



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

MCO 12515.1
ARC
24 Aug 89

MARINE CORPS ORDER 12515.1

From: Commandant of the Marine Corps
To: Distribution List

Subj: MANAGING TO PAYROLL

Ref: (a) SECNAVINST 12510.9
(b) MCO 12510.2C
(c) HQO 5224.1

Encl: (1) SF 52 (Rev. 4/87 or 8/88), Request for Personnel
Action, Processing Procedures
(2) Justification for Noncompetitive Promotion Accretion
of Duties
(3) Position Description Shortcuts and Guides

1. Purpose. To redefine the policy and procedures for the
Headquarters Marine Corps Managing to Payroll Program.

2. Cancellation. HQO 12515.1

3. Background

a. 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 Office of Personnel Management or Department of the Navy job grading standards. Reference (a) also authorized and encouraged the redelegation of authority to the lowest practical level of management, provided authority to manage the civilian payroll is redelegated to the same level.

b. Reference (b) designated the Chief of Staff, Headquarters Marine Corps as the official authorized to further delegate managing to payroll authority within the Headquarters. This authority includes position classification, position management, and payroll management.

4. Policy. For Headquarters Marine Corps positions, the Director of Administration and Resource Management (DirAR) is delegated position management review, payroll management, and position classification authority. The Head, Classification and Employment Section (ARCA) is redelegated position classification authority. This authority may be redelegated further when deemed appropriate by DirAR. Position management authority rests with

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line managers. Staff agency heads will support the DirAR by ensuring managers follow sound position management practices and assist the DirAR in controlling payroll costs.

5. Responsibilities

a. Position Management. A sound position management program ensures efficient distribution of staff resources and aids in identifying, preventing, and eliminating organizational fragmentation, excessive layering, and use of unnecessary deputies and assistants; improper job designs; outmoded work methods; and inappropriate span of control.

(1) Reference (a) clearly makes position management the responsibility of managers at all levels. Staff agency heads must ensure managers follow sound position management practices by:

(a) Periodically reviewing the staff agency organizational structure to determine if its makeup best meets management's needs and to minimize the numbers and layers of supervisors. Positions saved through this effort may be more productively used for nonsupervisory positions.

(b) Conducting a position management review when a civilian position becomes vacant. Managers should consider if the position is needed, could be downgraded for recruitment, could be better used in another segment of the staff agency, or could be offered up as compensation for a new position.

(c) Ensuring positions are designed properly and, whenever possible, the highest level duties are performed a minimum of 50 percent of the time, the recommended position classification is in an occupation with an adequate labor supply, and the duties provide adequate job satisfaction and an opportunity for career growth.

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

(2) The DirAR, as Position Management Review Authority, will conduct reviews to monitor position management practices. In accordance with reference (c), reviews will be conducted by members of the AR support staff and line managers of the organization being reviewed. The DirAR will determine if a current or proposed position or organizational structure appears to be inconsistent with sound position management practices and take appropriate action.

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b. Payroll Management

(1) Managers at all levels are responsible for assisting the DirAR in controlling payroll costs within their organizations as suggested below:

(a) Always consider recruitment at a lower grade level for any vacancy. Recruitment will be easier, and initial payroll costs will be lower. As the individual is trained, gains more responsibility, and satisfies time-in-grade requirements, the manager may promote the individual and increase job satisfaction.

(b) Be cognizant of salary levels in the market place, particularly in establishing career ladders for occupations that are not shortage categories. Headquarters career ladders should be compatible with similar career ladders in industry.

(c) Recognize that a performance award or a Quality Step Increase (QSI) is more appropriate than a promotion when rewarding superior performance. A performance award is a one time cash award given to GM and GS employees when annual ratings are done at the conclusion of the performance appraisal cycle. Also at this time, managers may nominate employees for QSI's if they deem it more appropriate than the granting of a cash award.

(d) Request temporary personnel for periodic workload, and consider hiring part-time or job-sharing personnel, not only in the clerical field but in the professional fields as well. Part-time career employment provides managers flexibility in meeting their requirements and benefits society by providing an alternative for those who require or prefer shorter hours (e.g., older or handicapped individuals, students, and parents with family responsibilities). Job sharing is a form of part-time employment in which the schedules of two part-time employees are arranged to cover the duties of a single, full-time position. Job sharers can each work a portion of the day or they can divide the days in a week. Job sharing provides management extra flexibility since more than one employee is able to perform the duties of a position. It is even possible to have "split level" job sharing in which one job sharer performs duties classified at a higher grade level than the duties performed by the other employee sharing the position.

