



## UNITED STATES MARINE CORPS

MARINE CORPS BASE HAWAII  
BOX 63002  
KANEHOE BAY HAWAII 96863-3002

MCBHO 5310.4C Ch 2  
S-1  
26 Jul 23

### MARINE CORPS BASE HAWAII ORDER 5310.4C Ch 2

From: Commanding Officer  
To: Distribution List

Subj: TOTAL FORCE MANAGEMENT

Encl: (1) Approved Civilian Positions

1. Situation. To transmit changes to the basic Order.
2. Mission. To implement changes to the Order.
3. Execution. Change to the Order is as follows:
  - a. Replace Enclosure (6) of the basic Order with the enclosure in this change.
  - b. Replace paragraph 4b(9)(j)2 to read: "2. Tier II/III - Mission critical position, which if vacant, may be gapped during on-going recruitment efforts without adverse impact to mission accomplishment. In considering the critical nature of positions, directorates will not exceed 20 percent Tier II and 30 percent Tier III of their total civilian positions listed on the T/O being designated as "Tier II/III." Billets designated as "Tier II/III," allows directors the delegated authority to immediately initiate actions to backfill these positions upon notification of an impending vacancy of that position unless that position is being abolished or reengineered. Enclosure (6) lists approved civilian Tier II positions. Once designated, any changes to the status of a position will have to be briefed to TFMB and approved by the C/S."
4. Administration and Logistics. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per SECNAV Notice 5210 and SECNAV M-5210.1 to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

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distribution is unlimited.

**26 JUL 23**

5. Command and Signal

- a. Command. This Order is applicable to MCBH.
- b. Signal. This Order is effective the date signed.



J. W. BEAVEN

DISTRIBUTION: A



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S. C. KOUMPARAKIS

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MCBHO 5310.4C Ch 1  
S-1  
11 Oct 22

## MARINE CORPS BASE HAWAII ORDER 5310.4C Ch 1

From: Commanding Officer  
To: Distribution List

Subj: TOTAL FORCE MANAGEMENT

Ref: (a) MCO 5311.1E  
(b) MCO 12510.2D  
(c) MCO 12515.1  
(d) MCIPAC-MCBBO 5311.1A

Encl: (1) Structure Management Review Board Procedures  
(2) Civilian Structure Change Request Letter  
(3) Table of Organization & Equipment (T/O&E) Management  
(4) Civilian Structure & Vacancy Review Process  
(5) Pre-Recruitment Management/Request for Personnel Action Process  
(6) Approved Civilian Positions  
(7) Contractor Support Request Flowchart  
(8) Contractor Support Request Letter

1. Situation. The references implement the Total Force Structure process and Table of Organization and Equipment (T/O&E) Change Management. This Order publishes the policy, objectives, responsibilities, and procedures to implement the Total Force Management (TFM) process on Marine Corps Base Hawaii (MCBH). This Order also revises the role of the Structure Management Review Board (SMRB) and prescribes procedures for its operation.

2. Cancellation. MCBHO 5310.4B.

3. Mission. Manpower is the total sum of the work force and includes all active duty and reserve military, civilian positions, and contractor personnel. The TFM process will be utilized to attain maximum efficiency in economy, productivity, and organizational effectiveness by structuring civilian, military, and contractor positions. Structure management combines all aspects, collectively allowing management to make accurate and timely manpower decisions.

4. Execution. Reference (a) defines the policies, procedures, and standards for the position management process and delineates uniform guidance for applying basic position management principles. References (b) and (c) explain the functions of managing to payroll for civilian position management. Reference (d) is the Marine Corps Installations Pacific-Marine Corps Base Camp Butler Order regarding the TFM process within the region to develop and enact policy that shapes the workforce.

a. Commander's Intent and Concept of Operations. Aboard MCBH, T/O&E management must be responsive to the needs of the organization. Civilian position management will be compatible with command policies concerning position classification, merit staffing, employee development and retention,

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and manpower determinations regarding the optimum workforce mix. The procedures in this Order will be used to manage military and civilian structure, to include contract support. The goals of this process are to determine the optimal use of manpower resources, provide a balanced and capable force, and to plan and implement force structure changes to meet mission requirements while achieving economy and efficiency of funding and operations.

(1) Manpower resources, military, civilian, and contractor must be integrated to ensure a team effort is employed to accomplish the missions assigned to the organization. Coordinate manpower allocation requirements with the Director, S-1 to ensure manpower decisions reflect the optimum mix of military, civilian, and contractor manpower.

(2) The utilization of the SMRB is required for changes to manpower structure and reorganization actions, when these actions are in the best interest of the command. See enclosure (1) for SMRB procedures.

(3) Proper classification of civilian positions is based solely on published standards and authorized classification principles and policies. Position descriptions (PDs) will be reviewed to ensure they are current and reflect valid requirements. The Human Resource Office (HRO) will support department heads and supervisors with this effort.

(4) Organizational reviews are required when accretion of duties cause a PD to be classified at an increased grade. The organizational chart shall be used to review those positions within the department that may be affected by the accretion of duties. This action is necessary to prevent multiple PDs from containing duties that no longer apply due to the accretion of other PDs. When contractors form a part of the workforce, the Performance Work Statement (PWS) and/or the Statement of Work (SOW) must include a clear distinction of associated duties and responsibilities so as not to overlap or duplicate work being performed by current employees. Accretions should be avoided as much as possible, and supervisors must ensure employees do not work outside their PD in anticipation of a promotion.

(5) Per reference (a), all requests for new billets, movement of billets, deletion of billets or any billet attribute changes i.e., grade, job series, billet description, security clearance, or any other modifications that updates our table of organization, must comply with the requirements set forth in this Order.

b. Subordinate Element Missions, Roles, and Responsibilities

(1) Chief of Staff (C/S). The C/S, MCBH is designated as the Position Management Officer and is assigned the responsibility for the operation of the Total Force Structure Management program.

(2) MCBH Total Force Management Board (TFMB). The MCBH TFMB is established to provide a holistic approach to manpower management of the total workforce that result in programmatic changes to policy, position structure, and labor funding realignments and commitments. This board will conduct structure reviews for all military, civilian, and contractor requirements, and make recommendations to the Position Management Officer on structure changes, prioritization, funding and validity of all vacant

civilian positions funded by appropriated funds (APF). This applies to all APF funds: Base operating support, Family Housing, Reimbursable, and Facilities Sustainment Restoration and Maintenance (FSRM).

(a) MCBH TFMB Composition. The MCBH TFMB will be comprised of the Directors of S-1, S-3, S-4, and S-8 or their respective Deputy Directors. The Director of HRO, or their representative, will serve in an advisory role.

(b) MCBH TFMB Meeting Attendance. Directors and Special Staff Heads, and unit commanders that have equity in vacancies, or a validated structure requirement to be voted on, shall be invited to comment on their respective structural requirements and civilian position vacancies vying for priority and approval to hire.

(3) MCBH SMRB. The MCBH SMRB membership is comprised of the Deputy Directors of S-1, S-8, and the Director of HRO or their respective representative. The SMRB is tasked with providing advice and reviewing requests for MCBH total force structure and related position management issues. The SMRB processes, roles, and responsibilities are outlined in enclosure (1).

(4) Director, S-1

(a) Serve as the Chair of the MCBH TFMB.

(b) Serve as the administrator for the TFM process and is the delegated executive agent by the installation commander for all Manpower actions and decisions, which includes but not limited to: management of all structure Billet Identification Codes (BIC); initial BIC assignment of all personnel to Monitored Command Codes (MCC) 090, 091, 033, 1M6, JBH, MF1, UBC, MA6, and 16G; reassignment of personnel across MCCs, Directorates, and Special Staff sections promulgated via Base Special Orders (BSO).

(c) Budgetary reality necessitates a requirement to prioritize and allocate the total number of personnel against the requirement in the Tables of Organization (T/O). This process is known as "manning," and determines which positions gets filled. The Director of S-1 manages the current inventory of personnel assigned to MCC 090 and 091 and builds plans for the distribution of future inventory, and assigns available chargeable inventory against current Staffing Goals (S/G). This process is known as "staffing." The S-1 will ensure personnel are aligned against the installation commander's priorities within both units, and all chargeable personnel assigned to T/O requirements. Staffing personnel solely to accomplish non-chargeable/collateral duty requirements will not take priority over other chargeable billet responsibilities.

(d) Assume cognizance over management and maintenance of both MCBH and Marine Corps Air Station (MCAS) Kaneohe Bay official Tables of Organization (T/O) and maintain current copies of all organizational charts.

(e) Conduct and review manpower, procedural, and organizational analyses to determine possible management improvements and/or recommend Base policy changes.

(f) Submit recommendations to the Position Management Officer for decisions on all civilian and military structure.

(g) Monitor and manage all vacant positions and review positions to determine whether duties can be modified, eliminated, or assigned to other billets. Identify positions in which high level duties or duties involving scarce skills appear to be unnecessarily distributed among several positions. Ensure organizations and directorates meet the necessary requirements for economic and efficient utilization of available manpower.

