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CHIEF OF NAVAL AIR TRAINING
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CNATRAINST 5310.1N
N12
11 JUL 12

CNATRA INSTRUCTION 5310.1N

Subj: POSITION MANAGEMENT PROGRAM

Ref: (a) OPNAVINST 1000.16K
(b) COMNAVAIRPACINST 12510.1

Encl: (1) Position Management Guidance
(2) Position Management Request Form

1. Purpose. This instruction outlines Chief of Naval Air Training (CNATRA) and subordinate activities guidelines for Position Management (PM) and is directed to all personnel having responsibilities for PM and/or planning, recommending, evaluating or approving organizational and position structures and functions. Guidelines contained herein apply to the organizational structuring of all civilian positions covered by the Federal Wage System (FWS), General Schedule (GS), military, and contract positions in an integrated civilian and military workforce.

2. Cancellation. CNATRAINST 5310.1M

3. Policy. It is the policy of CNATRA that all subordinate activities establish positions utilizing sound organizational structures which meet assigned mission and make optimum use of manpower resources. Commanders, Commanding Officers, Assistant Chief of Staff's (ACOS's), and Special Assistants (SA) are required to comply with the intent of this instruction. Prior to effecting any changes to their approved organization or position functions these recommended changes must be submitted to the CNATRA Position Management Board (PMB) for review and approval.

4. Objectives. The overall objective of the PM Program is the achievement of a military, civilian and contract structure that contributes to and supports mission accomplishment. The effective use of equipment, work processes, procedures and efficiencies is an integral part of the PM process. Position Management is a major element of the total manpower management process that embraces efficiencies within constraints imposed by the Full-Time Equivalent (FTE) work year target.

5. Key Elements. CNATRA and subordinate activities must ensure that their PM systems contain processes for development of internal reviews to control end strength, identify efficiencies, and eliminate ineffective PM practices.

6. Action

a. CNATRA Position Management Officer (PMO) (CNATRA N1) shall:

(1) Ensure that staff and subordinate commands implement sound PM procedures that meet the basic criteria specified herein and ensure that the procedures are continually given attention.

(2) Provide PM guidance to subordinate commands.

(3) Evaluate PM within the Naval Air Training Command (NATRACOM) and recommend corrective action as necessary.

(4) Serve as the Staff PMO and Chairman of the PMB, develop and administer a sound effective program for activities. Ensure that complete documentation of actions taken, and minutes or committee meetings are prepared and maintained.

(5) Convene the PMB to review organization or proposed position changes submitted. Forward committee recommendations and associated documentation to the Chief of Staff (COS) for final adjudication. Forward approved actions to the Naval Air Force, Pacific (AIRPAC) Total Force Position Management Board for review and approval and/or issuance of organizational changes. Return disapproved actions to the appropriate ACOS/SA/Training Air Wing (TRAWING)/Squadron with a copy of the rationale for disapproval.

(6) Ensure effective coordination of PM actions with staff ACOSs/SAs and subordinate command Management Services Officer (MSO).

(7) Ensure that line management and staff specialists are trained in the concepts and techniques of position and organizational management.

b. Commodores, Chief Staff Officers, ACOSs, and SAs shall:

(1) Perform the position and organization management functions relative to their organization/activity. This will include reviewing their functional responsibilities and applying enclosure (1).

(2) Requests for position changes or establishment of new positions require the completion of the Position Management Request Form, enclosure (2).

(3) Submit to the COS, via N1, all requests for organizational or staffing changes.

(4) Ensure an effective PM Program is established and maintained. The program will include at a minimum:

(a) A PM analysis and evaluation process performed by the supervisor for all new or changed position descriptions. The purpose of this process is to formally review factors imparting changes to the organization structure and position descriptions. The PM guidance and criteria contained in enclosure (1) is provided to assist in the supervisor's evaluation.

