



UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION
CHERRY POINT, NORTH CAROLINA 28533-5001

AirStaO 12500.1A
M

AUG 21 1991

AIR STATION ORDER 12500.1A w/ch 1

From: Commanding General
To: Distribution List

Subj: MANAGING TO PAYROLL

Ref: (a) SECNAVINST 12510.9
(b) MCO 12510.2_ (c) MCO 12312.2

Encl: (1) Position Management (PM) Criteria

1. Purpose. Establish policy and procedures for the Managing to Payroll Program at this command.

2. Cancellation. ASO 12500.1.

3. Background

a. Reference (a) established DON Policy on Managing to Payroll and delegated to CMC position classification and PM authority. It further authorized and encouraged the redelegation of this authority to the lowest practical level of management.

b. By reference (b), CMC provided policy that position classification, PM and payroll management form the inclusive functions under Managing to Payroll and permitted these functions to be delegated, collectively, to the lowest practical level at Marine Corps field commands.

4. Action

a. The following are delegated position classification payroll management and PM authority for the organizational entities under their supervision or as indicated below. Position Classification authority covers GS-1 through GM-15 and Federal Wage System (FWS) equivalent positions except those requiring prior DON approval. Military and civilian supervisors will be assessed on their effectiveness in exercising delegated authorities through annual fitness reports and performance evaluations. The Commanding General may revoke any or all authority(s) when there is evidence that their authority(s) is not being properly used.

(1) ~~Assistant Chief of Staff, G-1 and HRO (Military Affairs/Manpower Allocations Officer) for:~~
~~Director and Deputy of Manpower for:~~ (chi)

- (a) Commanding General/Chief of Staff
- (b) ~~Manpower Directorate~~ G-1 (Human Resources) (chi)
- (c) ~~Management Assistance Office (MAO)~~
Management and Plans Office (MPO) (chi)

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- ~~(d) Equal Employment Opportunity Office (ch 1)~~
- d(~~g~~) Chaplain
- e(~~g~~) MWR Directorate
- f(~~g~~) Security Department (including Fire Division)
- (ch 1) g(~~h~~) Legal Directorate
- h(~~h~~) Safety and Standardization Directorate
- i(~~j~~) Joint Public Affairs Office
- j(~~k~~) Headquarters & Headquarters Squadron
- k(~~k~~) Station Operations and Engineering Squadron
- HRO Civilian Affairs Officer (CAO) (ch 1)
- (2) ~~Civilian Personnel Officer (CPO)~~
- (3) Director and Deputy of Operations
- (4) Director and Deputy of Facilities (including FMD)
- (5) Comptroller Assistant Chief of Staff, (G-6) (ch 1)
- (6) ~~Director of Regional Automated Services Center~~
- (7) Director and Deputy of Supply
- (8) Director of Training/Education

b. Managers who are given the authority for Managing to Payroll are responsible for:

- (1) Ensuring that their organizational unit does not exceed the authorized budget for personnel resources.
- (2) Becoming familiar with the policies of the references and applying them in managing their organization.
- (3) Reviewing organization, positions, and positions structure at least annually for need of each position, conformity to objectives, and possibilities for improvement.
- (4) Ensuring that each position as established or changed conforms to the objectives of effective PM as outlined in enclosure (1).
- (5) Initiating PM studies when there is reasonable evidence that improvements are possible, utilizing the Command PM Staff.
- (6) Encouraging attention of subordinates to ways of improving productivity and conserving manpower resources in the accomplishment of assigned missions.
- (7) Classifying positions within respective organizations for which authority has been delegated in accordance with Office of Personnel Management and DON position classification standards and guides.
- (8) Ensuring that an original and five copies of classification actions are forwarded to the Wage and Classification Division, HRO, Civilian Affairs Department (CAD) (ch 1) for necessary coding determinations, assignment of position description/ job description number, entry into the Navy Civilian Personnel Data System (NCPDS) and inclusion in official files.

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(9) Submitting supporting documentation for classification actions, as required, to the CPO.

(10) Forwarding all position descriptions and supporting documentation for GS-12/GM-13/15 and FWS equivalent to the ~~Director of Manpower~~ Assistant Chief of Staff, G-1 (Code MPUO) prior to classification action.

