Civilian Manpower Training

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Head, Civilian Manpower Branch

2 March 2011

Civilian Manpower Training
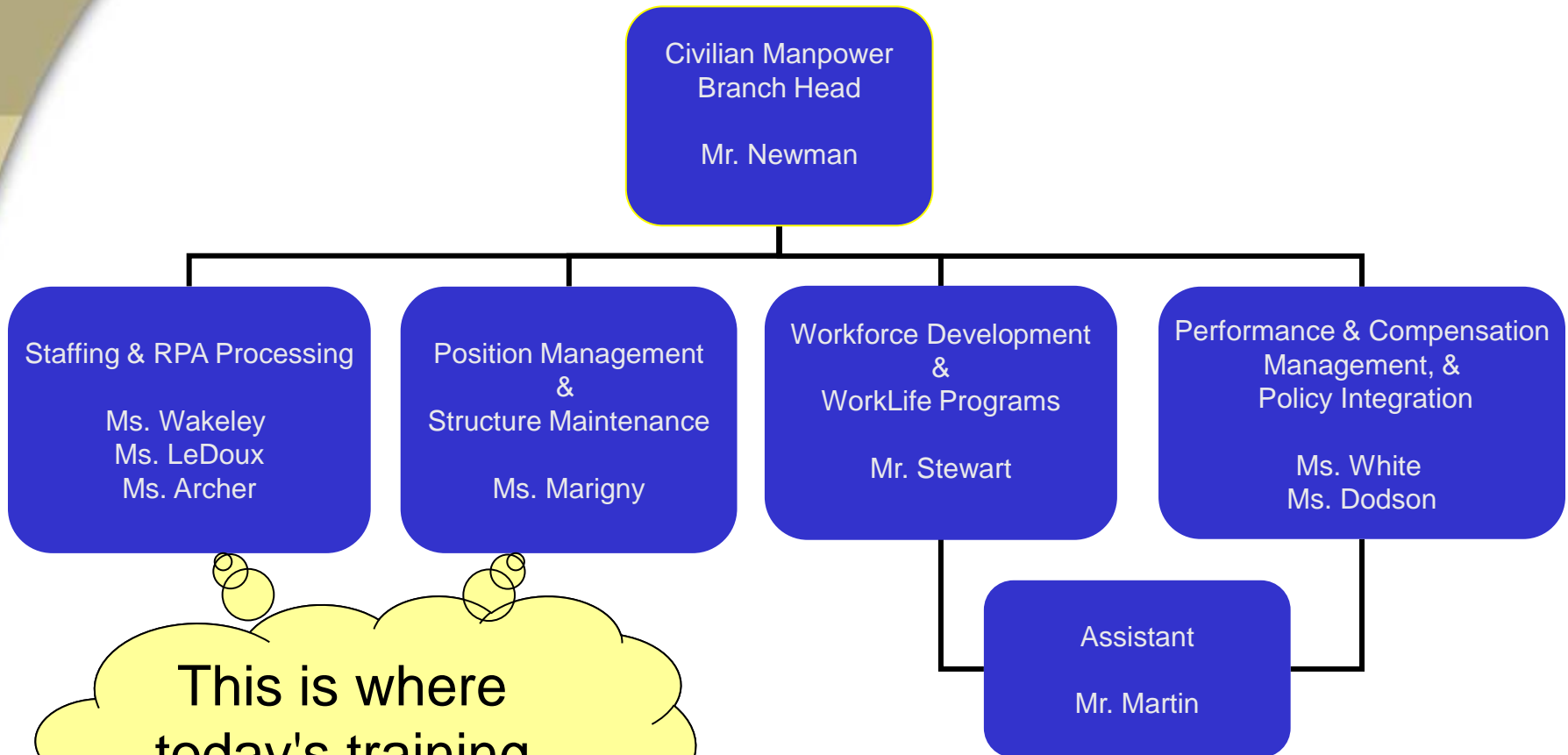
Areas Covered

- 1st Area
  - Relationship between T/O, PD and Budget

- 2nd Area
  - RPA Processing

- 3rd Area
  - Position Management

- 4th Area
  - Strategic Planning and the Future

> *HROM, Comptroller and TFSD Reps will aid in discussing material and be available to answer questions*

