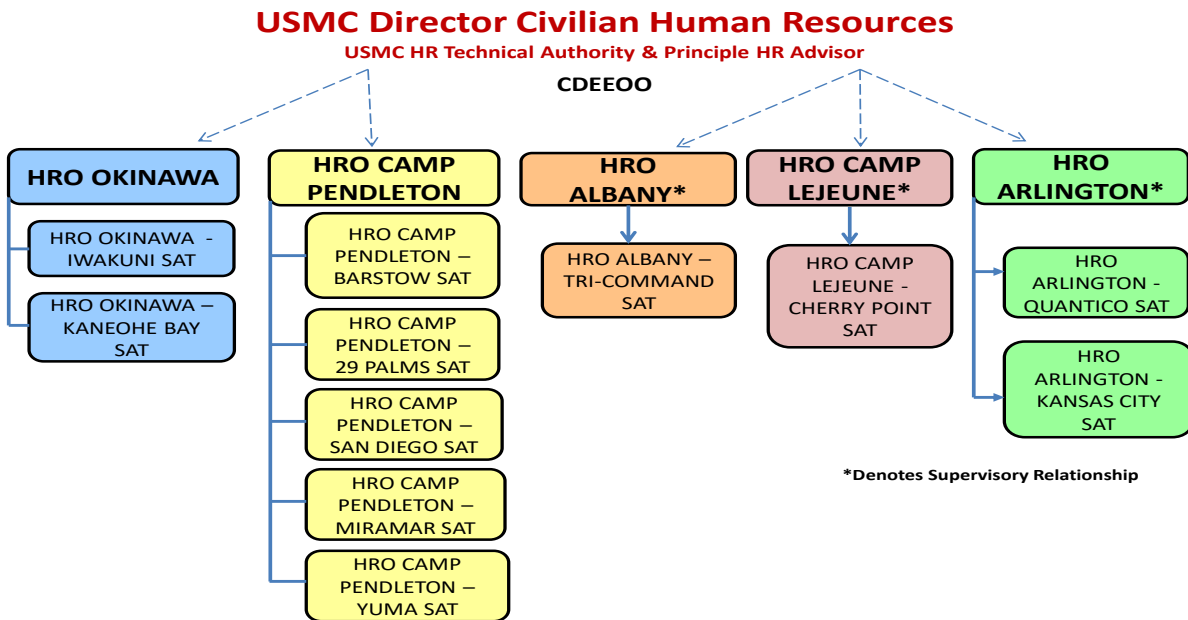
11. Third Party Representative - A person with delegated authority (via the DCHR) to act for the Marine Corps in third party proceedings, particularly with respect to labor and employee relations (LER).



Civilian Human Resources Roles and Responsibilities

1. The Office of the DCHR provides policy support, program management, systems, and services to Marine Corps civilian employees in order to deliver and sustain the right civilian workforce to ensure mission-ready Marines.
  
2. This document outlines the roles and responsibilities of the DCHR and command-level HR Directors and HR Office SM. These positions and their offices represent the civilian HR professional community. Department of the Navy, OCHR structure for the professional HR community represents a line of technical authority from the Marine Corps DCHR through the HRDs and HRO SM.

**Civilian HRO/SATELLITE Technical Authority Structure**



3. As directed by SECNAVINST 12250.6A and this Marine Corps Order, the DCHR exercises operational control and serves as the Technical Authority and Principal HR Advisor on civilian HR issues within the Marine Corps. HR Offices (HROs), led by a HRD or HRO Satellite Manager are delegated their Technical Authority from the DCHR and serve as the Principal HR Advisor on civilian HR issues for their serviced Commands and report directly to the DCHR. They provide command strategic HR advisory services and subject matter expertise in the following areas: Equal Employment Opportunity, LER, Recruiting (planning and sources)



21 MAY 2018

and Staffing, Workforce Shaping, Position Classification, and administration of local HR programs.

