



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL EDUCATION AND TRAINING
NAVAL AIR STATION
PENSACOLA, FLORIDA 32508-5100

CNETINST 12510.3
Code 00V3/00C
OCT 21 1986

CNET INSTRUCTION 12510.3

Subj: MANAGING TO PAYROLL

Ref: (a) SECNAVINST 12510.9
(b) CNETINST 5310.1E

1. Purpose. To implement the provisions of reference (a) by issuing Naval Education and Training Command (NAVEDTRACOM) position management, position classification, and payroll management requirements based on managing to payroll concept.

2. Cancellation. CNETINST 12510.1B

3. Definitions

a. General references to position classification and position management actions will include jobs covered by the Federal Wage System (FWS) as well as positions covered by the General Schedule (GS).

b. The term "commanding officer" includes functional commanders, commanders, commanding officers, and other heads of activities.

c. Position Classification. The grouping of positions by schedule, occupational group, series, class and grade according to differences in duties, responsibilities, and qualifications requirements.

d. Classification Action. The assignment of the position to a class, based on the analysis of a position's duties, responsibilities, and qualification requirements, by a duly authorized official.

e. Position Management. The organizational process which defines and establishes a staffing structure to support a supervisor's manpower requirement.

4. Background. The Secretary of the Navy authorized, in reference (a), a managing to payroll concept to permit managers and supervisors to manage their civilian resources consistent with associated budgetary funding levels. This concept consists of three essential elements: position management, position classification, and management of civilian payroll resources. It initiates improvement in the management of personnel resources by placing greater authority, incentive, and flexibility for position management and position classification programs at appropriate management levels, and provides delegation authority for the establishment and classification of civilian positions by military and civilian supervisors and managers. With managing to payroll there are no separate execution controls on work years, end strengths, or on the number of high grade positions. Establishment of GS/GM 13-15 positions will no longer require Chief of Naval Education and Training (CNET) position management and classification review.

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5. Delegation. Reference (a) delegates the authority to classify General Schedule positions at grades GS-1 through GS/GM-15, and Federal Wage System positions at grades defined in job grading standards issued by the Office of Personnel Management (OPM) or Department of the Navy (DON) to the Chief of Naval Operations; the Commandant of the Marine Corps; the Chief of Naval Research; and the Assistant for Administration, Office of the Under Secretary of the Navy; and all subordinate commands and activities. Reference (a) also authorizes and encourages redelegation of this authority to subordinate managers and supervisors at the lowest practicable level of supervision.

6. Policy. It is the policy of CNET that work forces be structured to provide an optimum balance among mission needs, economy, efficiency, and effective employee utilization, and that positions be classified by the application of OPM and Navy classification standards and guidelines. While position classification and position management are separate processes, they are mutually interdependent and require close coordination. In this regard, the following objectives are provided:

a. Consider all available sources of manpower when structuring organizations. In those activities where there is an integrated military and civilian work force, some organizational elements will include military billets for which the activity is not "managing" payroll. Nevertheless, the paygrade and quality of military billets have to be considered when assigning workload to civilian positions. Assignments of workload and classification of civilian positions must be commensurate with the overall staffing structure of the organization unit. Workload should not be shifted from military billets to civilian positions when appropriate military skills and capability exist.

b. Identify, prevent, and eliminate unnecessary organizational fragmentation, excessive layering and use of deputies and assistants, improper job design, outmoded work methods, and inappropriate span of control.

c. Ensure that positions are properly described and subsequently classified by application of OPM and Navy position classification and job grading standards.

d. Take positive action to eliminate unwarranted fragmentation of grade controlling duties which unnecessarily increase the number of higher grades or the relative proportion of managerial and supervisory employees to total employment.

e. Ensure that position descriptions are complete, accurate, specific, current, clearly reflect pertinent classification criteria, and otherwise meet OPM and Navy requirements and standards of adequacy.

f. Ensure that the position classification and position management programs promote Command Equal Employment Opportunity program objectives. In this regard, supervisors and managers must consider appropriate job engineering to establish entry level positions below the full performance level when filling positions at grades or in series in which women and minorities are under-represented.

7. Action and Responsibilities

a. Chief of Naval Education and Training

(1) Ensure that headquarters components and subordinate activities have sound managing to payroll programs that satisfy the requirements of references (a), (b), and this instruction.

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(2) Provide guidance to subordinate activities and evaluate program effectiveness through monitoring techniques, command inspections, and surveys.

(3) Maintain data as provided by available reports on the nature of civilian positions within the NAVEDTRACOM and analyze such data for the purpose of implementing necessary managerial actions to ensure program compliance.