(11) Forwarding all Requests for Personnel Action, SF-52's which will effect changes to the Table of Organization (T/O), recruitments, reassignments, temporary promotions, etc. to the Assistant Chief of Staff, G-1 (Code MPUO), Room 227, Bldg. 198. Including in the remarks section of Requests for Personnel Action, SF-52's must contain current or proposed (if new position) T/O line number.

(12) Forwarding all proposed reorganizations to the MAO via the Assistant Chief of Staff, G-1 (Code MPUO) and Civilian Affairs Department for review and recommendation to the PM Board. Including in reorganization packages proposed functional statements, wire diagrams, T/O changes and any internal departmental studies which support the action.

c. The Assistant Chief of Staff, G-1 (CH 1) ~~Director of Manpower~~ is responsible for:

(1) Cognizance over the Managing to Payroll program at MCAS, Cherry Point.

(2) Allocating Object Class (OC) 11 payroll authority in conjunction with the Comptroller, based on Letter of Allowance (LOA) issued by HQMC.

(3) The command PM program and as such will exercise final authority for the Commanding General over the program. As PM Officer will:

(a) Convene the PM Board as required and serve as Chairman of that board.

(b) Monitor the PM program to ensure compliance with command PM policy.

(c) Make recommendations to the Chief of Staff for corrective action of continuing adverse trends.

(d) Provide guidance in the application of sound PM criteria as outlined in reference (c).

(e) Initiate a PM review when department/directorates heads are unable to accomplish mission requirements within budget constraints.

(f) Review advisory classifications for GS-12/GM-13/15 and FWS equivalent positions and make recommendations to the Chief of Staff.

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(g) Review and make recommendations to the Chief of Staff on proposed organizational changes.

(h) Provide personnel for the PM management portion of the Managing to Payroll Training Program.

d. The ^{HRD Civilian Affairs (ch)} Civilian Personnel Officer is responsible for:

(1) Providing advisory classification on GS-12/ GM-13/15 and FWS equivalents to the PM Officer.

(2) Providing technical documents, advice, and assistance on classification, to managers and supervisors, as requested.

(3) Providing guidance on new classification standards and classification criteria.

(4) Conducting reviews of all classification actions received, as necessary and advising directorates/departments of any unsound practices and recommending necessary corrections.

(5) Maintaining official position descriptions files.

(6) Determining Fair Labor Standards Act (FLSA) status; competitive levels; sensitivity; bargaining unit, and related data on positions descriptions, assigning numbers, and making entries in the NCPDS, inclusion of the original documents in the official files and distribution of copies (supervisor, employee, department).

(7) Forwarding any classification actions requiring prior approval to the Department of Navy via Headquarters United States Marine Corps.

(8) Providing managers and supervisors the position classification portion of the training mandated by reference (a).

(9) Ensuring that all SF-52s, Request for Personnel Action, which affect changes to the T/O, i. e., recruitments, reassignments, temporary promotions, etc., accepted for staffing action have been reviewed by the Director of Manpower (Code MPUO).

(10) Serving as a member of the PM board and providing a classification specialist to that board as required.

e. The Comptroller is responsible for:

(1) Allocating approved funding levels, in conjunction with the Director of Manpower, to support authorized civilian personnel and mission of an organization.

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(2) Monitoring actual payroll obligations, following existing financial management policy, to ensure compliance with authorized levels and taking corrective action as necessary.

(3) Providing status reports on civilian payroll funding, to those delegated position classification and payroll management authority.

(4) Providing personnel for the Comptroller portion of the Managing to Payroll training.

(5) Establishing procedure to periodically reallocate funds, in conjunction with the Director of Manpower, for the most effective use of approved resources.

(6) Serving as a member of the PM Board.

EXECUTIVE DIRECTOR, Management and Plans (ch i)
f. The Management Assistance Officer is responsible for:

(1) Conducting studies of proposed reorganizations for the purpose of making recommendations to the PM Board. Completed studies will be forwarded to the Director of Manpower (Code MPUO).

(2) Providing assistance to the Director of Manpower, as required, to assist/conduct PM reviews.

(3) Serving as a member of the PM Board and providing organizational specialist (as required) to that board.

(4) Incorporating approved organizational changes in the MCAS, CHERPT MAN ORG, ASO P5451.6_.

g. The Manpower Utilization Office (Code MPUO) is responsible for:

(1) Coordinating the activities of the PM board, preparing the minutes of that board and maintaining appropriate file documentation of actions taken.