Civilian Manpower Branch

Civilian Manpower Branch Head

Mr. Newman

Staffing & RPA Processing

Ms. Wakeley
Ms. LeDoux
Ms. Archer

Position Management & Structure Maintenance

Ms. Marigny

Workforce Development & WorkLife Programs

Mr. Stewart

Performance & Compensation Management, & Policy Integration

Ms. White
Ms. Dodson

Assistant

Mr. Martin

This is where today's training will focus

Civilian Manpower Branch

Staffing & RPA Processing

Fill Vacancies

Ms. Wakeley
Ms. LeDoux
Ms. Archer

Position Management & Structure Maintenance

Create Solid Decisions

Ms. Marigny

- Route RPAs
  - Verify Grades are IAW authorization
    - Ensure PD, RFF, Notepad grades same
  - Verify Cost Codes

- Prepare RPAs for Orgs w/less than 10 Civs

- Initiate hiring boards when required

- Collect Gains and Loss Data monthly

- Maintain database (ties names to BICs)
  - Update vacancy information
  - Monthly produce vacancy reports
  - Reconcile with Orgs Quarterly

- Provide approvals for:
  - Pay setting
  - Adv Leave Accrual

- Senior Analyst for the Branch

- Facilitate Position Management Boards
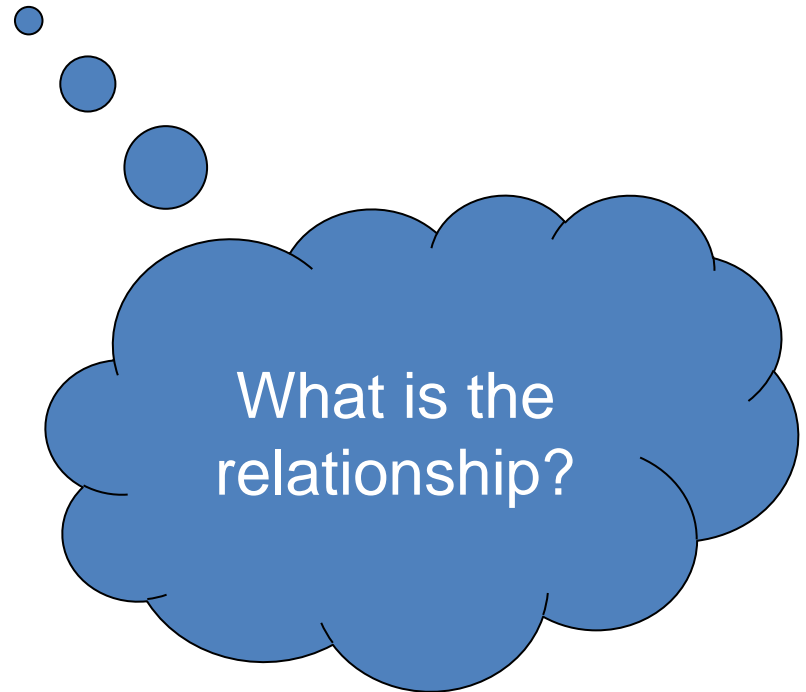
- Maintain T/Os
  - Process changes to T/Os

MCCDC
CD&I
MCBQ
SecBn
Hq&SvcBn
MCOTEA
MCESG
MCWL

First area

Functional Areas

- Positions
  - Position Description

- Structure
  - Table of Organization, BICs

- Funding
  - Labor Budget & FTEs

What is the relationship?

Functional Relationships

Organizations Involved

- Comptroller
  - Programs & Resources Division (PR) Division, HQMC

- Total Force Structure Division (TFSD)
  - Deputy Commandant for Combat Development and Integration

- Human Resources and Organizational Management (HROM)
  - Administration and Resource Management (AR) Division, HQMC

- Human Resources Service Center (HRSC)
  - DON Office Civilian Human Resources

- Civilian Manpower Branch
  - MCCDC G-1 (Organizations supported by MCCDC Comptroller)

Functional Relationships

- Position Description (PD)
  - Written by work unit
  - HROM provides advisory on classification
  - Classified by HRSC
  - Can apply to many positions
  - Used to establish qualifications for position
  - Establishes work requirements and grade
  - Employees are paid based on their PD

  - NOT DIRECTLY TIED TO T/O OR BUDGET!