(4) Ensure that appropriate managers and supervisors at subordinate levels receive training in the concepts and techniques of each element of managing to payroll.

(5) Provide appropriate guidance and information regarding automation of position description preparation, standard type positions, and similar positions within the NAVEDTRACOM.

(6) Forward to all third echelon commanders for further distribution an authorized funding level by means of a funding document (NAVCOMPT Form 2168-1), normally issued at the beginning of the fiscal year. Included in this document will be a funding limitation for civilian personnel, for both direct and reimbursable costs.

b. Functional Commanders shall:

(1) Establish and maintain a commandwide managing to payroll program that conforms to policy and procedures established in references (a), (b), and this instruction.

(2) Monitor actual payroll obligations, by means of the Civilian Personnel Resources Reporting System (CPRRS) to ensure payroll costs are reported accurately, timely, and are within budget limitations.

(3) Provide to subordinate activities funding levels for civilian compensation. Funding levels will be consistent with controls provided by CNET and will support the accomplishment of approved funded programs.

(4) Continuously monitor actual payroll costs to ensure funding availability.

c. Commanding Officers shall:

(1) As appropriate, delegate authority for establishing and classifying positions to the lowest practicable level of supervision. Position establishment and classification authority may not be redelegated without commensurate sub-allocation of civilian payroll spending authority and may not be exercised until appropriate training is complete. Each activity should determine an appropriate level to ensure that managers with this authority have sufficient flexibility to use it without being burdened by the administrative processes involved. It is recommended that the authority be delegated at least one level below the commanding officer or executive officer level. The fact that this authority may be redelegated in no way lessens the commanding officer's responsibility for ensuring that positions are properly described and classified in accordance with applicable classification standards. At a minimum, a delegation plan must be developed which contains the following:

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(a) A signed policy statement which outlines the commanding officer's support for the requirements of classification and position management programs and clearly delineates the specific responsibilities and accountability of managers and supervisors.

(b) Identification of organizational levels to which managing to payroll authorities will be delegated.

(c) Identification of positions for which classification authority is delegated to line managers and supervisors.

(d) A process for resolving disagreements over the correctness of classification and the structure of positions.

(e) A process to administer and monitor these programs on behalf of the activity head.

(f) Circumstances under which these delegated funding authorities may be revoked, and a process for revocation.

(g) Verification of accuracy of position descriptions as part of the annual performance appraisal process.

(2) Ensure that an effective position management program is carried out in accordance with references (a), (b), and this instruction.

(3) Ensure management and staff elements are made aware of the objectives and requirements of references (a), (b), and this instruction, and that they act in accordance with their objectives, as well as their specific provisions.

(4) Ensure that the activity is serviced by a fully qualified position classification staff who will: (1) provide training on managing to payroll, (2) provide advice and assistance, as requested, and (3) exercise classification authority for those positions for which authority has been delegated.

(5) Ensure that supervisors and managers, both military and civilian, with delegated authority are properly trained in the managing to payroll concept and evaluated annually for their effectiveness. Individual letters should be prepared for those supervisors and managers who have completed required training and have been delegated managing to payroll authority.

d. Managers and Supervisors shall:

(1) Carry out sound position management practices described in references (a), (b), and this instruction. Structure workforces under their control in the most efficient and economical manner consistent with assigned functions and available manpower. If managing to payroll authority has been delegated, manage within budgeted payroll limits.

(2) Ensure civilian positions under their control are clearly and accurately described.

(3) Classify positions, within their delegation, in accordance with classification standards.

- (4) Attend managing to payroll training as appropriate.
- (5) Maintain copies of current position descriptions.

e. Civilian Personnel Office (Position Classification Staff)

(1) Act as custodian and maintain original position descriptions in the position classification office. Complete the processing of the Request for Personnel Action (SF-52) and position description cover sheet to include competitive levels, FLSA determinations, and other pertinent information.

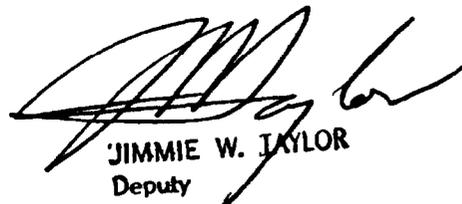
(2) Develop a monitoring system to routinely review the accuracy of title, series, and grade.

(3) Assist managers and supervisors in developing appeal cases for OPM and DON.

(4) Develop standard position descriptions for positions that operate identically or similarly in different activities. Activities having such positions may simply adopt them, rather than preparing individual position descriptions.

(5) Implement an automated approach to the writing of position descriptions.

(6) Coordinate the trial applications of draft standards issued by OPM.



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