4. Director, Civilian Human Resources (DCHR) (MPC)

a. The DCHR serves as the Marine Corps (CMC) Principal HR Advisor and Technical Authority, exercising operational control over civilian HR issues.

b. Human Resource (HR) Advisor. Providing HR advice and technical HR determinations affecting the Command, to include its HROs and satellites.

c. Strategic Planning. Providing support to and reporting on Command and activity human capital and strategic workforce planning processes.

d. Policy and Programs. Developing, administering and assessing Command-wide guidance for HR programs, processes and operations.

e. Human Resource (HR) Performance Metrics. Preparing and monitoring Command HR performance metrics.

f. Command Representation. Advocating Command requirements and representing the Command in DoN HR policy, program development and field operations issues.

g. Human Resource (HR) Services. Collaborating with servicing Operations Center Director to provide end-to-end HR services to the Command.

h. Human Resource (HR) Information Technology (IT) Systems. Monitoring Command development and use of HR IT systems and applications to ensure compliance with DoN IT policy and HR functional area management requirements.

i. Labor and Employee Relations (LER). LER includes expert technical advice, guidance, and representation in the areas of LER for the Marine Corps (CMC). LER also includes formal labor-management relations between the Marine Corps and the unions concerning conditions of employment.

(1) Agency Representation. Representing the Marine Corps before the FLRA in unfair labor practices and labor-

management proceedings, including arbitrations.

(2) Merit Systems Protection Board (MSPB). Preparing and/or reviewing petitions for review before the U.S. Merit Systems Protection Board (MSPB) and providing advice and assistance on MSPB appeals.

(3) Federal Service Impasses Panel (FSIP). Representing the Marine Corps in Federal Service Impasses Panel (FSIP) cases.

(4) Executive Order 13522. Advising on, leading, and facilitating labor-management forums and pre-decisional involvement discussions in order to build more cooperative and effective labor-management relations.

(5) Labor-Management Relations. Conducting, supporting and providing expert technical advice and guidance on the collective bargaining process, including contract negotiations, impact and implementation bargaining and fulfilling other requirements of the Federal Service Labor Management Statute (5 U.S.C. Chapter 71).

j. Senior Executive Program Management

(1) Senior Executive Hiring. Staffing all SES, Senior Level (SL) Highly Qualified Expert (HQE), and Highly Qualified Expert - Senior Mentor (HQE-SM) positions

(2) Senior Executive and HQE Performance Management, including managing application of the DoD's Executive Performance Appraisal Tool.

5. Human Resources (HR) Offices

a. The HRO is the Technical Authority and Principal Advisor on all civilian HR matters, and provides strategic HR advisory services (e.g., LERs, recruiting sources, strategic recruitment, classification, and workforce planning) and administration of local HR programs.

b. Command Human Resource (HR) Advisor

(1) The HRO manager has unfettered access to the commander of each serviced Command. Command Advisor services involve providing strategic advice and assistance on all civilian matters across the core HR functions and ensuring a diverse and

21 MAY 2018

inclusive workforce by incorporating merit system principles, the principles of equal opportunity and avoidance of prohibited practices.

(2) Strategic Planning. The processes associated with designing, developing, implementing and tracking both activity and Command HR strategic/business plans to recruit, develop and retain the talent needed to accomplish the assigned mission. It includes developing and aligning internal strategic HR plans and HR business plans, assessing organizational skills/competency gaps, staffing and retention requirements, and providing strategic HR advice and guidance to all levels of management.

(3) Workforce Shaping. Advising customers and ensuring appropriate coordination on issues related to changing the characteristics of the workforce in a purposeful way, including organizational design, position management, succession planning, transfer of function, voluntary separation incentive payments/voluntary early retirement authority (VSIP/VERA) planning and coordination, and programs available to assist employees during transitions (e.g., Priority Placement, etc.) as well as reduction in force (RIF), conducting RIF briefs for employees and preparing RIF notices from templates provided by OCHR Operations Centers.

(4) Equal Employment Opportunity Program Support. Providing advice and assistance on diversity and inclusion strategies and on reasonable accommodation.

(5) Organizational Management. The analysis, development and administration of organizational design, position management and succession planning activities.

(6) Workforce Analysis. Leveraging approved HR/EEO systems in support of HR functions and management, analyzing existing data, reporting on workforce information, collecting and uploading data required from the serviced workforce, and support maintaining organizational hierarchies in HR information systems.