Functional Relationships

- Table of Organization & Equipment (T/O &E)
  - Authority for each Unit, Sub-Unit, Position
  - Positions are listed as Billet Identification Codes (BIC)
  - Lists: Title, Target Grade, Occ Series
  - Does not list employee names
  - Includes funding codes (Program Element Number (PEN)
  - Owned by Total Force Structure Division (TFSD)
  - Changed via TOECR or TOCR
  - Establishes requirements

  - NOT DIRECTLY TIED TO PD'S OR BUDGET!

Functional Relationships

- ## Labor Budget
  - Based on prior years execution and FTEs
  - Funding comes in by PEN
  - Managed by MCCDC Comptroller
  - In the past, positions not funded in budget were paid from O&M funds
    - No longer allowed

  - NOT DIRECTLY TIED TO T/O OR PD'S!

Functional Relationships

Lanes

HROM/HRSC

- Provide advisory on classification of PDs

- Classify PDs

- Process RPAs

- Hiring authority

- Administer pay

- Provide advice on Recruiting/Hiring Employee relations Labor relations

- Produce reports

TFSD

- Maintain Marine Corps Tables of Organization

- Based on Requirements and P & R approval

Comptroller

- Manage Budget

- Control Spending

- Plan for future requirements

- Administer pay

Functional Relationships

Reality and Problem

HROM/HRSC	TFSD	Comptroller
•PD classified as a GS 9 Can HRSC/HROM recruit and hire at this grade level?	•T/O has position listed as a GS 7 Does TFSD care what grade people are or What PDs are graded at?	•Labor budget based on prior execution Does Comptroller care what grade people are or what the T/O lists?

Functional Relationships

Solution

HROM/HRSC	TFSD	Comptroller
•PD classified as a GS 9	•T/O has position listed as a GS 7	•Labor budget based on prior execution
Can HRSC/HROM recruit and hire at this grade level?	Does TFSD care what grade people are or What PDs are graded at?	Does Comptroller care what grade people are or what the T/O lists?

- - - - - - - - - **Manpower is the link** - - - - - - - - -

Functional Relationships

- # Current MCCDC Manpower Data:
  - ## 1547 T/O positions
  - ## 1197 Authorized FTEs
  - ## 1305 Onboard

MCCDC
CD&I
MCBQ
SecBn
Hq&SvcBn
MCOTEA
MCESG
MCWL

- # USMC GS11 to GS15 doubled in last four years

- # Requires centralized managed staffing!

Processing RPAs

- Past
  - G-1 was not always involved
  - HROM provided PPP statements via email
  - HR Liaisons or G-1 forwarded RPAs to HRSC for action

- This caused the following:
  - Employees hired at grades higher then T/O BIC authorized

  - Employees hired with no T/O BIC
    - P&R and TFSD had different data – onboard vs T/O positions

  - HROM not aware of RPAs sent to HRSC – various problems

Processing RPAs

- Now

  - All Promotion and Recruit RPAs will come to G-1:

    - Verification of Grade, Cost Code, Org Code
    - Approval to hire
    - Forward to HROM

  - HROM will:

    - Provide advice on method of recruitment
    - Attaching appropriate PPP statement
    - Verify RPA is complete
    - Forward to HRSC

Processing RPAs
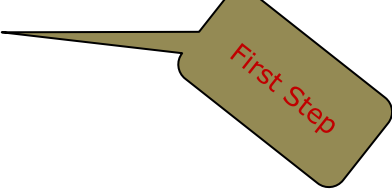
- ## Staffing & RPA Processing Team
  - Focus is on filling vacancies

The number of people onboard in September is used to establish the FTE allowance for the future

Anna Wakeley	Jackie LeDoux	Shazara Archer
MCCDC Comptroller	MCB C/S	MCCDC G-1
MCCDC HQ	MCCDC OAD	MCB BPO
MCB Chaplain	SecBn	CD&I CDD
MCCDC CIW	RCO	MCB G-3
MCB RSU	MCB SJA	MCCDC SVG
CD&I G-3/5	MCESG	MCWL
MCB G-5	Counsel	MCB IG
MCB PAO	MCB Safety	MCB G-4
MCB Budget	Hq&SvcBn	MCB G-6
	MCCS	CD&I SID

Processing RPAs

- ## MCCDC CG Policy Letter 1-11

  First Step

  - Requires all RPAs for Promotions and Recruitment to come to the G-1 DCPDS in box