(h) Annually evaluate manpower trends relative to the objectives of this Order. Provide information and assistance to the command, MCBH TFMB, and key officials or element of the activity on changes or adverse developments that need to be rectified. Provide assistance to officers in charge and civilian supervisors in analyzing the personnel aspects of T/Os, and if necessary, develop an alternative structure to achieve improvements in position management, coordinating such assistance with other staff elements as required.

(i) Extend maximum consideration to retaining or reassigning civilian employees and military personnel affected by management decisions regarding changes to T/Os, or by changes in staffing requirements as stated in the references. Ensure advance planning is accomplished prior to transfer or reassignment of military personnel, or for placement/reduction of billets. The separation of civilian employees by reduction in force will be used only after all other measures have failed.

(j) When requested, provide advice and assistance on the proper alignment of task and functions; assist in evaluating organizational structure to assure optimum utilization of manpower and material resources.

(k) Maintain records and manage military billets distributed by Headquarters Marine Corps (HQMC) utilizing the various modeling tools/reports.

(l) Refer position actions consistent with the contents of this Order with appropriate recommendation(s) to the SMRB as delineated in enclosure (1).

(m) Process realignments to Program Element Number (PEN) authorization levels based on requests. Requests for these changes will be submitted when tasked by HQMC Plans, Policy, and Operations as a coordinated effort between S-1 and S-8.

(n) Ensure managers/supervisors are provided the correct manpower information for successful processing of Pre-Recruitment Management (PRM) and Request for Personnel Actions (RPAs) actions. PRMs with inaccurate or incomplete information will be returned for correction and resubmission.

(o) Ensure all PRM/RPAs are routed in accordance with enclosure (5). Track and ensure PRM/RPAs for hiring civilian positions approved by the Base Commander are submitted within normal HRO operating parameters unless extenuating circumstances exist that would preclude a RPA to be created.

(p) Update the S-1, Manpower Department database to reflect current T/O military and civilian structure, and contractor information.

(q) Official T/O Status and Changes. Process requests for changes to the Official T/O in accordance with reference (a). Headquarters Battalion (HqBn) and MCAS Kaneohe Bay will coordinate with S-1 on all matters affecting military and civilian structure on the HqBn and MCAS T/O. The following guidance from reference (a) applies to T/O management and official structure change requests:

1. To the greatest extent possible, manpower Table of Organization & Equipment Change Requests (TOECR) will result in zero sum gain, i.e., adding billets will require compensatory reduction from within HqBn or MCAS Kaneohe Bay. Enclosure (2) will be utilized to justify all civilian structure changes.

2. TOECRs will be submitted for all new compensated civilian structure and changes to civilian attributes. The process for adding unfunded billets is through the unfunded review board as described in enclosure (3).

3. A TOECR spreadsheet must be submitted with all military and civilian TOECRs. The manpower spreadsheet must identify the data changes required for the TOECR.

4. MCBH S-1 will complete a civilian manpower TOECR spreadsheet along with additional TOECR documents to be submitted as specified in reference (a).

5. MCBH S-1 will forward TOECR requests to the Assistant Chief of Staff, G-1, U.S. Marine Corps Installations Pacific for consideration. Changes will be submitted via the Total Force Structure Division (TFSD) on-line system.

(q) Career Ladder Positions. In close coordination with Directors and unit commanders, review, identify, and establish career ladder civilian positions at the appropriate grade intervals, and ensure all RPAs for recruitment of these positions are advertised as career ladder positions. Selecting officials are encouraged to make selections for these designated positions based on qualifications, career path and skill progression, and the future potential of the individual to successfully attain the targeted grade level.

(r) Succession Planning. Assume the role of the command advocate for succession planning, and advise Directors and unit commanders on developing their succession plan. Succession planning is a systematic approach to building a leadership/talent pool to ensure continuity and transfer of corporate knowledge. Succession planning is not pre-selection. Having a succession plan means that employees have access to the resources to develop and be considered competitive for promotion. The importance of succession planning is tantamount to the continued successes of this installation and must be fully understood and achieved by each Directorate/unit.



(s) Civilian Overstaffing Policy

(1) On an annual basis, conduct a manpower analysis on the civilian segment of the installation's total workforce to determine the need for overstaffing specific functional areas to meet mission requirements, or overcoming hiring process delays in high turnover or transient positions. Submit for the commander's approval, a policy letter specifying this annual overstaffing authorization for that targeted segment of the workforce.

(2) Units and directorates are permitted to overstaff (Double-Staff) a billet in transition for no more than 30 days. This should be utilized on billets deemed critical to the directorate's mission. The Entrance on Duty (EOD) date for the new employee cannot cause an overstaff (Double-Staff) greater than 30 days. This will allow the departing and newly hired employees an opportunity to turnover duties. The Director of HRO will manage this process to ensure adherence to this policy.

(t) Temporary Promotions. Temporary promotions may be effected for an approved to hire vacancy during the recruitment, selection, and onboarding of a candidate. The HRO will provide guidance to managers in compliance with applicable HR standards and statutory rules.

(u) Monthly Manpower Data Report. On a monthly basis provide Manpower report to all Directorates. Directorates must validate the following data and report to the S-1, Manpower any discrepancies with:

1. Vacancies (Current and Future).
2. Promotions.
3. Leave Without Pay.
4. Organizational Code Changes.
5. Internal Transfers.
6. Personnel Realignment.
7. Structure Realignment.
8. Overstaffed/Double Stuffed Billet Identification Codes (BIC).
9. Fleet Assistance Program (FAP).
10. TOECR requirements.

(5) Director, S-3. Serve as a voting member of the MCBH TFMB.

(6) Director, S-4

(a) Serve as a voting member of the MCBH TFMB.

(b) Assume cognizance over management of FSRM, reimbursable, and Family Housing, Marine Corps (FHMC) funded positions in establishing a priority of vacant positions and execute hiring within the limits of FSRM and FHMC Manage to Payroll.

(c) Be prepared to brief the MCBH TFMB, on a recurring basis, on the FSRM labor budget execution strategy.

(d) Work closely with the Director, S-8 to ensure that FSRM hiring/manning is maintained within manage to payroll limits.

(e) Assume cognizance over management of reimbursable funded billets in the Recycling Center that reduces the reliance on FAPS.

(f) Assume cognizance over management and maintenance of both MCBH and MCAS Kaneohe Bay Tables of Equipment (T/E) and forward requests for changes to the Assistant Chief of Staff, G-1, Marine Corps Installations Pacific via the Total Force Structure Management System (TFSMS).

(7) Director, S-8

(a) Serve as a voting member of the MCBH TFMB.

(b) Manage MCBH civilian labor funding and execution.

(c) Coordinate with directors to provide effective management controls over various fenced civilian labor funds and execution, and ensure these segments of civilian labor do not exceed authorized budgetary limits.

(d) Provide periodic briefs to the CO, or the TFMB, on all civilian labor execution and overtime execution/projections.

(e) Provide financial management services when requested by the SMRB or TFMB.

(f) Evaluate position changes requiring labor funding increases or decreases. Prepare fiscal documentation in support of TOECR submissions.

(g) Recommend actions to ensure civilian labor is executed fully and does not exceed authorized Manage-To-Payroll limits established by the Commandant of the Marine Corps (CMC).

(h) Follow guidelines for the PRM/RPA process as delineated in enclosure (5).

(8) Director, HRO

(a) Serve as an advisor and non-voting member of the MCBH TFMB.

(b) Serve as a voting member of the SMRB.

(c) Provide advice on the impact of position descriptions relative to the ability to attract and retain employees.

(d) Provide guidance and advisory services to managers and supervisors to assist in carrying out their position classification.

(e) Provide technical advice pertaining to the Department of Navy Merit System Principles.

(f) Follow guidelines for the PRM/RPA process as delineated in enclosure (5).

(g) Coordinate placement of MCBH employees to promote retention of current employees. Placement may be made to developmental positions up to and including any grade level previously held.

(h) Provide advice and assistance on recruitment, relocation, retention incentives as well as special salary rates, advance-in hire rates for superior qualifications appointments, and other management authorities available. Provide advice regarding the labor market conditions in relation to types of personnel available and recruitment possibilities at the different salary levels to support the objective of effective and economical staffing of activities.

(i) Provide training to personnel who initiate PRM in Total Workforce Management Services (TWMS)/RPAs within the Defense Civilian Personnel Data System (DCPDS).

(9) Commanders, Directors, and Special Staff Officers. These leaders are obligated to maximize employee productivity, organizational effectiveness, and ensure efficient commitment of manpower through rigorous, proactive resource management and Continuous Process Improvement (CPI). These leaders will:

(a) Determine the organizational structure required to accomplish the unit missions. Group tasks into duties and assign duties to individual civil service, military, or contractor positions in order to satisfy mission requirements. Conduct periodic reviews to ensure civil service PDs are accurate, complete, and current.