(7) Human Capital Assessment. The processes associated with setting and tracking metrics and measures for HR program quality and customer satisfaction, including administering customer surveys, tracking quality/quantity metrics and validating the technical and regulatory sufficiency of HR services (e.g., employee satisfaction and retention, etc.).

21 MAY 2018

(8) Recruiting Programs. The efforts associated with presenting the Command to prospective employees. This includes developing and projecting the Command's image on campuses, at job fairs and in electronic and print media. It also involves strategic recruitment advisory services (i.e., determining the where, how and means to find talent).

(9) On-boarding. The efforts associated with the pre-employment/employment of a selectee, which includes pre-employment referral; reviewing Optional Form 306 for potential suitability issues and referring issues to the Operations Center; making the tentative job offer; coordination of physical, drug testing and security evaluation and other conditions of employment; in-processing and indoctrination; base access processing; and orientation.

(10) Staffing. The process associated with the tactical recruitment phase, such as clearing internal priority consideration lists, assisting with large-scale recruitment efforts and ensuring recruitment request packages are complete and ready for action.

(11) Networking/Outreach. Working with community groups, universities, professional associations and other DoN and government activities in order to deliver more effective HR services and advice.

(12) Organizational Leadership and Support. Participating in the overall management of the customer organization by serving on executive teams, focus groups, business process reengineering teams, quality of work/life teams, etc.

c. Classification

(1) Classification includes, but is not limited to, classifying positions and jobs using OPM position classification and job grading standards or applicable standards associated with demonstration projects or alternative pay systems (e.g., APS, STRL, etc.). It does not include Senior Executive and HR career program classifications.

(2) Classification Training. Train managers and supervisors on classification and position management.

21 MAY 2018

(3) Classification. Provide classification advisories to the delegated classification authority for Manage-to-Payroll (MTP) Commands.

(4) Administering Classification Standards. Implement classification decisions and new classification standards directed by OPM, DoD and DoN for all DoN civilian employees.

(5) Advice and Guidance. Provide advice and guidance to management officials which includes, but may not be limited to, assisting in drafting position descriptions, conducting position reviews and providing classification advisories.

(6) Classification Appeals. Provide advice, counsel, and assistance to managers in preparing their response to classification appeals filed by an employee for positions classified by the appropriate classification authority.

(7) Classification Assessment. Assist Commands and activities in conducting periodic self- assessments of their position classification and position management programs.

(8) Position Management. Assist Commands and activities in the design of organizations and positions to support and enhance the efficiency and performance of organizations.

d. Compensation

(1) Compensation includes providing strategic advice in pay setting matters, including the appropriate setting of pay and incentives in accordance with Federal regulations and OPM, DoD, DoN and USMC policies.

(2) Advising Management on Discretionary Pay Actions. Advising management on compensation and additional pay including, but not limited to, pay entitlement, discretionary pay authorities (e.g., superior qualifications), bonuses, awards, and foreign allowances, among others, and ensuring proper documentation supporting the submitted RPA is provided to the appropriate OCHR Operations Center for review, verification, approval and processing.

21 MAY 2018

(3) Wage Surveys. Supporting and providing information for the completion of federal wage survey including coordinating and participating in full-scale wage surveys.

e. Employee Relations

(1) Employee relations involve the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation and morale. It encompasses programs that enforce workplace rules and resolve various workplace issues.

(2) Awards and Recognition. Overseeing and managing effective recognition programs or providing technical advice and guidance to Commands to ensure a Command-level program is in place and awards are appropriately used to motivate, recognize and award eligible employees.

(3) Non-Disciplinary, Disciplinary and Adverse Actions. Providing advice and guidance on the steps required to manage and process non-disciplinary, disciplinary and adverse actions.

(4) Grievances. Managing and processing informal and formal administrative/negotiated grievances, including providing advice and guidance, early resolution efforts and negotiating settlements.

(5) Performance Management. Administering performance management systems, which includes advising and educating the workforce on program requirements and related performance management issues and managing and processing performance-based actions.