(2) Reviewing SF-52s, Request for Personnel Action, which effect changes to the T/O.

(3) Reviewing MAO studies of proposed organization changes and making recommendations to the PM Officer. Recommendation(s) will be based on the PM soundness of the proposed action, and the impact of the position structure on available OC11 authority.

(4) Periodically reviewing performance under the Managing to Payroll Program to detect any adverse trends. If detected, the trends are brought to the attention of the Payroll Managers and if continued, recommendations are made to the Assistant Chief of Staff, ~~64~~ for corrective action.
(ch i)

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(5) Providing those delegated position classification and payroll management authority with performance indicators, i.e., average grade, supervisor/worker ratio, etc.

(6) Conducting PM reviews as requested and on a periodic basis to ensure adherence to PM practices.


D. T. SAVAGE
Chief of Staff

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UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION
CHERRY POINT, NORTH CAROLINA 28533-5001

AirStaO 12500.1A Ch 1
G-1
13 Oct 93

AIR STATION ORDER 12500.1A Ch 1

From: Commanding General
To: Distribution List

Subj: MANAGING TO PAYROLL

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

2. Action

a. Page 1, paragraph 4a(1), change "Director and Deputy of Manpower for:" to read "Assistant Chief of Staff, G-1 and HRO (Military Affairs/Manpower Allocations Officer) for:".

b. Page 1, paragraph 4a(1)(b), change "Manpower Directorate" to read "G-1 (Human Resources)".

c. Page 1, paragraph 4a(1)(c), change "Management Assistance Office (MAO)" to read "Management and Plans Office (MPO)".

d. Page 2, delete paragraph 4a(1)(d) in its entirety and reletter remaining paragraphs accordingly.

e. Page 2, paragraph 4a(2), change "Civilian Personnel Officer (CPO)" to read "HRO Civilian Affairs Officer (CAO)".

f. Page 2, paragraph 4a(6), change "Director of Regional Automated Services Center" to read "Assistant Chief of Staff, G-6".

g. Page 2, paragraph 4b(8), line 3, change "Civilian Personnel Department (CPD)" to read "HRO Civilian Affairs Department (CAD)".

h. Page 3, paragraphs 4b(10), (11), and (12), change "Director of Manpower" to read "Assistant Chief of Staff, G-1".

i. Page 3, paragraph 4b(12), line 2, change "Civilian Personnel Office" to read "Civilian Affairs Department".

j. Page 3, paragraph 4c, change "Director of Manpower is responsible for:" to read "Assistant Chief of Staff, G-1 is responsible for:".

k. Page 4, paragraph 4d, change "The Civilian Personnel Officer is responsible for:" to read "The HRO Civilian Affairs Officer is responsible for:".

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1. Page 5, paragraph 4f, change "Management Assistance Officer is responsible for:" to read "Executive Director, Management and Plans is responsible for:".

m. Page 5, paragraph 4g(4), line 4, change "Director of Manpower" to read "Assistant Chief of Staff, G-1".

3. Filing Instructions. File this Change transmittal immediately behind the signature page of the basic Order.


D. A. JONES
Chief of Staff

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POSITION MANAGEMENT PROGRAM
HANDBOOK

Enclosure (1)

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POSITION MANAGEMENT PROGRAM

CONTENTS

Chapter

I	Position Management
II	Position Management Program
III	Position Management Principles
IV	Position Management Basic Standards of Adequacy
V	Position Management Reviews
VI	Position Management Review Guidelines

ENCLOSURE (1)

CHAPTER I

POSITION MANAGEMENT

INTRODUCTION

1. General

a. Position Management (PM) is that activity by which the supervisor, organizes tasks into position structures and assigns duties and responsibilities to positions. The objective is to create and maintain the most efficient and economical usage of manpower in the accomplishment of workload objectives.

b. Effective PM requires constant reevaluation by all supervisors. Without direction, the organization will not automatically adjust itself to gain efficiency. There is a natural tendency to resist change. Many prefer to use the methods and procedures of the past rather than update the affected methods and procedures based on sound PM principles.

c. PM, as a technique, does not give you easy answers on how to build an effective organization. It does provide a means of defining an effective organization and identifying the moves that should be made to get there.