(b) Ensure positions are established and structured organizationally per the T/O. Requests for any changes to a billet's T/O attributes (grade, series, billet description, location within the T/O) will be routed to the SMRB. All supervisors will conduct position description reviews at least every three years to ensure accuracy of work/duties expected to be performed by the position. For civilian position changes requiring labor funding increases or decreases, develop and submit these proposals to the SMRB prior to effecting any changes. The Civilian Structure Review and Hiring Process is reflected in enclosure (4).

(c) Inform the S-1, Manpower Department when organizational changes are being planned within the directorate. Staff all manpower initiatives (any changes that affect the T/O) in writing to the SMRB via the S-1, per enclosure (4).

(d) Follow guidelines for the PRM/RPA process as delineated in enclosure (5).

(e) Ensure organizational charts are current and up to date with copies provided to the S-1, Manpower Department.

(f) Notify the S-1, Manpower Department of all current and known future civil service vacancies. Conduct a thorough assessment on all vacant positions prior to effecting any structural changes or hiring actions. This assessment should consider whether to reengineer the position to satisfy a higher priority requirement, if the position is still required, the potential to down grade the structure, or a realignment of the position. Consult with the Director of HRO on hiring or recruiting strategies.

(g) The Base Commander will establish the hiring strategy and approve selections for all civilian principal and special staff positions. Directors will consult with the command deck and seek commander's intent on all hiring actions for key civilian vacant positions, such as, Deputy Directors, Community Plans and Liaison Officer, School Liaison Officer, and any other positions that enjoy direct access with the Base Commander for guidance and programmatic direction.

(h) Commands and Directorates shall contact the Office of the Staff Judge Advocate (SJA) if they believe an employee should file an OGE-450. The MCBH SJA will determine whether filing is required.

(i) All Marine Corps Community Services (MCCS) APF civilian positions being converted to Uniform Funding and Management (UFM) must be routed to the S-1, Manpower Department. Upon conversion of the APF billet, the S-1, Manpower Department will delete the billet from the T/O, decrement the appropriate PEN, and forward to the S-8 for appropriate funding adjustments. Conversions must be in full work year(s) only. Half work years will not be accepted.

(j) Prioritize all civilian positions listed on the base T/O, provided by the S-1, utilizing the Tier category listed below of: Tier I, Tier II, Tier III, Tier IV, and Tier V. Civilian positions that are funded by special or fenced funds will be separated into those groups (BSS1, BSM1, Family Housing, etc.) for this task. The S-8 will identify these groups of fenced labor funds and their alignment with specific civilian positions or BICs. For example, billets grouped with their own BSM1 labor funds in the Facilities Department, will be categorized utilizing the below descriptors of Tier I, Tier II, Tier III, Tier IV, and Tier V. Additionally, all vacant civilian positions listed on the Civilian Vacancy Matrix, published by the S-1, will be ranked in priority order from highest to lowest by the responsible Directorate or Commanding Officer. Periodically, the TFMB will convene, review, and recommend a listing of vacant positions for hire to the C/S for approval based on available civilian labor funds. This authority to hire will expire 90 days after approved if no recruitment action is taken. The S-1 Manpower Department will provide 30-60-90 day pulse check notices until a Pre-Recruitment Action is taken.

1. Tier I - Mission critical position directly aligned to goals/initiatives and vital to achievement and future success. This position cannot be gapped and must be filled via interim measures with existing personnel (military or civilian) during on-going recruitment efforts. In considering the critical nature of positions, directorates will not exceed 20 percent of their total civilian positions listed on the T/O being designated

as "Tier I." Once designated, any changes to the status of a position listed on enclosure (6) will have to be briefed to the TFMB and approved by the C/S. The significant benefit of this management policy for positions designated as "Tier I," allows directors the delegated authority to immediately initiate actions to backfill these positions upon notification of an impending vacancy of that position unless that position is being abolished or reengineered. Enclosure (6) lists approved civilian Tier I positions. Once designated, any changes to the status of a position listed on enclosure (6) will have to be briefed to the TFMB and approved by the C/S.

2. Tier II/III - Mission critical position, which if vacant, may be gapped during on-going recruitment efforts without adverse impact to mission accomplishment. In considering the critical nature of positions, directorates will not exceed 20 percent Tier II and 30 percent Tier III of their total civilian positions listed on the T/O being designated as "Tier II/III." Billets designated as "Tier II/III," allows directors the delegated authority to immediately initiate actions to backfill these positions upon notification of an impending vacancy of that position unless that position is being abolished or reengineered. Enclosure (6) lists approved civilian Tier II positions. Once designated, any changes to the status of a position will have to be briefed to TFMB and approved by the C/S.

3. Tier IV/V - Mission critical position that if vacant, may be gapped or subject to restructuring without adverse impact to mission accomplishment. Directorates will not exceed 15 percent Tier IV and 15 percent Tier V of their total civilian positions listed on the T/O being designated as "Tier IV/V." Once designated, any changes to the status of a position will have to be briefed to TFMB and approved by the C/S.

(k) Submit all PRM/RPAs per enclosure (5). PRM/RPAs with inaccurate or incomplete information will be returned for correction and resubmission.

(l) Inherently Governmental Inventory: HQMC normally requires an annual update to all T/Os with coding that reflects categories such as commercial in nature, inherently governmental, etc. S-1 will coordinate these updates as required with directorates/units.

(m) Ensure position descriptions are annotated with Key, Emergency Essential, or Mission Essential position designations as applicable to the following definitions below. Communicate position designations well in advance to individuals occupying the respective positions and to those expected to report for work or remain on duty during extreme situations. Notify HRO, S-1 Manpower Department, and S-7 Mission Assurance of any changes to position designations to ensure personnel information systems are updated.

1. Key Positions. DoD Instruction 1200.07 define a Key Position as a Federal position that cannot be vacated during a national emergency or mobilization without seriously impairing the capability of the Federal agency or office to function effectively. Due to the essential nature of these positions, they may not be filled by Ready Reservists or military retirees with recall obligations. If the Ready Reservist must be retained in the key position, they must be transferred to Standby Reserve, Retired Reserve or be discharged, as appropriate under Section 271(b), Title 10 USC. However, reserve officers with a remaining military service

obligation at the time of their removal from the Ready Reserve may be transferred only to the Standby Reserve, Active Status, under Section 1005, Title 10 USC. Military retirees assigned to occupy key positions must be exempted from recall or removed from the key position.

2. Emergency Essential. DoD Directive Number 1404.10 defines Emergency Essential as a position-based designation to support the success of combat operations or to support combat-essential systems subsequent to mobilization, an evacuation order, or some other type of military crisis. These positions cannot be converted to military positions as they require uninterrupted performance to provide immediate and continuing support for combat operations and/or support maintenance and repair of combat essential systems. All civilian employees deploying to combat operations or crisis situations are considered Emergency Essential.

3. Mission Essential. Through Presidential Directive, the Executive Branch of the Federal government is directed to be equipped and continue to perform essential functions during contingency operations, natural disasters, extreme weather situations or other emergency situations. These Mission Essential functions are existing functions that enable the Federal government to continue to provide the necessary, vital services during time of need and require great commitment of the civilian employee. Employees occupying positions that are essential to an Agency's operations in closure situations will be identified and designated by Commanders and Directors. Among these should also be employees that have unique or technical skills that are required by organizations for extended operations. There are no standard definitions or categories in regard to essential determinations; instead, they are based on the organization's unique mission requirements and/or circumstances and may even vary according to the particular nature of an exigency.

(n) Furlough. All BICs must be coded as "Furlough Eligible" or "Furlough Excepted" to reflect the correct furlough status for each civilian position. Positions excepted from shutdown or administrative furloughs must be coded with a furlough excepted reason from the list below. Changes to a BIC's furlough code must be approved by the Base Commanding Officer. Submit approved BIC furlough code changes to S-1 Manpower Department and HRO to ensure manpower/personnel systems are updated.

- P - Safety of human life or protection of property (national security)
- S - Safety of human life or protection of property (includes SAPR)
- M - Medical/dental care
- A - Acquisition and logistic support (includes contracting)
- T - Education and training
- L - Legal activities
- I - Audit and investigation community
- R - Morale welfare and recreation/non-appropriated funds
- F - Financial management
- W - Working capital fund/revolving funds
- O - Activities funded with unobligated, unexpired balances

(o) Contractor Accountability. Provide S-1, Manpower Department, on a monthly basis, a list of contractors embedded in the staff contributing to the base's mission. This by-name information will include all contractors with and without a Common Access Card.

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(p) Contract Support. For contractor support that will serve to augment the base's workforce by performing a body of work, the directorate/unit will develop and initiate a proposal to the S-1 (Manpower) prior to effecting a contracting package submission to the Regional Contracting Office (RCO). The Contractor Support Request Process is reflected in enclosure (7). Enclosure (8) will be utilized to justify and validate contractor support. The Contract Support Request Process set forth in the Order is in addition to the "Service Requirements Review Board" (SRRB) process which validates service contract requirements which exceed the simplified acquisition threshold; contact Marine Corps Installations Pacific RCO Hawaii for further details on the SRRB process and submission requirements. An annual revalidation of a contract for option years, or an extension is not required unless the scope of work is modified resulting in changes to the contractor support being provided.