(6) Leave Administration. LER specialists assist managers by providing advice and guidance on administering leave programs, which include annual leave, sick leave, the Family and Medical Leave Act, the voluntary leave transfer program, advanced leave, military leave and time off for special circumstances, e.g., early dismissal or closure for weather emergencies. LER specialists provide expert advice and guidance to managers on interpreting leave policies and regulations, disciplinary cases related to leave and other complex leave related issues

21 MAY 2018

(7) Third Party Representation. In certain cases, may represent the Marine Corps in MSPB and/or arbitration hearings.

f. Labor Relations

(1) Labor relations functions deal with formal labor-management relations between an employer and unions concerning conditions of employment.

(2) Executive Order 13522. Advising on, leading, and facilitating labor-management forums and pre-decisional involvement discussions in order to build more cooperative and effective labor-management relations.

(3) Labor-Management Relations. Conducting, supporting or providing advice and guidance on the collective bargaining process, including contract negotiations, impact and implementation bargaining and fulfilling other requirements of the Federal Service Labor Management Statute (5 U.S.C. Chapter 71).

(4) Agency Representation. Representing the Marine Corps in arbitration hearings.

(5) Labor Relations. Maintaining bargaining unit certification and unfair labor practice charge records and maintaining Federal Service Impasses Panel litigation records.

g. Workforce Relations

(1) Workforce Relations encompasses programs that are available to assist DoN civilian employees in the workplace with maintaining satisfactory productivity, motivation and morale.

(2) Alternative Dispute Resolution (ADR). Advises customers of the benefits of using ADR services to resolve conduct and performance issues, EEO, administrative grievances, etc. Forms of ADR available include mediation, conciliation, facilitation and group conflict facilitation. Supports Command ADR program manager with marketing, conflict management training, and reports, and serves as the onsite point of contact in arranging for ADR sessions/events.

21 MAY 2018

(3) Civilian Employee Assistance Program (CEAP).

Providing a comprehensive CEAP to the serviced population by ensuring that all areas of the population are covered under CEAP. This includes advising and assisting activities/Commands with contractual or cooperative agreements to provide CEAP counseling, referral and/or educational services.

(4) Drug-Free Workplace Program. Administering the

drug-free workplace program, including coordinating various testing requirements, notification of test results, providing advice and guidance, monitoring and addressing program compliance and records management.

(5) Quality of Work/Life. Managing and supporting

or providing technical advice and guidance to Commands administering an effective quality of work/life programs, including telework, wellness, dependent, and care and transportation subsidies.

h. Senior Executive Program. Senior Executive, HQE-SM, and HQE in-processing in coordination with DCHR Senior Executive Program Manager

i. Workers' Compensation

(1) Workers' compensation helps workers injured, disabled or made ill on the job by providing them with income even when physical ailments prevent them from performing their normal job duties.

(2) Workers' Compensation Processing.

Processing/reviewing workers' compensation claims.

(3) Workers' Compensation Case Management. Developing

claims, managing cases, assisting in third party subrogation to recover injury costs for the government, and maintaining records.

(4) Federal Employees' Compensation Act. Providing

benefits information for civilian employees who have suffered work-related injuries or occupational diseases, including payment of medical expenses and compensation for wage loss.

(5) Injury Compensation Program Administrator.

Providing employees and supervisors with information and guidance on the proper process for filing claims, including



managing the pipeline program and managing return to work efforts.

j. Unemployment Compensation for Federal Employees.

(1) Unemployment compensation for federal employees (UCFE) program provides unemployment compensation benefits to civilian employees of the federal government who are separated from their positions through no fault of their own. Decisions about entitlement to unemployment compensation are made by the officials in the state governments who rule on entitlement to unemployment compensation benefits.

(2) Administering the UCFE program, to include processing and maintaining the UC claims forms, initiating appeals of unwarranted claims, providing supporting documentation as needed, attending the UC appeals hearings and providing UCFE program guidance.

k. Civilian Workforce Development. Civilian workforce development provides the right career development tools and training resources to attract and keep a strong civilian workforce.

(1) Workforce Development Consulting. Providing advice and assistance on the management, delivery and recordkeeping of career development programs (e.g., Pathways, probationary supervisors, upward mobility, etc.).

(2) Employee Career Development. Assisting employees by providing appropriate tools and resources to evaluate and set career goals; facilitating awareness of their work-related strengths and helping them take active responsibility for career decisions (i.e., helping employees create individual development plans); and providing information regarding educational and skill-building opportunities.