  - Civ Manpower Branch will:
    - Verify Cost and Org Codes are correct
    - Ensure PD, RFF, and Notepad reflect same grade
    - Verify Grades are IAW T/O
    - Prepare RPAs for Orgs w/less than 10 Civs
    - Authorize action and forward to HROM

Processing RPAs

- ## Staffing in austere financial times (hiring plan)

  - ### We cannot afford to fill all 1547 positions
    - We estimate we can fill 80% with permanent hire appointments without fear of future reductions
    - We may be able to hire more on a case by case basis

  - ### MCCDC Order, Management of Civilian Structure
    - Replaces current Position Management Order
    - Will include policy and instructions on managing hiring
    - Will include policy and instructions on selection process

Second Step

Processing RPAs

- Managed Hiring (Draft Policy)

  - No more than 80% of T/O positions will be designated as Critical Assets (CA)
    - Organization principle officials will designate Critical Asset positions
  - RPAs for Critical Asset positions will be routed without delay
  - Non-Critical Asset positions must be boarded and approved before RPA will be forwarded to HROM
  - Board will only approve those that are:
    - Affordable per the MCCDC Comptroller
    - Mission essential
  - Non-Critical Asset positions will likely be limited to Temporary or Term appointments
    - Allows us to lay-off encumbent's without RIF costs
  - Only the board can change which positions are CA once designated

Processing RPAs

– Managed Hiring (Draft Policy) Continued…

- Procedure for the hiring board will be published in the near future

- For now:

  – Determine which of your positions would be CA

    » Use the criteria provided on next slide
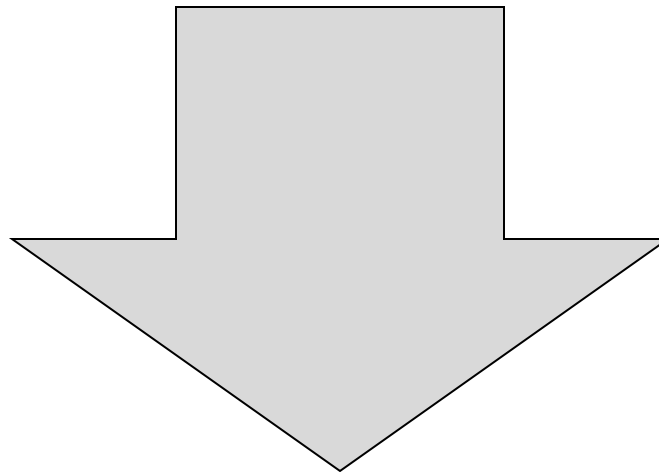
Processing RPAs

Critical Asset Objective Criteria	Yes/No
Does the position perform a core MCCDC or MCBQ mission or function? (Perform is not the same as "contribute to")	
Or	
If the position is not filled will it result in failure of a core function or have a devastating impact on the organization?	
Or	
Does the position support key initiatives directed by the Commanding General?	
Or	
Is the position necessary to ensure compliance with Law, Federal, State, & USMC Regulations?	
Or	
Does the position provide direct support to the war-fighting effort?	
Or	
If the position is not filled will it create unacceptable risk or safety issues?	
Or	
If the position is not filled will it result in severe degradation of a core function?	
And	
If a 20% reduction was levied, would this position fall in the top 80%?	

A Critical Asset Position is one that meets one green criteria and the blue criteria.

Position Management

- Definition

  – Position Management is defined as the ongoing management action of structuring civilian and military billets within organizations in a manner that optimizes economy, productivity and organizational effectiveness

- MCCDC Order, Management of Civilian Structure (Draft)

  – Only CG MCCDC has authority to change structure for MCCDC

  – The Order will require Position Management Board (PMB) approval to submit requests for structure changes to the CG

    - Structure = Grades or Number of Positions

Position Management

CG MCCDC

MCCDC G-1 PMO

Position Management Officer

Proposal

MCCDC PMB

- Positions on CD&I T/O
- Positions on MCCDC T/O
- Positions on NCR RCO & Compt T/O

MCB PMB

- Positions on MCB T/O
- Positions on Hq&Svc Bn T/O
- Positions on SecBn T/O
- Positions on MCESG (MSGBn) T/O