#### 5. Administration and Logistics

a. The position management program employs methodologies imperative to defining, supporting, and forecasting manpower requirements. When making manpower and personnel decisions, supervisors must consider the entire organizational structure as well as the number, types, and grade levels of all positions required to accomplish the assigned mission. Other considerations should include the dynamic employment market, availability of funds, and how to attract, retain, develop, and promote employees.

b. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per SECNAV Notice 5210 and SECNAV M-5210.1 to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

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a. Command. This Order is applicable to MCBH.

b. Signal. This Order is effective the date signed.



S. C. KOUMPARAKIS

DISTRIBUTION: A

11 Oct 22

Structure Management Review Board Procedures

1. The SMRB is comprised of the following voting members or their representatives:

- a. Deputy Director, S-1 - Chair.
- b. Deputy Director, S-8 Comptroller.
- c. Director, HRO.

2. The SMRB will review all requests for T/O data and element (series, grade, etc.) changes, to include unfunded civilian structure, and changes to compensated civilian structure. Submission packages for these requests must include an updated unit/directorate/ department organizational chart, justification for new positions, workload data worksheets to support the Full Time Equivalent (FTE) requirements, draft position descriptions, and any other pertinent information to support the request. Requests for new military, civilian billets, or contractor personnel will include a statement of the work to be performed and workload data that justify the requirement for additional personnel. The SMRB will ensure the structuring and requirements of the request meet the following requirements:

- a. Achievement of balance among economy and efficiency.
- b. Utilization of work processes and equipment in the most efficient and effective manner.
- c. Prevention or elimination of unnecessary fragmentation, excessive supervisory layering, too many assistants, improper job design, outmoded work methods and improper distribution of manpower.
- d. Requests are compliant with current laws, regulations, and policies.
- e. Funding is available to support this action for the current year and out years.
- f. The work of this position cannot be absorbed by other positions (civilian or military).
- g. The requirement for this position is based on average workload rather than peak period workload.
- h. The majority of the duties (51% or more) are consistent with the grade of the position.
- i. The functions and tasks identified in the position description are current and accurate.
- j. All documentation necessary for this action are reviewed.

3. The SMRB will review all position descriptions (PD) in which a grade increase or decrease is proposed prior to the OF-8 being signed by the supervisor of that reengineered position. The SMRB will notify the HRO



classifier when a classification evaluation may be completed. Rewritten PDs which result in an increase in grade will be submitted to the TFMB for additional review and recommendation for a command decision. Only the CO and GS-14 and above or equivalent personnel with delegated classification authority may sign classification of PDs. Supervisors must never assign additional work to a position on a permanent basis that may affect that position's grade without first submitting the proposed PD for review to determine the long term effects of that position.

4. As civilian positions become vacant, directors must revalidate the position by considering whether to reengineer, down grade, realign elsewhere, designate as a career ladder, or retain at the current grade and series. The SMRB will assist and review all position changes desired by management. Any position changes that require additional resources, or compensation from other sources, will be briefed to the TFMB for their recommendation for a command decision. Changes to positions within fenced civilian labor funds also require a command approval.

5. The SMRB will meet as frequently as required to review position packages, offer position management advice, and make recommendations to the TFMB. A quorum will exist for the purposes of discussion if two or more members of the SMRB are able to attend any meeting. Action on a request will not be taken until the absent member has submitted their assessments and recommendations. The SMRB will attempt to complete actions on all requested changes within two weeks of initial receipt of a request.

6. The S-1, Manpower Operations Department will ensure a record of the SMRB proceedings is prepared and delivered to all SMRB members.

7. The SMRB will develop recommendations, as needed and submit these recommendations to the TFMB for approval as delineated in enclosure (4). The TFMB or command is not bound by the recommendation of the SMRB. After a command decision is made, the S-1, Manpower Operations Department will notify the respective unit or staff.

8. Any changes made to a structure request, either during the assessment and recommendation process, or after the commander's decision, will require a resubmission of the package to the SMRB for a subsequent review and determination.

Civilian Structure Change Request Letter

From: XXXXX  
To: Structure Management Review Board  
Subj: STRUCTURE CHANGE JUSTIFICATION  
Ref: (a) MCBHO 5310.4B

Encl: (1) Table of Organization and Equipment Change Request (TOECR)  
Spreadsheet (Provided by S-1)  
(2) Organization Chart (Chart must include ranch/Section/Unit/Shop/  
Position Title/BIC/Grade/Series and reflect current structure.)

1. Purpose of Request. Identify the BIC and describe the nature of the requested change.
2. Background. Identify and describe the history and nature of current business practices. What changes in duties, policy, program or operations prompted this action.
3. Action Objectives. Describe your intent or desired end state.
4. Impacts
  - a. Cost Analysis. Describe the fiscal impact and identify the funding source for civilian positions. Contact S-8 for assistance with preparing the labor costs to show the cost differences between grades, to include Steps 1 through Step 5. For existing billets that are currently filled, show the specific step of the incumbent.
  - b. Describe if/how any civilian PDs, if applicable, relate to other MCBH civilian positions in similar series/grades.
  - c. Identify other military, civilian and/or contract personnel, APF and/or Non-Appropriated Funds, performing the same or similar function in the same organization, if any.
  - d. Explain the impact/risk to mission requirements if this request was not approved.
5. Benefits. Describe how the changes will improve efficiency and effectiveness in completion of mission objectives e.g., cost/structure savings, improved productivity Identify compensatory reduction offered to support the requested changes.
6. Alternatives Considered. Describe alternative staffing solutions that were considered before submitting the request for changes. Potential alternatives include: CPI/Reengineering, divestiture, direct conversion, out-sourcing, in-sourcing, contractors, FAPs, etc.
7. Requirement. All requests must include a statement that clearly defines the requirement. In addition, the requesting organization must submit documented analysis that supports the need, including workload data

associated with the position and the corresponding analysis. Organizations should use a productivity factor of 1,776 hours/year when converting labor hours to FTE.

Example:

The Facilities Maintenance Department (FMD) submits a request for an additional billet:

WG-4749-09, Maintenance Mechanic (Electrical)

Define the new requirement: As a result of the "Grow the Force" initiative, the number of structures aboard MCBH has increased by 15 buildings over the last 12 months.

Workload Data/Analysis: When the warranty period on the new buildings expired, FMD began receiving an additional 25 electrical work orders per month in the new buildings (see enclosed workload data). Currently, the average cycle time to complete electrical work orders is 6 hours per work order. This equates to an additional 300 work orders per year (25 work orders per month X 12 months). An additional 1,800 labor hours (300 work orders X Cycle time of 6 hours/work order) are required in order to complete this work.

Based on this additional workload, FMD requests the addition of 1 FTE (1,800 labor hours/1,776 labor hours) to complete this additional work.

8. Statement of concurrence by the principal/special staff Director and other comments/justification, as needed.

9. Point of contact is First and Last Name, email, (808) 257-XXXX.

SIGNATURE

Table of Organization & Equipment (T/O&E) Management

1. Per reference (a), the Commanding General, Marine Corps Combat Development Command (TFSD) maintains all Marine Corps T/O&Es. Requests to change a T/O&E must be processed through the Total Force Structure Management System (TFSMS). The Director, S-1 will ensure sufficient personnel are trained and authorized to submit Table TOECRs in TFSMS.
2. The Director, S-1 will maintain the following T/Os:
  - a. M00318 - MCBH.
  - b. M02211 - MCAS Kaneohe Bay.
3. All requests to change one of the above described T/O&Es will be forwarded to S-1 for action using the format in enclosure (2).
4. Modifications to existing T/O&Es that involve increases in military billet totals or changes to billet grades and Military Occupational Specialty (MOS) should be compensated from within the same organization (i.e., from the same T/O&E) by reducing or eliminating equivalent billets. To the greatest extent possible, the compensation for each grade should be of equal or higher grade and the manpower type must be the same (i.e., officer for officer; enlisted for enlisted; MOS for MOS, etc.). The following additional rules apply.
  - a. Officer compensation must be of the same category; i.e., unrestricted or restricted.
  - b. Reserve component structure cannot be used as compensation for active component structure, and vice versa.
  - c. Civilian structure cannot be used as compensation for military structure, and vice versa.
  - d. Navy billets cannot be used as compensation for Marine billets, and vice versa.
5. Manpower will review TOECRs to determine their effect on existing structure, and then take one of the following actions.
  - a. Refer the TOECR to the SMRB for action, if required.
  - b. If SMRB action is not required, prepare and submit a TOECR in TFSMS for action by TFSD.
  - c. Disapprove the TOECR and return it to the submitting agency along with an explanation for the disapproval.
6. The S-1, Manpower Operations Department will maintain a local T/O database to record pending T/O changes. Once a TOECR has been approved by TFSD, the S-1, Manpower Operations Department will annotate the database accordingly and notify the respective Directorate.