(3) Training Administration. Providing advice and guidance on processes associated with purchasing and scheduling training, monitoring enrollment and completion, and managing vendors, including providing informational resources to support training; operating specialized Command training programs; approval and documentation of education, training and advance degree/technical training programs; and, operating supervisory and leadership training programs sponsored by the Command.

21 MAY 2018

(4) Training Delivery. Where applicable, either provides advice and guidance to the entity providing training delivery or performs course/classroom work directly associated with the delivery of training, including the preparation for training and instruction, development of training materials and setup of training facilities. Direct training delivery usually involves management, supervisory and non-HR practitioner-related training.

(5) Training Planning and Design. Where applicable, either provides advice and guidance to the entity performing training planning and design or conducts training needs assessments, compiling requirements and determining ways to address the requirements via the creation of training plans and/or the identification of training programs.

Civilian Human Resources Office and Administrative Liaison Roles  
and Responsibilities Matrix

1. Command Human Resources (HR) Advisor. Provide strategic HR advisory services, including LER, strategic recruitment and workforce planning, classification advisory services, and administration of local HR programs as defined in SECNAVINST 12250.6A and in the DoN, Office of Civilian HR published Civilian HR Roles and Responsibilities, dated 25 April 2013.

2. Human Resources Directors (HRDs) and HRO Satellite Managers shall:

a. Comply with operational directives and technical authority and guidance provided by the DCHR for the Marine Corps. HRDs and HRO SM report directly to the DCHR.

b. Serve as the principal advisor and technical authority to activity heads, managers, and supervisors on all civilian HR programs and policies, workforce planning and strategic plans at the activity level. HRDs and SM shall have direct unfettered access to the head(s) of their respective commands.

c. Command advisor services involve providing strategic advice and assistance on all civilian matters across the core HR functions and ensuring a diverse and inclusive workforce by incorporating merit principles, the principles of equal opportunity and avoidance of prohibited practices.

3. Strategic Planning. The processes associated with designing, developing, implementing and tracking both activity and Command HR strategic/business plans to recruit, develop and retain the talent needed to accomplish the assigned mission. It includes developing and aligning internal strategic HR plans and HR business plans, assessing organizational skills/competency gaps, staffing and retention requirements, and providing strategic HR advice and guidance to all levels of management.

4. Workforce Shaping. The processes associated with advising customers and ensuring appropriate coordination on issues related to changing the characteristics of the workforce in a purposeful way, including organizational design, position management, succession planning, transfer of function, voluntary separation incentive payments/voluntary early retirement authority (VSIP/VERA) planning and coordination, and programs available to assist employees during transitions (e.g., Priority Placement, etc.) as well as reduction in force (RIF), conducting RIF briefs

for employees and preparing RIF notices from templates provided by OCHR Operations Centers.

5. Equal Employment Opportunity Program Support. Providing advice and assistance on diversity and inclusion strategies and on reasonable accommodation.

6. Organizational Management. The analysis, development and administration of organizational design, position management and succession planning activities.

7. Workforce Analysis. Leveraging approved HR/EEO systems in support of HR functions and management, analyzing existing data, reporting on workforce information, collecting and uploading data required from the serviced workforce, and maintaining organizational hierarchies in HR information systems.

8. Human Capital Assessment. The processes associated with setting and tracking metrics and measures for HR program quality and customer satisfaction, including administering customer surveys, tracking quality/quantity metrics and validating the technical and regulatory sufficiency of HR services (e.g., employee satisfaction and retention, etc.).

9. Recruiting Programs. The efforts associated with presenting the Command to prospective employees. This includes developing and projecting the Command's image on campuses, at job fairs and in electronic and print media. It also involves strategic recruitment advisory services (i.e., determining the where, how and means to find talent).

10. On-boarding. The efforts associated with the pre-employment/employment of a selectee, which includes pre-employment referral; reviewing Optional Form 306 for potential suitability issues and referring issues to the Operations Center; making the tentative job offer; coordination of physical, drug testing and security evaluation and other conditions of employment; in-processing and indoctrination; base access processing; and orientation.