MCWL PMB

- Positions on MCWL T/O

MCOTEA PMB

- Positions on MCOTEA T/O
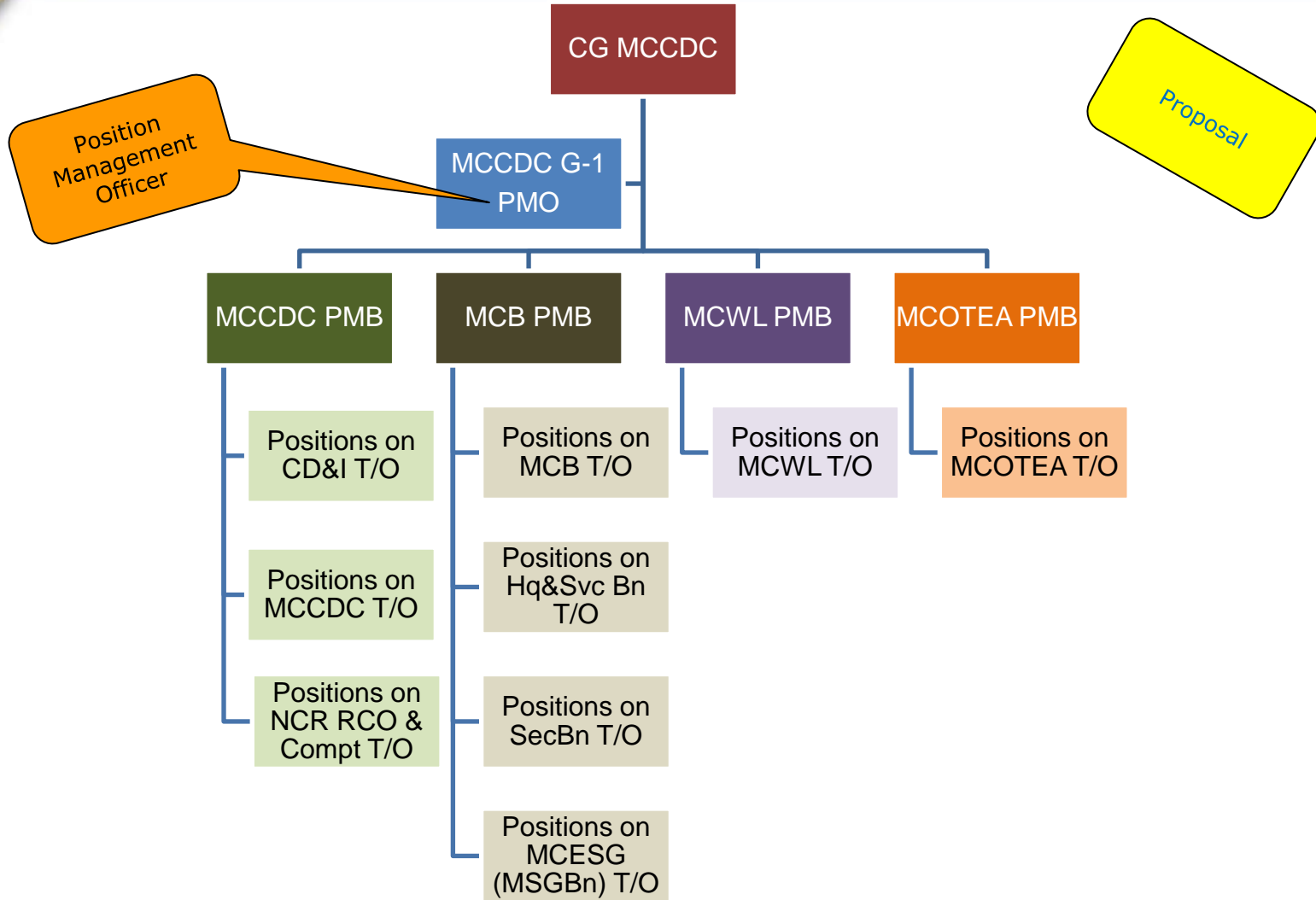
Position Management

- ## MCCDC Order, Management of Civilian Structure (Draft)

  - ### PMB (Board)

    - Boards will be held bi-annually or as directed

    - Boards will be made up of Comptroller Rep, HROM Rep, G-1 Rep and other designated senior staff