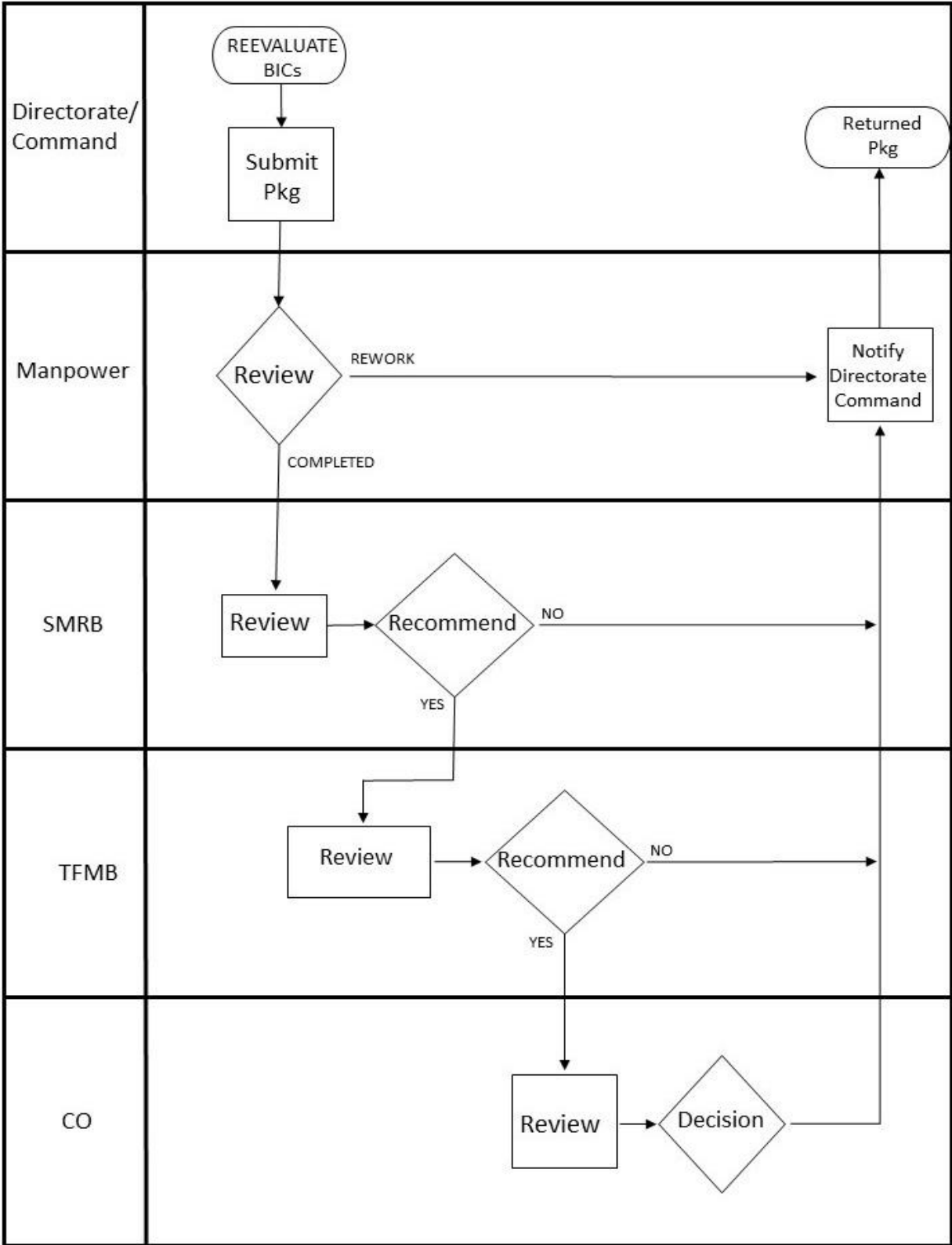
7. TOECRs that involve civilian structure must include a Civilian TOECR Worksheet. The S-1, Manpower Operations Department is responsible for preparing these worksheets. A TOECR worksheet is not required when a civilian billet is moved from one location to another (i.e., reorganization within a department).

8. Requests for uncompensated military structure will be submitted to the Uncompensated Review Board for Marine Requirements Oversight Council (MROC) consideration and CMC decision.

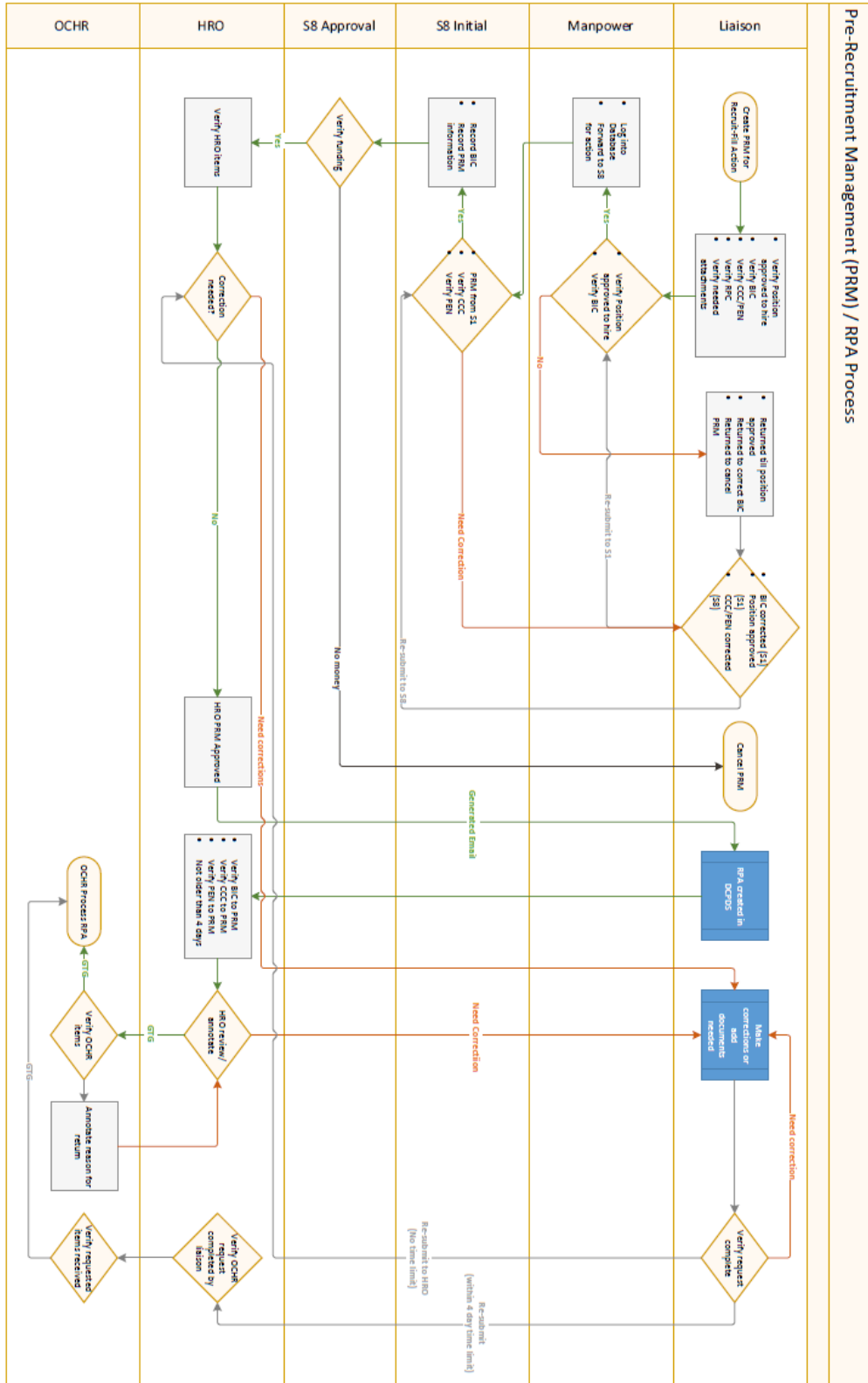
9. Requests for uncompensated civilian structure will be submitted to the Unfunded Review Board for MROC consideration and CMC decision. If approved by CMC, unfunded requirements will become effective in the next POM year or when funding becomes available.

10. Fully compensated new civilian structure and changes to civilian billet descriptions, series, and grades are effective when approved by TFSD and reflected on the T/O&E.