2. Objectives. The objective of PM is to establish a position structure (the arrangement of positions in an organization) that:

a. Achieves the proper balance among economy, efficiency, use of skills, the attraction and retention of competent personnel, employee motivation, employee development, and available resources;

b. Most effectively uses work processes, equipment, procedures, methods, and techniques;

c. Prevents or eliminates such common organizational faults as unnecessary fragmentation, excessive layering, too many assistants, improper job design, outmoded work methods, and improper distribution of manpower; and

d. Is correlated with financial and program planning.

ENCLOSURE (1)

CHAPTER II

POSITION MANAGEMENT PROGRAM

1. General. Effective manpower and personnel management is a fundamental function of leadership. Since the assignment of duties to individual positions is inherently the responsibility of the line managers and supervisors, they must take an active part in the PM Program. The PM program aims at effective use of personnel, equipment, work processes, procedures, and techniques. It is a method which identifies effective and ineffective management techniques.

2. The Line Supervisor

a. The line supervisor is the person who must make the structure work in real life. They know the people and the work needed to be done. Without the supervisor's cooperation, sound position designs will not work well and will slowly deteriorate consequently, PM Program will lose its effectiveness.

b. Many of the problems faced by supervisors are tied to weaknesses of organization and job design. The PM Program can work by helping reduce bottlenecks, red tape, high employee turnover, improper detailing procedures, recruiting problems, grievances, problems in demonstrating personnel needs, and unmanageable backlogs.

3. PM Officer and Staff

a. The implementation of the PM Program requires careful planning. Strong emphasis must be given to maximum integration among the program's procedures and requirements. Each department/office must make the PM Program an integrated and supporting part of the Command PM Program and not operate it as a separate entity.

b. Follow-up. The PM Program is a continuing one. It is through the application of a variety of techniques and approaches that PM can and does operated effectively.

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CHAPTER III

POSITION MANAGEMENT PRINCIPLES

PRINCIPLES

1. General. The following PM factors must be considered in establishing any organizational elements:

a. Supervisors charged with PM responsibility must be familiar with the mission of their organization.

b. They must relate every element within the organization to the accomplishment of their mission, and evaluate its productivity in terms of time, money, facilities, and personnel.

c. They must recognize and establish a balanced relationship between a given workload and the manpower required for that workload.

d. They must control the resources available by distribution and allocation to subordinate elements, and by continuous surveillance ensure that they are used effectively.

e. Short, intermediate, long-range plans must be prepared and developed whenever there are unexpected or foreseeable changes in mission, workload, or manpower.

f. The number of supervisors and supervisory echelons must be designed to achieve efficient control; the number of supervisory individuals assigned to or employed in any one position must be determined solely by actual workload requirements.

g. Dual staffing, the assignment of a civilian employee, and a military person to supervisory functions which are actually comprised in only a single job, must be avoided.

h. In staffing functions, strict performance will be sought and applied. Over-centralization, over-supervision, and over-management will be avoided.

i. Emphasis will be placed on reducing the number of support and overhead-type (Indirect Labor) positions by increasing their effectiveness in the organization.

j. The actual OC-11 civilian payroll money spent will be maintained within the budget year OC-11 authorization.

k. Whenever an organization can operate effectively at less than the personnel authorization provided, that organization would be expected to share the fruits of efficiency through partial reductions of authorization to enable reallocation to other areas.

l. Within space and fund limits, civilian personnel will be used to the maximum practical extent in positions which do not

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require a military incumbent for reasons of law, training, security, or discipline; which do not require a military background for successful performance of the duties involved, and which do not entail unusual hours not normally associated or compatible with civilian employment.

- m. There must be clear delineation of work assignment of each position.
- n. There must be clear delineation of job-to-job relationships.
- o. There must be economical use of grade levels.
- p. The proportion of high level positions should be consistent with the average level of tasks performed.
- q. There should be enough challenge, variety, and responsibility to positions to attract and retain able employees.
- r. There should be well defined career ladders for all positions in the organization.
- s. There should be a balanced organization structure when work is essentially the same type and level.
- t. There should be a reasonable proportion of skilled trade positions to support helpers and laborers.
- u. There should be a balanced proportion of supervisors, journeyman, trainees, and support positions.
- v. The balance of supervisors, journeyman, and support positions should be closely related to tasks and skills required for the organization's normal workload.
- w. Organizational fragmentation to derive higher grades and ratings is evidence of poor personnel management and must be avoided.
- x. Excessive layering of supervisory positions must be corrected.
- y. Vacancies should not be refilled if:
 - (1) They are above the normal grade and can be performed by a replacement at the proper grade.
 - (2) The workload of the organization has been reduced in volume by an amount approximately equal to the workload of a position.