    - Changes that do not address Grade or the Number of Positions can be processed by the Civilian Manpower Branch without board approval

    - Changes that require board approval must include the following:

      - PD with HROM advisory classification
      - Justification
      - Compensation

- ## MCCDC Order, Management of Civilian Structure (Draft)

  - ### All changes to the T/O must be initiated with a formal letter…

```
From:   Director, (Organization)
To:     Director, Total Force Structure Division, Marine Corps Combat Development Command
Via:    Assistant Chief of Staff, G-1 (B 015)

Subj:   REQUEST CHANGE TO TABLE OF ORGANIZATION (ORGANIZATION)

Ref:    (a) MCBO 5310 (current local Order on position management)

Encl:   (1) Spreadsheet Depicting Changes
        (2) Position Description (include copy of PD if applicable)

1.  Per the reference, request the changes described below be made to the Table of
Organization in order to (explain/justify purpose for request)...

2.  The request is to change:

    a.  BIC M30000000?? (Title and Series)

        (1) From:  Management/Program Analyst GS-0510-11

        (2) To:  Program Analyst GS-0343-11
```

Position Management

- A change to the T/O requires the following:
  - Cosmetic only:
    - Letter from organization
    - Endorsement from G-1
    - PD if changing series
  - Structure:
    - Letter from organization
    - PMB approval
    - Endorsement from G-1
    - Endorsement from Comptroller
    - Concept approval from CG MCCDC
    - Classified PD
    - PBDD datasheet from comptroller