Civilian Structure & Vacancy Review Process



Pre-Recruitment Management/Request for Personnel Action Process



**Approved Civilian Positions**

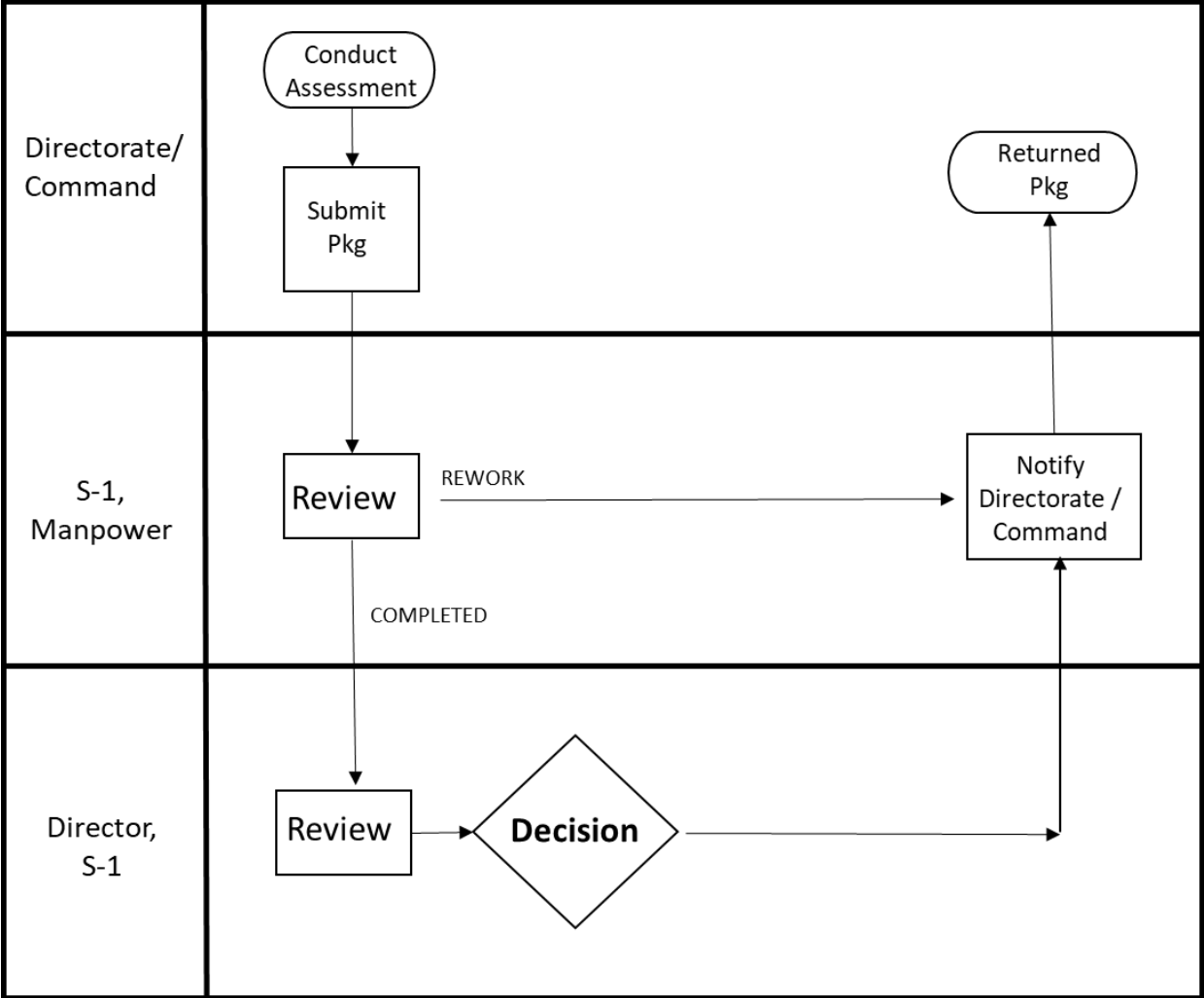
DIR	DEPT	BRANCH	FUND	BIC	Billet Desc	TYPE	GD	SER	TIER	LADDER	GD INTERVAL
CE	CIG		BSS1	M0031802254	DEPUTY COMMAND INSPECTOR GENERAL	APF	GS12	1801	1		
CE	RCO	CONTRAC	BSS1	M0031800713	CONTRACT SPECIALIST	APF	GS12	1102	2		
CE	RCO	CONTRAC	BSS1	M0031800716	PROCUREMENT ANALYST	APF	GS12	1102	2		
CE	RCO	CONTRAC	BSS1	M0031800687	CONTRACT SPECIALIST	APF	GS12	1102	3		
CE	RCO	CONTRAC	BSS1	M0031800704	CONTRACT SPECIALIST	APF	GS12	1102	3		
CE	RCO	CONTRAC	BSS1	M0031800712	CONTRACT SPECIALIST	APF	GS12	1102	3		
CE	RCO		BSS1	M0031800714	SUPERVISORY CONTRACT SPECIALIST	APF	GS13	1102	1		
CE	RCO		BSS1	M0031800718	AGENCY CREDIT CARD COORDINATOR	APF	GS 9	1101	1		
CE	SAFETY		BSS1	M0031801172	SAFETY AND OCCUPATIONAL HEALTH MANAGER	APF	GS13	0018	1		
CE	SAFETY		BSS1	M0031801178	EXPLOSIVES SAFETY OFFICER	APF	GS12	0017	1		
CE	SAFETY		BSS1	M0031801173	SUPV SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS12	0018	2		
CE	SAFETY		BSS1	M0031801175	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS12	0018	2		
CE	SAFETY		BSS1	M0031801176	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS12	0018	3		
CE	SAFETY		BSS1	M0031801177	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS11	0018	1		
CE	SAFETY		BSS1	M0031801179	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS11	0018	2		
CE	SAFETY		BSS1	M0031801174	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS11	0018	3		
CE	SAFETY		BSS1	M0031801180	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS11	0018	3		
CE	SAFETY		BSS1	M0031801186	SAFETY AND OCCUPATIONAL HEALTH SPECIALIST	APF	GS11	0018	3		
CE	SSEC		BSS1	M0031802000	CHIEF OF STAFF	APF	GS15	0340	1		
CE	SSEC		BSS1	M0031802001	STAFF SECRETARY (SSEC)	APF	GS12	0301	1		
CE	SSEC		BSS1	M0031800007	PROTOCOL OFFICER	APF	GS 11	0301	1		
HQBN	S1		BSS1	M0031801433	HUMAN RESOURCES ASSISTANT (MIL/OA)	APF	GS 6	0203	1		
HQBN	S1		BSS1	M0031801432	MAIL AND FILE CLERK	APF	GS 5	0305	3		
MCAS	AIR FD OPS		BSS1	M0221100266	SUPERVISORY AIRFIELD MANAGEMENT SPECIALIST	APF	GS12	2150	3		
MCAS	ATC MAINT		BSS1	M0221100064	SUPERVISORY ELECTRONICS TECHNICIAN	APF	GS12	0856	1		
MCAS	COMM		BSS1	M0221100092	ELECTRONIC TECHNICIAN	APF	GS11	0856	1	YES	9-10-11
MCAS	COMM		BSS1	M0221100093	ELECTRONICS TECHNICIAN	APF	GS11	0856	2	YES	9-10-11
MCAS	COMM		BSS1	M0221100094	ELECTRONIC TECHNICIAN	APF	GS11	0856	3	YES	9-10-11
MCAS	CRASH FIRE		BSS1	M0221100265	HEAVY MOBILE EQUIPMENT MECHANIC	APF	WG10	5803	2		
MCAS	NAVAIDS		BSS1	M0221100078	ELECTRONICS TECHNICIAN	APF	GS11	0856	3	YES	9-10-11
MCAS	RADAR		BSS1	M0221100072	ELECTRONICS TECHNICIAN	APF	GS11	0856	1	YES	9-10-11
MCAS	RADAR		BSS1	M0221100073	ELECTRONICS TECHNICIAN	APF	GS11	0856	2	YES	9-10-11
MCAS	RADAR		BSS1	M0221100074	ELECTRONICS TECHNICIAN	APF	GS11	0856	3	YES	9-10-11
MCAS	S3		BSS1	M0221100012	AIRFIELD MANAGER	APF	GS13	2150	1		
MCAS	SAFETY		BSS1	M0221100323	DIRECTOR OF SAFETY AND STANDARDIZATION	APF	GS12	0080	3		
MCAS	VA LINE SER		BSS1	M0221100263	AIRCRAFT ATTENDANT SUPERVISOR	APF	WS 8	8862	1		
MCAS	VA LINE SER		BSS1	M0221100103	AIRCRAFT ATTENDANT	APF	WG 8	8862	2		
MCAS	VA LINE SER		BSS1	M0221100104	AIRCRAFT ATTENDANT	APF	WG 8	8862	2		
MCAS	VA LINE SER		BSS1	M0221100105	AIRCRAFT ATTENDANT	APF	WG 8	8862	3		
MCAS	VA LINE SER		BSS1	M0221100095	AIRCRAFT ATTENDANT	APF	WG 7	8862	3		
MCAS	VA LINE SER		BSS1	M0221100264	AIRCRAFT ATTENDANT	APF	WG 7	8862	3		
S1	ADJ	POST	BSS1	M0031800080	MAIL CLERK	APF	GS 4	0305	3		
S1	ADJ		BSS1	M0031800063	ADMINISTRATIVE OFFICER	APF	GS12	0341	1		
S1	ADJ		BSS1	M0031800067	ADMINISTRATIVE SUPPORT ASSISTANT (MIL/OA)	APF	GS 7	0303	2		
S1	ADJ		BSS1	M0031800068	ADMINISTRATIVE SUPPORT ASSISTANT (OA)	APF	GS 5	0303	3		
S1	HQ		BSS1	M0031800021	SUPERVISORY MANPOWER DIRECTOR	APF	GS14	0301	1		
S1	HQ		BSS1	M0031801481	SUPERVISORY PROGRAM MANAGER	APF	GS13	0301	1		
S1	HRO	HQ	BSS1	M0031801662	DIRECTOR HRO	APF	GS13	0201	1		
S1	HRO	LABOR EM	BSS1	M0031801664	HUMAN RESOURCES SPECIALIST (LER)	APF	GS12	0201	2		
S1	HRO	LABOR EM	BSS1	M0031801665	HUMAN RESOURCES SPECIALIST (LER)	APF	GS12	0201	3		
S1	HRO	PERFORM	BSS1	M0031803139	HUMAN RESOURCES SPECIALIST	APF	GS11	0201	3		
S1	HRO	RECRUIT	BSS1	M0031801663	LEAD HR SPECIALIST (RECRUITMENT/CLASSIFICATION)	APF	GS12	0201	1		
S1	HRO	RECRUIT	BSS1	M0031801667	HUMAN RESOURCES SPEC (RECRUITMENT/CLASSIFICAT	APF	GS11	0201	1		
S1	HRO	RECRUIT	BSS1	M0031801666	HUMAN RESOURCES ASSISTANT (OA)	APF	GS 7	0203	3		
S1	HRO	RECRUIT	BSS1	M0031801668	HUMAN RESOURCE ASSISTANT (OA)	APF	GS 7	0203	3		
S1	HRO	WF DEV T	BSS1	M0031800277	HR SPECIALIST (HR DEVELOPMENT)	APF	GS11	0201	3		
S1	IPAC	CMD SUPI	BSS1	M0031802003	HUMAN RESOURCE SPECIALIST (MILITARY)	APF	GS 9	0201	2		
S1	IPAC	CMD SUPI	BSS1	M0031800040	HUMAN RESOURCE SPECIALIST (MILITARY)	APF	GS 9	0201	3		
S1	IPAC	CMD SUPI	BSS1	M0031801483	HUMAN RESOURCES ASSISTANT (MIL/OA)	APF	GS 7	0203	3		
S1	IPAC	CMD SUPI	BSS1	M0031801909	HUMAN RESOURCES ASSISTANT (MIL/OA)	APF	GS 7	0203	3		
S1	IPAC	INBD	BSS1	M0031800053	HUMAN RESOURCE SPECIALIST (MILITARY)	APF	GS 9	0201	2		
S1	IPAC	INBD	BSS1	M0031801484	HUMAN RESOURCES ASSISTANT (MIL/OA)	APF	GS 7	0203	3		
S1	IPAC	OPS	BSS1	M0031800038	FINANCIAL TECHNICIAN	APF	GS 7	0503	1		
S1	IPAC	OPS	BSS1	M0031800039	TEMPORARY LODGING ALLOWANCE (TLA) CLERK	APF	GS 5	0303	2		
S1	IPAC	OUTBD	BSS1	M0031800055	HUMAN RESOURCES ASSISTANT (MIL/OA)	APF	GS 7	0203	2		
S1	MANPOWER		BSS1	M0031800023	SUPERVISORY MANAGEMENT ANALYST (MANPOWER)	APF	GS12	0343	1		
S1	MANPOWER		BSS1	M0031801095	TOTAL FORCE STRUCTURE SPECIALIST (MANPOWER)	APF	GS11	0301	2	YES	9-11
S1	MANPOWER		BSS1	M0031800024	TOTAL FORCE STRUCTURE SPECIALIST (MANPOWER)	APF	GS11	0301	3	YES	9-11
S1	SEC MGT		BSS1	M0031800019	SUPERVISORY SECURITY SPECIALIST	APF	GS12	0080	1		