11. Staffing. The process associated with the tactical recruitment phase, such as clearing internal priority consideration lists, assisting with large-scale recruitment efforts and ensuring recruitment request packages are complete and ready for action.

21 MAY 2018

12. Networking/Outreach - Working with community groups, universities, professional associations and other DoN and government activities in order to deliver more effective HR services and advice.

13. Organizational Leadership and Support - Participating in the overall management of the customer organization by serving on executive teams, focus groups, business process reengineering teams, quality of work/life teams, etc.

<b>HUMAN RESOURCES OFFICES</b> <b>Principle HR Advisor and HR Technical Authority</b>	<b>COMMAND ADMINISTRATIVE LIAISONS (ALs)</b>
<b>HIRING/VACANCY MANAGEMENT</b>	
<p><b>Command Advisor in areas of strategic planning, workforce shaping, recruitment, staffing, organizational management, and workforce analysis</b></p> <ul style="list-style-type: none"> <li>• Support <b>strategic workforce planning</b> and <b>workforce analysis</b> efforts</li> <li>• <b>Workforce Shaping</b> <ul style="list-style-type: none"> <li>○ Engage with customer organizations to discuss plans and advise managers, commanders and AL's on options and actions</li> <li>○ Review all actions and submit to OCHR</li> </ul> </li> <li>• <b>Recruitment</b> <ul style="list-style-type: none"> <li>○ Consult with and advise managers on recruitment strategies , e.g., where, how and means to find talent</li> <li>○ Clear internal priority consideration lists, assist in large-scale recruitment efforts</li> <li>○ Ensure recruitment request packages are complete and ready for action</li> <li>○ Ensure all information is on RPA</li> </ul> </li> <li>• <b>Staffing</b> <ul style="list-style-type: none"> <li>○ Train managers on and ensure appropriate use of USAStaffing</li> <li>○ Advise AL's in support of USAStaffing</li> <li>○ Track Certs due, cert in/out</li> </ul> </li> <li>• <b>Onboarding</b> <ul style="list-style-type: none"> <li>○ Pre-employment referral</li> <li>○ Review OF-306 for potential suitability issues, refer issues to OCHR</li> <li>○ Make tentative job offer</li> <li>○ Coordinate required conditions of employment, e.g., physical, drug testing, security evaluation, etc.</li> <li>○ In-process and indoctrination, e.g., Marine Corps Acculturation Program</li> <li>○ Base access processing and orientation</li> </ul> </li> <li>• <b>Out-processing</b> <ul style="list-style-type: none"> <li>○ Conduct exit interviews</li> <li>○ Manage automated check-out tool, if available.</li> </ul> </li> </ul>	<p><b>As applicable;</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Manage BICs within respective organizations/departments.</li> <li><input type="checkbox"/> Manages reports , e.g., workforce trends, numbers, where/when vacated, status of vacancies/hiring actions</li> <li><input type="checkbox"/> Support Command Workforce Shaping efforts.</li> <li><input type="checkbox"/> Provide information to HRO for RPA <ul style="list-style-type: none"> <li>○ Recruit/Fill Form <ul style="list-style-type: none"> <li>▪ Selecting Official/Hiring Manager</li> <li>▪ BIC</li> </ul> </li> <li>○ Position Description with OF-8</li> </ul> </li> <li><input type="checkbox"/> Provide Managers/Supervisors with status of hiring/vacancy actions</li> <li><input type="checkbox"/> Track Certs due, cert in/out</li> <li><input type="checkbox"/> In/Out-processing - Organizational representative</li> <li><input type="checkbox"/> Support Strategic Workforce Planning and workforce analysis efforts</li> <li><input type="checkbox"/> Public trust sensitivity (PII access)</li> </ul>