(b) Workforce documentation which accounts for the organization structure of all manpower resources assigned to the activity. Documentation should detail each organizational element and be consistent with the Activity Manpower Document which should include the following:

1. Title of organizational element

2. Organization code for each position. In those instances where unique organization codes are not assigned to each individual position, the position should be given the code of the organizational element to which it is assigned.

3. Position title

4. Billet Identification Number (BIN)

(5) Position actions or organizational changes will not be implemented until the action or change has been reviewed by the PMB, approved by the COS, and final approval from the AIRPAC Total Force Position Management Board.

c. CNATRA Staff PMB shall, review and make recommendations, to the COS, on all staff position or organization actions/changes. The board will convene at the request of the PMO and be guided by the provisions of enclosure (1). All committee members will act on organizational and staff position changes submitted to the board. When positions at the GS-13 or higher are being recruited, the Selecting Official will review, certify, and rank the applicants and forward to the PMB for review. The Selecting Official will develop a bank of interview questions with answers and forward these to the PMB. Once the PMB has reviewed the list of applicants, the PMB will have the Selecting Official schedule the interviews. Each member of the PMB and the Selecting Official will be present at the interviews and will ask the applicant questions from the bank of questions developed by the Selecting Official. The interviewers will score the applicants and compile the scores with the Selecting Official's input as to correctness of the applicants' answers to the questions. Once the PMB has selected the top applicant, the final results for all of the applicants interviewed will be forwarded to the Chief of Staff for final approval. Board membership shall consist of the following:

(1) N1 - PMO/Chairman

(2) N121 - Civilian Manpower Analyst (Advisor)

(3) Senior Representative from the department or organization requesting personnel action (GS-13 or above equivalent)

(4) N8 - Comptroller

(5) OOD - Legal

d. Position Management Planning Board (PMPB) will meet on an as required basis to review end-strength authorizations and distributions along with new requirements.

e. CNATRA N121 shall:

(1) Coordinate and assist line managers with the completion of enclosure (2) and the writing of the position descriptions.

(2) Coordinate the necessary changes to the Activity Manpower Document, per reference (a).

(3) Forward PD to HRSC for Advisory Classification.

(4) Submit enclosure (2), PD with Advisory Classification and Organizational Chart to CNAF for review and approval by the CNAF Total Force Position Management Board (TFPMB), per reference (b).

(5) Prepare Requests for Personnel Action (RPAs) in the civilian personnel system to generate position changes or recruitment actions.

f. Chief of Staff shall:

(1) Consider recommendations presented by the PMB.

(2) Approve/disapprove recommendations by signing official minutes.

(3) Advise CNATRA on all organizational changes.

g. A review process in which the overall command's PM Program is periodically evaluated and corrective action, if necessary, is taken to ensure program compliance. This review should encompass organization structure, position descriptions, required documentation, and the effectiveness of the supervisor's PM efforts.

C. HOLLINGSWORTH
Chief of Staff

Distribution:
CNATRA Website

Position Management Guidance

1. Definitions

a. Position Management is the organizational process which, defines and establishes a staffing structure to support a supervisor's manpower requirements.

b. Civilian Personnel Management is the management process which classifies positions, recruits and processes employees into an established staffing structure, and provides for their timely and proper motivations, development, evaluation and awards.

c. Position(s) are those management documented jobs covered by the Federal Wage System, the General Schedule (GS) and the Senior Executive Service (SES).

d. Position Management Analysis is the management process through which a written description of a position is assigned a title, series, and grade. In effect, it is this process which obligates government funds, at an established pay level, to an incumbent of a position.

e. Supervisor is the title that applies to the incumbent of a billet/position responsible for controlling the efforts of one or more subordinate full-time billets/positions. Supervision may include the classification of positions, staffing the workforce, scheduling/assignment of workload, rating performance, granting leave, etcetera.

f. Manager is the title which applies to the incumbent of a billet/position established to oversee or manage the efforts of subordinate supervisors and/or an entire program as identified in the command's assigned mission/functions.