S1	SEC MGT	BSS1	M0031800035	SECURITY ASSISTANT	APF	GS 7	0086	2		
S3	CURRENT OPS	BSS1	M0031801092	MANAGEMENT ANALYST	APF	GS11	0343	1		
S3	HQ	BSS1	M0031800272	SUPERVISORY OPERATION&TRAINING MANAGEMENT SF	APF	GS14	0301	1		
S3	HQ	BSS1	M0031800300	ADMINISTRATIVE SUPPORT ASSISTANT (OA)	APF	GS 7	0303	2		
S3	RANGE M CMBT SIM	BSS1	M0031800017	SUPPORT SPECIALIST	APF	GS 7	0301	3		
S3	RANGE M HQ	BSS1	M0031801487	SUPERVISORY RANGE & TRAINING AREA MANAGER	APF	GS13	0301	1		
S3	RANGE M HQ	BSS1	M0031802195	RANGE SAFETY	APF	GS12	0301	2		
S3	RANGE M PUULO A F	BSS1	M0031801674	MAINTENANCE WORKER	APF	WG 7	4749	3		
S3	RANGE M RANGE C	BSS1	M0031801672	EQUIP SPEC (CMBT TRNG DEVICES & AVIATION TRNG SY	APF	GS12	1670	1		
S3	RANGE M RANGE C	BSS1	M0031800299	TRAINING FACILITY SPECIALIST	APF	GS11	0301	2		
S3	RANGE M RANGE C	BSS1	M0031802999	TRAINING FACILITY SPECIALIST	APF	GS11	0301	3		
S3	RANGE M RANGE C	BSS1	M0031803000	TRAINING FACILITY SPECIALIST	APF	GS11	0301	3		
S3	RANGE M RANGE C	BSS1	M0031803138	TRAINING FACILITY SPECIALIST	APF	GS11	0301	3		
S4	FAC ENV COM	BSS1	M0031802795	MATERIAL HANDLER (MVO) SUPERVISOR I	APF	WS 5	6907	2		
S4	FAC ENV COM	BSS1	M0031800910	SUPERVISORY ENVIRONMENTAL PROTECTION SPECIALI	APF	GS13	0028	1		
S4	FAC ENV COM	BSS1	M0031800921	NATURAL RESOURCE MANAGEMENT SPECIALIST	APF	GS12	0401	1		
S4	FAC ENV COM	BSS1	M0031800923	ARCHAEOLOGIST	APF	GS12	0193	2		
S4	FAC ENV COM	BSS1	M0031800929	LEAD ENVIRONMENTAL ENGINEER	APF	GS12	0819	2		
S4	FAC ENV COM	BSS1	M0031800934	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS12	0028	2		
S4	FAC ENV COM	BSS1	M0031801480	ARCHITECT	APF	GS12	0808	3		
S4	FAC ENV COM	BSS1	M0031800936	ENVIRONMENTAL ENGINEER	APF	GS11	0819	2		
S4	FAC ENV COM	BSS1	M0031800911	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS11	0028	3		
S4	FAC ENV COM	BSS1	M0031800912	GEOGRAPHER	APF	GS11	0150	3		
S4	FAC ENV COM	BSS1	M0031800922	NATURAL RESOURCE MANAGEMENT SPECIALIST	APF	GS11	0401	3		
S4	FAC ENV COM	BSS1	M0031800935	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS11	0028	3		
S4	FAC ENV COM	BSS1	M0031801868	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS11	0028	3		
S4	FAC ENV COM	BSS1	M0031801877	ENVIRONMENTAL ENGINEER	APF	GS11	0819	3		
S4	FAC ENV COM	BSS1	M0031803147	ARCHAEOLOGIST	APF	GS11	0193	3		
S4	FAC ENV COM	BSS1	M0031800697	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS 9	0028	3		
S4	FAC ENV COM	BSS1	M0031800914	BUDGET ANALYST	APF	GS 9	0503	3		
S4	FAC ENV COM	BSS1	M0031800924	BIOLOGICAL SCIENCE TECHNICIAN	APF	GS 9	0404	3		
S4	FAC ENV COM	BSS1	M0031800926	SUPR ENVIRONMENTAL ENGINEER REGULATOR COMPLI	APF	GS 13	0819	1		
S4	FAC ENV COM	BSS1	M0031800913	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS 12	0028	1		
S4	FAC ENV COM	BSS1	M0031800927	ENVIRONMENTAL PROTECTION SPECIALIST	APF	GS 12	0028	2		
S4	FAC FAC MAIN	BSS1	M0031800644	HEAVY MOBILE EQUIPMENT MECHANIC	APF	WS10	5803	1		
S4	FAC FAC MAIN	BSS1	M0031801836	WATER TREATMENT PLANT OPERATOR	APF	WL 9	5408	1		
S4	FAC FAC MAIN	BSS1	M0031801732	PEST CONTROLLER WORKER	APF	WL 9	5026	2		
S4	FAC FAC MAIN	BSS1	M0031801837	ENGINEERING EQUIPMENT OPERATOR	APF	WG10	5716	1		
S4	FAC FAC MAIN	BSS1	M0031801817	HEAVY MOBILE EQUIPMENT MECHANIC	APF	WG10	5803	3		
S4	FAC FAC MAIN	BSS1	M0031801765	WASTEWATER TREATMENT PLANT OPERATOR	APF	WG 9	5408	1		
S4	FAC FAC MAIN	BSS1	M0031801766	WASTEWATER TREATMENT PLANT OPERATOR	APF	WG 9	5408	2		
S4	FAC FAC MAIN	BSS1	M0031801767	WASTEWATER TREATMENT PLANT OPERATOR	APF	WG 9	5408	2		
S4	FAC FAC MAIN	BSS1	M0031801733	PEST CONTROLLER	APF	WG 9	5026	3		
S4	FAC FAC MAIN	BSS1	M0031801833	ENGINEERING EQUIPMENT OPERATOR	APF	WG 8	5716	2		
S4	FAC FAC MAIN	BSS1	M0031801819	HEAVY MOBILE EQUIPMENT MECHANIC	APF	WG 8	5803	3		
S4	FAC FAC MAIN	BSS1	M0031801822	MATERIAL EXPEDITER	APF	WG 8	6910	3		
S4	FAC FAC MAIN	BSS1	M0031801827	ENGINEERING EQUIPMENT OPERATOR	APF	WG 8	5716	3		
S4	FAC FAC MAIN	BSS1	M0031800577	SUPVS GENERAL ENGINEER (FACILITIES MAINTENANCE)	APF	GS13	0801	1	No	
S4	FAC FISCAL	BSS1	M0031800398	SUPERVISORY FINANCIAL MANAGEMENT ANALYST	APF	GS11	0501	1		
S4	FAC FISCAL	BSS1	M0031800399	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	2		
S4	FAC FISCAL	BSS1	M0031800401	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	2		
S4	FAC FISCAL	BSS1	M0031800400	FINANCIAL TECHNICIAN	APF	GS 7	0503	3		
S4	FAC FISCAL	BSS1	M0031801692	FINANCIAL TECHNICIAN	APF	GS 7	0503	3		
S4	FAC HQ	BSS1	M0031800389	SUPERVISORY GENERAL ENGINEER	APF	GS14	0801	1		
S4	FAC HQ	BSS1	M0031800639	LOGISTICS MANAGEMENT SPECIALIST	APF	GS12	0346	1		
S4	FAC HQ	BSS1	M0031802010	OFFICE AUTOMATION (OA) ASSISTANT	APF	GS 5	0326	2		
S4	FAC PUBLIC W	BSS1	M0031800603	SUPERVISOR GENERAL ENGINEER	APF	GS13	0801	1		
S4	FAC PUBLIC W	BSS1	M0031800619	SUPERVISOR GENERAL ENGR (UTILITIES/ENERGY SYSTE	APF	GS13	0801	1		
S4	FAC PUBLIC W	BSS1	M0031800629	SUPERVISORY CIVIL ENGINEER	APF	GS13	0810	1		
S4	FAC PUBLIC W	BSS1	M0031800631	ENGINEER (GENERAL) SUPERVISOR	APF	GS13	0801	1		
S4	FAC PUBLIC W	BSS1	M0031800637	SUPERVISORY GENERAL ENGINEER	APF	GS13	0801	1		
S4	FAC PUBLIC W	BSS1	M0031803180	GENERAL ENGINEER	APF	GS13	0801	2		
S4	FAC PUBLIC W	BSS1	M0031803144	SUPERVISORY CARTOGRAPHER (GEOSPATIAL INFO SER	APF	GS12	1370	2		
S4	FAC PUBLIC W	BSS1	M0031800632	GENERAL ENGINEER	APF	GS12	0801	3		
S4	FAC PUBLIC W	BSS1	M0031800634	ARCHITECT	APF	GS12	0808	3		
S4	FAC PUBLIC W	BSS1	M0031801850	ELECTRICAL ENGINEER	APF	GS12	0850	3		
S4	FAC PUBLIC W	BSS1	M0031802253	ELECTRICAL ENGINEER	APF	GS12	0850	3		
S4	FAC PUBLIC W	BSS1	M0031802881	REALTY SPECIALIST	APF	GS12	1170	3		
S4	FAC PUBLIC W	BSS1	M0031803145	ENGINEERING TECHNICIAN	APF	GS11	0802	2		
S4	FAC PUBLIC W	BSS1	M0031803146	ENGINEERING TECHNICIAN	APF	GS11	0802	3		
S4	HOUSING UPH	BSS1	M0031801854	HOUSING MANAGER	APF	GS12	1173	1		
S4	HOUSING UPH	BSS1	M0031801859	SUPERVISORY HOUSING SPECIALIST	APF	GS11	1173	1		
S4	HOUSING UPH	BSS1	M0031801788	HOUSING MANAGEMENT ASSISTANT (INSPECTION)	APF	GS 5	1173	2		
S4	HOUSING UPH	BSS1	M0031802011	HOUSING MANAGEMENT ASSISTANT (INSPECTION)	APF	GS 5	1173	2		
S4	HOUSING UPH	BSS1	M0031801861	HOUSING MANAGEMENT ASSISTANT (INSPECTION)	APF	GS 5	1173	3		
S4	HQ	BSS1	M0031800384	ASSISTANT CHIEF OF STAFF G-4 LOGISTICS	APF	GS15	0340	1		
S4	HQ	BSS1	M0031800385	DEPUTY AC/S G4	APF	GS14	0301	1		
S4	HQ	BSS1	M0031800013	INSTALLATION BUSINESS MANAGER	APF	GS13	0301	2		