CLASSIFICATION (MANAGING-TO-PAYROLL) and COMPENSATION	
HRO	AL
<ul style="list-style-type: none"> <li>• <b>Public trust sensitivity (PII access)</b></li> </ul> <p><b>Administer Classification Standards, provide classification advice and guidance, and guide customers in classification processes, using standards, and factor evaluation</b></p> <ul style="list-style-type: none"> <li>• <b>Classification Appeals</b> <ul style="list-style-type: none"> <li>○ Advice and guidance to management and employees</li> <li>○ Assist in the preparation of management's response to classification appeals filed by employees for positions classified under MTP or by the HRO</li> </ul> </li> <li>• <b>Classification Assessment</b> - Assist serviced organizations in conducting periodic self-assessments of their position classification and position management programs</li> <li>• <b>Classification Training</b> - Train managers and supervisors on classification and position management</li> <li>• <b>Position Management</b> – Advice and guidance to serviced organizations on the design of organizations and positions to support and enhance the efficiency and performance of organizations</li> <li>• <b>Compensation</b> - Provide strategic advice in pay setting matters, including the appropriate setting of pay and incentives           <ul style="list-style-type: none"> <li>○ Advice and guidance to management on discretionary pay actions and additional pay, e.g., pay entitlement, discretionary pay authorities, bonuses, awards, foreign allowances, etc.</li> <li>○ Ensure proper documentation supporting submitted RPA's is provided to OCHR for review, verification, approval and processing</li> </ul> </li> <li>• <b>Wage Surveys</b> – Support and provide information for completion of federal wage surveys; coordinate and participate in full scale wage surveys</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collaborate with servicing HR Advisor(s) on coordinating classification actions, position management, compensation and MTP, where applicable.</li> <li><input type="checkbox"/> Attend classification training, if required to execute delegated classification authority (DCA)</li> <li><input type="checkbox"/> Document control (PD library)/quality control</li> <li><input type="checkbox"/> Quality Control review of PD before goes to HRO for classification advisory           <ul style="list-style-type: none"> <li>○ Org chart (if supervisory position)</li> <li>○ Review OF-8, e.g., name/signatures 1<sup>st</sup> level supervisor and Classification Authority</li> </ul> </li> <li><input type="checkbox"/> Performance Management           <ul style="list-style-type: none"> <li>○ Assist IPMS Administrators by providing updated information impacting the hierarchy</li> <li>○ PARB administration</li> <li>○ TWMS report on performance forms</li> </ul> </li> <li><input type="checkbox"/> Coordinate with HROs to facilitate Awards/Recognition/Length of Service</li> <li><input type="checkbox"/> SLDCADA           <ul style="list-style-type: none"> <li>○ Hierarchies (Supervisory Assignment Codes)</li> <li>○ Reminders</li> </ul> </li> </ul> <p>Reports for audit purposes</p>

EMPLOYEE and WORKFORCE RELATIONS	
HRO	AL
<p><b>Employee and Workforce Relations (ER)</b> involves functions concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation and morale, including programs that enforce workplace rules and resolve various workplace issues.</p> <ul style="list-style-type: none"> <li>• <b>Performance Management</b> - Administer performance management systems, which includes: <ul style="list-style-type: none"> <li>○ Advise and educate the workforce on program requirements and related performance management issues</li> <li>○ Manage and process performance-based actions</li> </ul> </li> <li>• <b>Non-Disciplinary, Disciplinary, Adverse Actions</b> <ul style="list-style-type: none"> <li>○ Provide advice and guidance on the steps required to manage and process non-disciplinary, disciplinary and adverse actions</li> <li>○ Maintain official records/files on all disciplinary actions</li> </ul> </li> <li>• <b>Awards and Recognition</b> <ul style="list-style-type: none"> <li>○ Oversee and manage recognition programs</li> <li>○ Ensure Command-level program is in place</li> <li>○ Ensure awards are appropriately used to motivate, recognize and award eligible employees</li> </ul> </li> <li>• <b>Hours of Work and Leave Administration</b> <ul style="list-style-type: none"> <li>○ Advice and guidance on administering leave programs, which includes: <ul style="list-style-type: none"> <li>▪ Annual leave, Sick leave, Family and Medical Leave Act, Voluntary Leave Transfer Program, Advanced leave, Military leave</li> <li>▪ Time off for special circumstances, e.g., early dismissal or closure for weather emergencies</li> </ul> </li> <li>○ Expert advice and guidance on interpretation of leave policies and regulations, disciplinary cases related to leave and other complex leave related issues</li> </ul> </li> </ul>	