Civilian <u>Cosmetic</u> TOECR Flow Chart

```
┌─────────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│ Division /Command/  │      │ Division /Command/  │      │ G-1 Civ Manpower    │
│ Directorate         │ ───▶ │ Directorate         │ ───▶ │ Branch prepares     │
│ identifies need to  │      │ prepares formal     │      │ TOECR Endorsement   │
│ change T/O          │      │ TOECR               │      │                     │
└─────────────────────┘      └─────────────────────┘      └─────────────────────┘

┌─────────────────────┐                                   ┌─────────────────────┐
│ G-1 Civ Manpower    │                                   │                     │
│ Branch prepares     │                                   │ TFSD approves       │
│ TOECR in TFSMS and  │ ────────────────────────────────▶ │ changes in          │
│ attaches originating│                                   │ TFSMS               │
│ ltr and G-1         │                                   │                     │
│ Endorsement         │                                   │                     │
└─────────────────────┘                                   └─────────────────────┘
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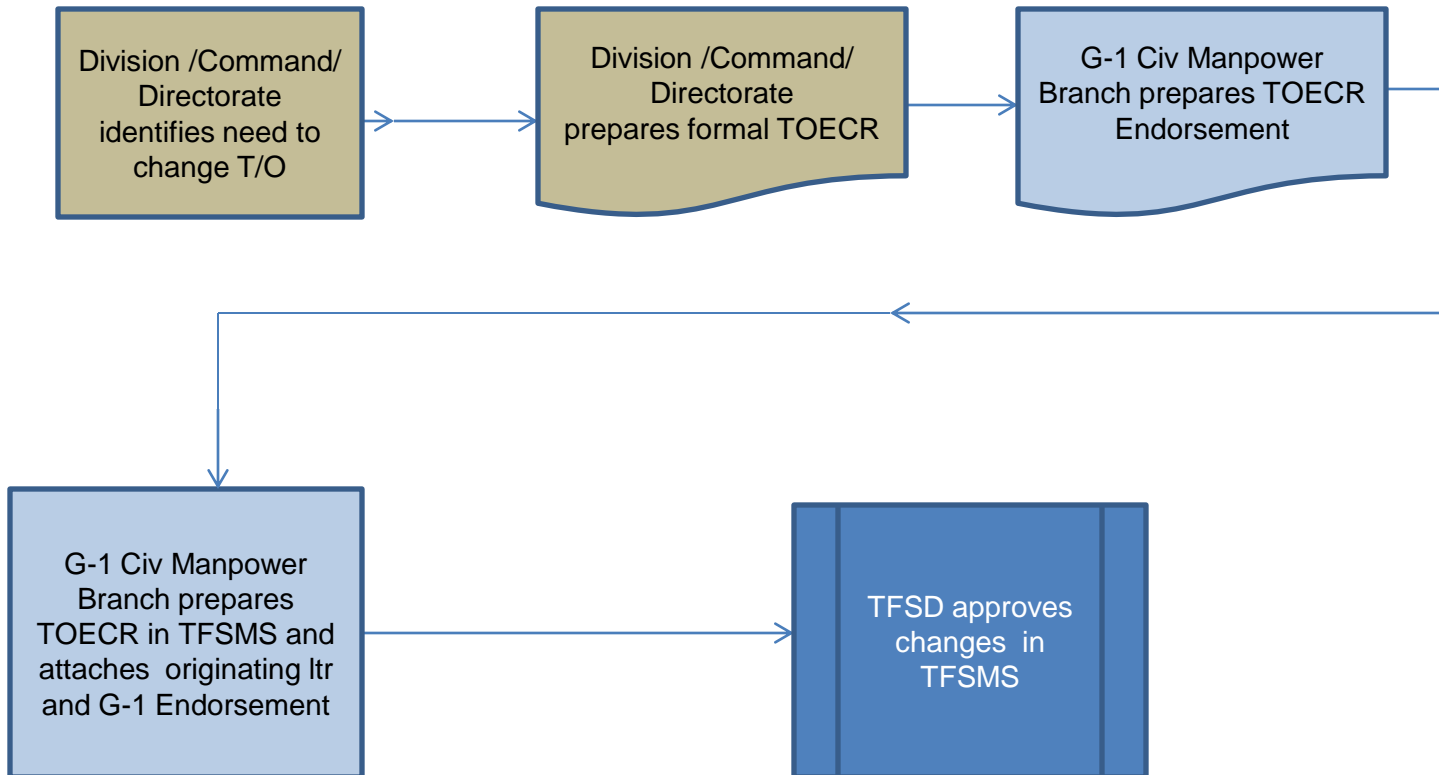
Civilian **Structure** TOECR Flow Chart

Division /Command/ Directorate identifies need to change T/O

↓

Position Management Board (PMB) held bi-annually determines if requirement is justified

— NO → (back to Division/Command/Directorate)

— YES →

Division /Command/ Directorate prepares formal TOECR which includes a draft PD

→

G-1 Civ Manpower Branch prepares TOECR endorsement and includes results from PMB

↓

Comptroller endorses TOECR

→

CG (3 star) Approves or Disapproves TOECR in concept

Because the PD has not been classified by HRSC the grade is not guaranteed.

— Disapproves →

TOECR goes back to originator via G-1 for action

— YES →

G-1 Civ Manpower Branch coordinates with TOECR originator to have PD sent via RPA to HRSC for classification. CG approval ltr is attached to RPA

→

HROM review

→

HRSC classifies PD at requested grade

— YES →

— NO → (TOECR goes back to originator via G-1 for action)

↓

G-1 Civ Manpower Branch provides CG approval ltr and classified PD to Comptroller and requests PBDD datasheet for each position.

→

MCCDC Comptroller Prepares PBDD datasheet and provides P&R and G-1 copies

Copy to P&R

→

G-1 Civ Manpower Branch prepares TOECR in TFSMS and attaches CG approval ltr, classified PD and PBDD datasheet, and submits to TFSD

→

TFSD sends to P&R and M&RA for approval, once they approve change is made in TFSMS

Strategic Workforce Planning Group

Fourth area

- Strategic Workforce Planning
  - All known information and assumptions (what-if's) are used to create a plan to shape workforce and meet current/future needs

  - Required per NDAA 2006-2010

  - Marine Corps Order will be published in April

    Text in blue are assumptions

    - It will direct the following:
      » Development of a plan addressing 3-5 year requirements
      » Annual validation and updates
      » Submission to MPC annually
    - Our plan must be completed prior to end of FY

    - MCCDC Order, Management of Civilian Structure (Draft)
      » Governs implementation of plan

Strategic Workforce Planning Group

- The Future

    - Hiring Freeze – don't know, highly possible

    - FSRG Results – not out for another month

    - Cuts – don't know?

    - Dollars vs FTE?

        – USMC Onboard Civ pop 23,553/FTE 17,535

Strategic Workforce Planning Group

- The Future, continued

  - TWMS – full use by June

    – TRUE Total Force Manpower Management – possible down the road

    – https://twms.nmci.navy.mil/selfservice/general_info/default.asp