2. Considerations in Billet/Position Structuring

a. General. The material below presents some items worth considering when designing billet/position structures and/or when performing a PM evaluation.

b. Objectives. In establishing a new structure or altering an existing structure, select one that provides the framework for accomplishing the assigned mission, plus anticipated contingencies, at the lowest payroll cost consistent with the objectives listed below. These objectives are interrelated but may not be mutually consistent in individual situations. The goal is the achievement of an optimum balance in the structure selected.

(1) Consider All Available Sources of Manpower When Structuring Organizations. Activities accomplish workloads through a combination of military, civilian and contractor personnel efforts. Ensure assignments of workload to civilian positions are commensurate with the overall structure of the organizational unit. Do not shift workload from military billets to civilian positions when appropriate military skills and the capability exist, nor should civilian position duties and responsibilities conflict with contractor efforts. Military billets and civilian positions used in monitoring or evaluating contractor performance should be kept at a minimum.

(2) Ensure a Sound And Economical Proportion of Managerial and Supervisory Positions to Nonsupervisory Positions. Managerial and supervisory positions in each segment should be at a minimum those actually required to plan work, check performance, and give guidance on unusual assignments to a fully trained, competent staff capable of performing the required workload. Additional supervision may be required because of an inexperienced staff or a new mission and earmark for periodic review to determine whether the need continues to exist. A supervisor's knowledge, skills, and abilities have to be acquired and demonstrated regardless of the number of subordinates.

(3) Ensure a Balanced Proportion of Senior, Journeyman, Junior, Technician and Support Positions. Maintain a proportion that is closely related to the frequency with which tasks calling for skills of each type occur in the organization's normal workload.

Enclosure (1)

(4) Ensure a Reasonable Relationship Exists Between the Numbers of Trainees And Junior Personnel and the Estimated Replacement Needs for Journeymen and Seniors. In setting this relationship, take into account predictable retirements, resignations and transfers, loss of experience, expansion needs, the availability of trained replacements in the labor market, and the training time required to achieve journeyman and senior performance.

(5) Ensure Clear Delineation of Work Assignments and Job-to-Job Relationships. Overlaps, conflicts, unnecessary organizational fragmentation, and ambiguities will be identified and eliminated. Duties assigned to positions should be consistent with the function assigned the organization in the command's organization manual.

(6) Ensure Clear Justification for Full-Time Deputy or "Assistant to" Positions. Assistant positions will not be used when the span of control over subordinate positions allows the principal time to perform such duties. Generally, an assistant position is readily combined with a second position, most frequently the position of head of a major subordinate unit. A deputy is responsible for the duties of the principal billet/position, except as otherwise delineated by the principal. Deputies are not to be established for the sole purpose of "continuity," civilian affairs, etcetera. The deputy is expected to assist in managerial decisions/interfaces based on present or future considerations, and is not expected to relieve the principal of required managerial accountability.

(7) Ensure Well Defined Career Progression for Those Occupations that Provide Candidates for Key Positions in the Organization. Such career progression need not be completely within the organization itself if opportunity exists for rotation among other activities.

(8) Ensure Sufficient Job Interest to Individual Positions to Attract, Retain and Motivate Employees of the Needed Level of Competence. There should be enough challenge, variety and responsibility to attract and hold competent technical and administrative personnel and enough opportunity to attract employees at the normal entry levels.

Enclosure (1)

(9) Ensure Sound Use of Grade Levels. The average grade in an organization should be consistent with the normal tasks performed by its employees. An inquiry should be made when the average grade or the proportion of high-level positions is found to be significantly different than that in organizations having similar missions. The long-range goal should be, unless special factors are present (e.g., automation of the work), to lower rather than to increase the average grade.

c. Need to Consider Alternatives. Before a particular structure is decided upon, alternative structures should be considered (e.g., structures in use in similar organizations; structures proposed as improvements by local line or staff personnel; or structures suggested by higher echelons). Continuation of the present structure should be one of the alternatives considered.