## EMPLOYEE and WORKFORCE RELATIONS

### HRO

#### (AL - NOT APPLICABLE)

- **Grievances** - Manage and process informal and formal administrative/ negotiated grievances, including:
  - Provide advice and guidance;
  - Provide early resolution efforts; and,
  - Negotiate settlements
- **Third-Party Representation in MSPB and/or Arbitration** - Represent the DoN in EEO, MSPB, and/or arbitration hearings
- **Alternative Dispute Resolution (ADR)**
  - Support Command ADR Program Manager with marketing, conflict management training, and reports;
  - Serve as onsite point of contact to arrange for ADR sessions or events;
  - Advise customers on benefits of using ADR services and explain types of ADR available to resolve conduct and performance issues, EEO, administrative grievances, etc.
- **Civilian Employee Assistance Program (CEAP)**
  - Provide comprehensive CEAP to the serviced population and ensure all areas of the population are covered
  - Advise and assist serviced activities/Commands with contractual or cooperative agreements to provide CEAP counseling, referral and/or educational services
- **Drug-Free Workplace Program**
  - Coordinate various testing requirements and notification of test results,
  - Provide advice and guidance,
  - Monitor and address program compliance, and
  - Manage records
- **Quality of Work/Life (QWL)**
  - Manage and support various QWL programs, including telework, wellness, dependent care and transportation subsidies
- **Workers' Compensation and Federal Employees' Compensation Act (FECA)**
  - Injury Compensation Program Administrator (ICPA)
    - Provide employees and supervisors with information and guidance on the proper process for filing claims;
    - Manage the pipeline program,
    - Manage return to work efforts
    - Process and review workers' compensation claims
  - Case Management
    - Develop claims,
    - Manage cases.
    - Assist in third party subrogation to recover injury costs for the government, and
    - Maintain records
- **Unemployment Compensation for Federal Employees (UCFE)**
  - Provide UCFE program guidance
  - Administer the UCFE program, including:
    - Process and maintain claims forms,
    - Initiate appeals of unwarranted claims,
    - Provide supporting documentation as needed, and
    - Attend UC appeals hearings
  - Labor Relations - Maintain bargaining unit certification and unfair labor practice charge records and maintaining Federal Service Impasses Panel litigation records in UC cases

**LABOR RELATIONS (LR)**

**HRO**

**Formal labor-management relations between an employer and unions concerning conditions of employment**  
**(AL - NOT APPLICABLE)**

- **Executive Order 13522** - Advise on, lead, and facilitate labor-management forums and pre-decisional involvement discussions
- **Labor-Management Relations** - Conduct, support or provide advice and guidance on the collective bargaining process, including:
  - Contract negotiations;
  - Impact and Implementation bargaining; and,
  - Fulfill all other requirements of the Federal Service Labor Management Statute (5 U.S.C. Chapter 71)
- **Agency Representation** - Represent the government in DoN arbitration hearings Technical representation to MPC-40 or OCHR in preparation of documents related to third-party issues, e.g., FLRA, MSPB, FSIP, and arbitrations

**WORKFORCE DEVELOPMENT**

**HRO**

**(AL - NOT APPLICABLE)**

- **Training Planning and Design**
  - Provide oversight, tools, and guidance to Command Training Representatives to conduct training needs assessments and compile requirements; and,
  - Provide guidance and collaborate with Commands to determine ways to address requirements, e.g., identify training programs and/or create training plans
- **Workforce Development Consulting**
  - Provide advice and assistance on managing, delivering, and keeping records of career development programs, e.g., Pathways, probationary supervisors, upward mobility, etc.
- **Employee Career Development**
  - Provide appropriate tools and resources to:
    - Evaluate and set career goals
    - Facilitate awareness of work-related strengths
    - Assist employees to take active responsibility for career decisions, e.g., individual development plans
  - Provide information on educational and skill-building opportunities
- **Training Administration**
  - Manage and operate specialized Command training programs, including:
    - Provide informational resources to support training;
    - Approve and document education and training programs, including technical and advanced degrees
    - Supervisory training for new supervisors; and,
    - Command-sponsored supervisory and leadership training programs
  - Purchase and schedule training, monitor enrollment, and manage vendors
- **Training Delivery**
  - Prepare for training and instruction;
  - Develop training materials and setup training facilities; and conduct non-HR practitioner-related training