(e) When recruiting for a position, consider how widely the vacancy will need to be advertised to obtain a qualified applicant. The area of consideration (ranging from within HQMC only to all sources nationwide) makes a difference in advertising time and cost to fill the vacancy. If an employee

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outside the commuting area applies and is selected for a vacancy open to candidates outside the commuting area, the Headquarters may be required to issue PCS orders and pay travel and relocation costs.

(2) The DirAR is responsible for:

(a) Managing and controlling actual payroll obligations by appropriation to ensure compliance with authorized funding levels, and taking corrective action as necessary.

(b) Providing advice and assistance to managers on how to control payroll costs.

c. Position Classification

(1) Managers will:

(a) Accurately describe positions and follow the procedures addressed in enclosure (1) when submitting position descriptions for classification. When submitting a classification request to upgrade an incumbered position based on accretion of duties, follow the procedures outlined in enclosures (1) and (2). Make note that enclosure (2), Part I must be signed by the appropriate division director. Division directors must ensure that subordinate managers have followed sound position management practices and, more specifically, that organizational fragmentation to derive higher grades has not occurred. Managers should be aware that completely rewritten position descriptions will require additional time to classify. To expedite the classification process, managers are encouraged to use the shortcuts described in enclosure (3).

(b) Develop standardized position descriptions at the journeyman or target level, where possible. Obtain standardized position descriptions, if available, from Marine Corps Consolidated Civilian Personnel Office-DC (MCCCPO-DC).

(c) Attach to new or revised high grade (GS/GM-13 through 15) position descriptions an organization chart, functional statement, position management report, and the most recently approved T/O.

(2) The DirAR will:

(a) Ensure that requests for personnel actions are processed expeditiously and develop a feedback system responsive to management.

(b) Forward all classification actions processed for

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review by the Secretary of the Navy via the CMC (MPC).

(c) Make sure sufficient staff resources are assigned to support the classification and position management programs.

(d) Implement a process to standardize position descriptions and merit staffing announcements, and stem the proliferation of position descriptions.


(e) Solicit input from managers on ways to expedite the classification and staffing process.

6. Action

a. Heads of staff agencies will comply with the Headquarters policy on managing to payroll.

b. Commanding Officers of Marine Barracks, Washington, DC, and Headquarters Battalion, Henderson Hall, shall ensure the managers at those activities are aware of their position management and position classification responsibilities.

c. The DirAR shall carry out the responsibilities addressed above.


J. J. WENT
Assistant Commandant
of the Marine Corps
and Chief of Staff

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SF 52 (Rev. 4/87 or 8/88), REQUEST FOR PERSONNEL ACTION,
PROCESSING PROCEDURES

1. Definitions

a. Established positions are those previously classified by the MCCCPO-DC.

b. New positions are those not previously classified by the MCCCPO-DC and those that have significantly changed since classified.

2. General Procedures

a. Submit SF 52's to the MCCCPO-DC via (1) your staff agency/activity Personnel Management Coordinator (PMC) and (2) AR-2. List your PMC's name and telephone number in Part A, block 3.

b. Identify the T/O, line number, and Marine Corps number in Part B, block 7 and/or 15.

c. Include the manager's certification statement in Part D, as follows:

"I certify the position description on file is an accurate and current description of duties and processing this action represents a sound position management practice."

d. Ensure the division director signs Part A, block 6, if the action involves pay. The division director must sign all SF 52's that involve pay; this includes promotions, upgrades, and recruitments.

3. Procedures for Established Positions

a. To recruit for an established position, complete Part A, Part B (blocks 15 through 22 and 39), Part D of the SF 52, and follow the general procedures in paragraph 2 above.

b. To promote an employee assigned to an established career ladder position, complete an SF 52 (Part A, Part B (blocks 1, 7 through 22, and 39), and Part D) and follow the general procedures in paragraph 2 above.

c. To recruit for an established position at a lower grade(s), prepare an **OF 8** (position description cover sheet) for each lower grade and describe how the lower grade's duties differ

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from the target level. This description is known as a statement of differences and may be typed in block 24 of the [OF 8](#) or on a separate sheet attached to the [OF 8](#). Attach the [OF 8](#) to an SF 52 completed per paragraph 3a above.

d. When the MCCCPO-DC receives an SF 52 to recruit for an established position, to promote an employee assigned to an established career ladder position, or to classify a statement of differences to an established position/recruit at on or more lower grade levels, the personnel staff will process the SF 52 if:

(1) The procedures in paragraph 2 have been followed and AR-2 has cleared from a T/O standpoint.

(2) The employee meets basic eligibility and qualification requirements (if a career ladder promotion).

(3) The cited established position description title, series, grade, and number agree with MCCCPO-DC records.

(4) The established position description is in the Factor Evaluation System format, if need be.