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CHAPTER IV

POSITION MANAGEMENT BASIC STANDARDS OF ADEQUACY

PURPOSE

1. General. A PM study should be conducted on all positions in order to recommend the design of the best organizational structure.
2. Application. In areas having established production standards, position effectiveness will be measured by comparing work performed with established standards.
3. Basic Standards of Adequacy (BSA). The following BSA's are provided for the use of all supervisors. They are also intended for use of the Manpower Management Officers and their staff when determining adequacy for all positions.
 - a. The Position in Relation to Established Allowances
 - (1) The position can be paid for out of approved funds.
 - (2) Establishment or retention of the position would not cause the department to depart from ratios or other controls prescribed.
 - b. The Position in Relation to the Organization
 - (1) The work of the position is a current and essential requirement in accomplishing the command's mission.
 - (2) The work cannot be eliminated or diminished without seriously impairing mission accomplishment.
 - (3) The work cannot be assigned to other positions, in whole or in part, without sacrificing other essential work activities or otherwise impairing mission requirements.
 - c. The Position Itself
 - (1) The position is located clearly in the line of command; its nature and scope are clearly recorded and understood.
 - (2) The position does not represent an unnecessarily narrow span of control (ratio of supervisors to immediate subordinates). Recommended supervisory/employee ratio is:
 - (a) Professional/Scientific Personnel. No less than 5 nor more than 15.
 - (b) Technical/Administrative Personnel. No less than 10 nor more than 15.
 - (c) Clerical Personnel. No less than 5 nor more than 15.

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(d) Wage Grade Personnel. No less than 12 nor more than 30.

(e) Production Facilitating Personnel. No less than 10 nor more than 15.

d. The Position in Relation to Personnel Management

(1) The position contributes to a constructive staffing structure, one which recognizes human factors implicit in attracting, motivating, training, and otherwise maintaining a viable workforce.

(2) The position is consistent with policy involving equal employment opportunity, employment of the handicapped, and similar programs.

e. The Structure in General

(1) Basic organizational and functional design of the segment and of associated segments are in harmony with current requirements (grouping of functions, mission priorities, availability of funds, etc.).

(2) Alignment of positions is sensible in terms of work relationships, workflows, and procedures.

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POSITION MANAGEMENT PROGRAM

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CHAPTER V

POSITION MANAGEMENT REVIEWS

REVIEWS

A PM review is the analysis and appraisal of the organization of positions with reference to PM standards. In both types of reviews, all civilian positions and all related military positions will be reviewed against the PM standards in chapter IV, and against optimum position structures once developed.

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POSITION MANAGEMENT PROGRAM

CHAPTER VI

POSITION MANAGEMENT REVIEW GUIDELINES

GUIDELINES

1. Individual PM Reviews. Reviews should be conducted each time a billet/position is created, changed, or vacated.

2. Cyclic Reviews. Regular reviews of all civilian and military positions should be conducted.

3. Methods of Analysis. There are three basic methods of analysis to determine manpower required to perform the assigned mission.

a. Functional. This method involves comparison of past accomplishments of existing functions with functions yet to be accomplished. The specialist may well ask the following questions:

(1) Are all the required functions being performed?

(2) Are only the required functions being done?

(3) Is each function being performed by a single organizational element or are functional responsibilities split? If functions have been split, has the reason for the split been supported with workload or technical data?

(4) What are the personnel requirements to perform each functions?

(5) Can functional responsibility be assigned elsewhere at a resultant savings in personnel? Can split functions be recombined?

b. Organizational. This method is readily applicable to standardized operations which can be compared to similar operations performed by other organizations. To determine whether the functional assignments to each element of the organization permit fulfillment of the stated mission, the analyst will need answers to the following questions:

(1) Is the organizational structure simple?

(2) Is the structure stable?

(3) Does it provide flexibility?

(4) Is there organizational fragmentation?