d. Preventive vs. Corrective Action. In addition to resolving PM problems which have been built into an organization over a long period of time, continuing attention should be given to the prevention of actions which are expedient but tend to be detrimental in light of management's long-range needs. Examples of this include: Inefficient or uneconomical realignment of duties in order to create a higher-level position for an employee who has another job offer; establishing an assistant position to "prop up" a weak supervisor; or abolishing an undue number of supportive positions in a reduction in force in order to retain as many "journeymen" as possible in the resulting organization.

e. Transition Procedures

(1) It should be recognized that a sudden shift to a new position structure tends to be disruptive. In addition, desirable actions frequently involve consequential or corollary actions that may not be timely. It is, therefore, important that a procedure be followed that provides for a planned transition.

(2) Desirable structures should be effected promptly unless temporary hardship to operations will result. Targeted positions should be eliminated or changed to fit into such structures, but cannot be treated without hardship to operations, should be retained until they become vacant; at which time they should be eliminated or replaced by positions designed for the new structures.

f. Disestablishing Vacant Positions. A vacant position should be disestablished if:

(1) It is above the normal working level for the unit and can be performed by the existing higher-level employees or the supervisor.

(2) It is one of several positions at the normal working level, and its principal duties can be performed by the other employees if they are relieved of lower-level duties.

(3) The workload of the organization has been reduced in volume by an amount approximately equal to the workload of the position.

(4) The work of the position can be performed by other employees who have the necessary qualifications, without undue detriment to their other work.

Total Force Position Management Request Form

(To be completed by Requesting Official and submitted to NIC)

Requesting Official Name:	Activity:
Requesting Official Title:	Org/Code:
	Telephone:

STEP 1: POSITION/BILLET TYPE *(select one)*

<input checked="" type="checkbox"/> Civilian	<input type="checkbox"/> Military	<input type="checkbox"/> Contractor
<input type="checkbox"/> Growth	<input type="checkbox"/> CIV/SUB	<input type="checkbox"/> New
<input checked="" type="checkbox"/> Zero-sum		<input type="checkbox"/> Renewal/Amendment

Explain: _____

STEP 2: POSITION/BILLET INFORMATION

Title:	Grade:
Total Hrs/Man-Year: 2080	Total Cost:
	Funding Type: OM&N

STEP 3: Complete MANPOWER REQUIREMENT JUSTIFICATION FORM attached and submit to NIC

STEP 4: Total Force PMB Review **Review Date:** _____

Request approved (proceed with Step 5)

Request denied (return to Requesting Official)
Reason: _____

STEP 5: ENDORSEMENT REQUESTS *(as applicable)*

(A) CNAF N12 – Validation Review *(select one)*

Billet validated **Signature:** _____
CNAF N12

Billet NOT validated
Reason: _____

(B) CNAF N01F (Comptroller) – OMN Funding Review *(select one)*

Billet approved for funding **Signature:** _____
N01F (Comptroller)

Billet NOT approved for funding
Reason: _____

MANPOWER REQUIREMENT JUSTIFICATION FORM

INSTRUCTIONS: Answers all questions completely (type in the shaded box and form will adjust accordingly)

<p><u>DESCRIBE MANPOWER REQUIREMENT AND WHAT MANDATED THE REQUIREMENT?</u></p>
<p><u>DESCRIBE WHY REQUIREMENT CANNOT BE ABSORBED INTO THE CURRENT ORGANIZATION?</u></p>
<p><u>DESCRIBE IMPACT ON MISSION/PERFORMANCE IF POSITION IS NOT FILLED.</u></p>
<p><input checked="" type="checkbox"/> ATTACH ACTIVITY/DEPT ORG CHART SHOWING CURRENT ACTIVE DUTY MILITARY, RESERVISTS, CIVILIANS, AND CONTRACTORS</p> <p><input checked="" type="checkbox"/> ATTACH POSITION DESCRIPTION/WORK STATEMENT</p>
<p>REQUESTING OFFICIAL: _____ <i>Signature</i> _____ <i>Date</i></p>