If a processing deficiency exists, the personnel staff will note the deficiency in Part F and return the SF 52 to the PMC for appropriate action.

4. Procedures for New or Revised Positions

a. To establish a new position, first refer to enclosure (3), then complete the SF 52 (Part A, Part B (blocks 15 (T/O and line number), 22 and 39), and Part D) and submit with an [OF 8](#) and position description per paragraph 2 above. In addition, complete Part B (blocks 7 through 10 and 14) when submitting a revised position description.

b. A rewritten or amended position description submitted for classification action within 180 days from date last classified will be returned without classification action when the documented record reflects that no material change has occurred in the principal duties, responsibilities, or supervisory relationship of the position. A request by an employee for review of a classification when major duties have not materially changed constitutes an appeal. Employees desiring to appeal their classification should follow procedures outlined in Civilian Personnel Instruction (CPI) 511.

c. To upgrade an existing incumbered position based on accretion of duties requires supporting documentation (see below)
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and enclosure (2) with Part I signed by the division director. If after consulting with the MCCCPO-DC (ARCA) as suggested by enclosure (3), the manager determines requesting an upgrade is warranted, complete and submit, per paragraph 2 above, an SF 52 (Part A, Part B (blocks 1, 7 through 14, 22, and 39), and Part D), an [OF 8](#) with the position description, the supporting documentation, and enclosure (2) with Part I signed by the division director.

5. Supporting Documentation

a. What major reorganization has occurred or what new functions have been assigned that have resulted in a significant change to the employee's position?

b. How do the proposed changes cause the new position to differ significantly and materially from the current position?

c. If the additional duties are higher level duties, why can they not be added to one or more other positions already classified at higher levels?

d. Were the additional duties and responsibilities taken from one or more other position descriptions? If so, from which one(s)?

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JUSTIFICATION FOR NONCOMPETITIVE PROMOTION OF DUTIES

PART I

Employee_____

Organization_____

Ref: (a) CPI 335, Chapter 1-5.c.(1)(b), Page 6, dtd 26 Nov 86

1. The position held by this employee is proposed to be reclassified

from:_____

to:_____

2. Per reference (a), the following conditions have been met for a noncompetitive promotion based on accretion of duties:

a. The major duties of the employee's old position, PD# ; are absorbed into the new position, and the former is cancelled.

b. The addition of duties and responsibilities has no adverse effect on another incumbered position, such as abolishing it or reducing its promotion potential.

3. This action represents a sound position management practice.

DIVISION DIRECTOR: Certification of Part I, paragraphs 2a, 2b, and 3.

(signature)

(date)

PART II

Per reference (a), the following conditions have been met for a noncompetitive promotion based on accretion of duties.

1. The new position has no known potential.

2. The addition of duties and responsibilities has no adverse effect on another incumbered position, such as abolishing it or reducing its promotion potential.

3. The employee is eligible and qualified for the position.

DESIGNATED CLASSIFICATION & STAFFING AUTHORITY: Certification of Part II.

(signature)

(date)

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POSITION DESCRIPTION SHORTCUTS AND GUIDES

1. General. Request assistance from the MCCCPO-DC (ARCA) before writing a position description (PD) to see if a sample PD for the series or occupation involved is available. A copy of the guide for writing the PD in the Factor Evaluation System (FES) format can be obtained from ARCA; all GS positions must be written in FES format.
2. Starting from Scratch. Write a position description at the journeyman, or target level, to start with. (This saves managers from having to rewrite position descriptions later for upgrading and justifying the action.)
3. Pen-and-Ink Changes. Pen-and-ink changes are minor modifications to a PD which do not impact upon the position's classification (for example organizational changes or minor editorial changes). Request pen-and-ink changes by memorandum to ARCA via AR-1.
4. Amendments. Amendments are appropriate when the major duties of a position have changed but not to the extent that warrants a major rewrite. Amend a position description by describing the changes on a separate sheet of paper and attaching it to an [OF 8](#) (PD cover sheet).
5. Statement of Differences. A PD may be written as a statement of differences to a substantially similar position already established. Managers need only describe the different duties and responsibilities on the [OF 8](#) (block 24) or a separate sheet attached to an [OF 8](#) for classification.
6. Identical-Additional Positions. A new position may be described as an identical-additional (i.a.) position. This means the major duties and responsibilities of a new position are the same of those of an existing position. To establish an i.a. position, managers need only complete an [OF 8](#), attach it to a copy of the identical PD, and forward both under an SF 52 for processing.
7. Forms. The Customer Self Service Store (ARGC), Room 1201 stocks the [OF 8](#) and the SF 52 (Rev. 4/87 or 8/88). (Note previous editions of the SF 52 are unusable.)

ENCLOSURE (3)