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c. Positional. Through this method, the established billets and positions are related to the job to be done to determine if they are necessary. To make this determination, the analyst will ask:

(1) What is the relationship between tasks, assigned duties, and the time required to process a given workload?

(2) Why was each position established?

(3) What does the incumbent accomplish and could the mission be carried out without the position?

5. General Checklist of Questions. These questions may be used by a Position Management Specialist in conducting reviews. This list is not all inclusive, and is meant to be used only as a general guide.

a. General. Does the civilian and military staffing result in duplication of effort?

b. Mission and Establishment

(1) When and why was the division, section, etc., established?

(2) What missions, functions, programs, and special projects are assigned? Are they in writing? Where?

(3) What changes, if any, have occurred in assigned mission recently? Who instituted the change? For what reason? What changes are being contemplated?

(4) Are any functions presently being accomplished in this organization really not authorized, unnecessary, or in conflict with current directives?

c. Organization

(1) Does the organization structure make possible the accomplishment of all missions assigned?

(2) Are the organizational elements based upon a logical grouping of similar or related functions?

(3) Does the span of control appear to be too broad or too limited?

(4) To what extent are elements of the present organization required by directive of higher authority?

(5) Is the organization flexible enough to accommodate seasonal fluctuations?

(6) Are organization charts current and up-to-date?

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d. Facilities and Layout

(1) What effect does the size, dispersion, or age of facilities have on accomplishing the organizations's mission?

(2) Are the facilities suitable from a standpoint of:

- (a) Size
- (b) Lighting
- (c) Heating and Air Conditioning
- (d) Noise Control
- (e) Safety

(3) Are like functions grouped physically as well as organizationally?

(4) Is the placement of desks, machines, files, etc., conducive to efficient operations?

e. Operating Methods and Procedures

(1) Are procedural steps defined and published so that all employees are aware of and comply with the steps? Are work lists and charts prepared and updated?

(2) How is the work of each organizational element planned and scheduled?

(3) How well do the Beneficial Suggestions, Incentive Awards, Productivity Improvement, and other programs operate within the organization?

(4) Are supervisors and key employees trained in principles of work simplification?

(5) Is the workflow smooth and even?

(6) Are files centrally maintained for the directed length of time?

(7) Is a program in existence to reduce paperwork?

f. Workloads

(1) Is there an established work unit? Is the unit expressive of the overall work performed?

(2) Does the unit definition agree with appropriate staffing criteria or uniform staffing standards?

(3) If a work unit is not established, can one be identified?

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- (4) Is the number of work units reported considered reasonable for the size of the department or office?
- (5) Is there duplication of work between the elements being surveyed and any other element?
- (6) Is any part of the workload more properly a responsibility of some other functions, department, or office?
- (7) What portion of the workload is locally generated? Is it necessary?
- (8) Is the flow of work smooth or fluctuating? Is the fluctuation predictable?
- (9) Does an excessive backlog exist? What is the cause of it? Is it increasing or decreasing?
- (10) Is a portion of the work contracted out?
- (11) Are the work units being recorded accurately and charged to the correct job order number?
- (12) What is the policy on overtime? Does the amount of overtime used appear to be excessive?

g. Personnel

- (1) Are types and skills of personnel consistent with job requirements?
- (2) Is each military billet or civilian position fully justified?
- (3) Does the nature of the position, if full time, preclude establishing as a part-time career position?
- (4) Are all other billets and positions justified?
- (5) Is there a placement policy to fill higher paid jobs with personnel from lower brackets within the organization?
- (6) Does the personnel turnover rate seem excessive?
- (7) Does the "sick" or "absentee" rate seem excessive?
- (8) Is there a formal training program for civilian and military personnel to improve their on-the-job effectiveness?
- (9) Are positions vacant because qualified applicants cannot be readily obtained? Is the work performed adequate in spite of the vacancies?
- (10) Can vacant positions be successfully filled through

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Special Emphasis Programs such as Formal Upward Mobility of the Handicapped Program?

(11) Have requests for reorganization or reduction in force destroyed confidence in job stability?

(12) To what extent do purely military functions interfere with work output?

h. Equipment

(1) Is modern equipment furnished?

(2) Is equipment in such condition that it is uneconomical to operate?

(3) Is complexity of maintenance and repair of such magnitude as to require a specialist?

(4) Does excess equipment cause additional work?

ENCLOSURE (1)