S4	HQ		BSS1	M0031800386	INSTALLATION COORDINATOR	APF	GS 9	0301	2		
S4	SUPPLY	DMO	BSS1	M0031801865	WAREHOUSE AND STOCK HANDLER (LEADER)	APF	WL 7	6901	1		
S4	SUPPLY	DMO	BSS1	M0031800901	TRANSPORTATION ASSISTANT (OA)	APF	GS 7	2102	3		
S4	SUPPLY	DMO	BSS1	M0031800907	TRANSPORTATION ASSISTANT (OA)	APF	GS 7	2102	3		
S4	SUPPLY	DMO	BSS1	M0031800677	TRANSPORTATION ASSISTANT(PERSONAL PROPERTY/P	APF	GS 6	2102	3		
S4	SUPPLY	DMO	BSS1	M0031800896	TRANSPORTATION ASSISTANT(PERSONAL PROPERTY/P	APF	GS 6	2102	3		
S4	SUPPLY	FUELS	BSS1	M0031800720	FUEL DISTRIBUTION SYSTEM WORKER SUPERVISOR II	APF	WS11	5413	1		
S4	SUPPLY	FUELS	BSS1	M0031800753	FUEL DISTRIBUTION SYSTEM OPERATOR (LEADER)	APF	WG11	5413	2		
S4	SUPPLY	FUELS	BSS1	M0031800754	FUEL DISTRIBUTION SYSTEM INSPECTOR	APF	WG10	5413	3		
S4	SUPPLY	FUELS	BSS1	M0031800755	FUEL DIST SYS WORKER	APF	WG 9	5413	2		
S4	SUPPLY	FUELS	BSS1	M0031800756	FUEL DIST SYS WORKER	APF	WG 9	5413	3		
S4	SUPPLY	FUELS	BSS1	M0031800757	FUEL DIST SYS WORKER	APF	WG 9	5413	3		
S4	SUPPLY	FUELS	BSS1	M0031800721	FINANCIAL TECHNICIAN	APF	GS 5	0503	3		
S4	SUPPLY	HQ	BSS1	M0031800684	DEPUTY SUPPLY OFFICER	APF	GS13	0346	1		
S4	SUPPLY	ORD	BSS1	M0031800761	AMMUNITION SUPPLY SPECIALIST	APF	GS11	2001	1		
S4	SUPPLY	PROPERT	BSS1	M0031800681	SUPPLY ADMINISTRATION AND OPERATIONS CLERK	APF	GS 5	2005	3		
S4	SUPPLY	STAFF SE	BSS1	M0031800686	SUPERVISOR SUPPLY SYS ANALYST	APF	GS11	2003	2	YES	9/11
S4	SUPPLY	STAFF SE	BSS1	M0031800689	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	2		
S4	SUPPLY	STAFF SE	BSS1	M0031800702	SUPPLY ADMINISTRATION AND OPERATIONS CLERK	APF	GS 7	2005	3		
S5	GEA		BSS1	M0031801081	PUBLIC AFFAIRS SPECIALIST	APF	GS11	1035	1		
S5	HQ		BSS1	M0031802883	DIRECTOR S-5 DIRECTORATE	APF	GS14	0301	1		
S5	HQ		BSS1	M0031802182	LIAISON OFFICER	APF	GS13	0301	3		
S5	STRAT PLANS		BSS1	M0031800014	DPRI OPERATIONS PLANNER	APF	GS12	0301	2		
S5	STRAT PLANS		BSS1	M0031800015	OPERATIONS SPECIALIST	APF	GS12	0301	3		
S6	BCO	HQ	BSS1	M0031802176	SUPV IT SPEC (CUSTOMER SERVICE)	APF	GS13	2210	2		
S6	BCO	HQ	BSS1	M0031801010	SUPERVISORY IT SPECIALIST (NETWORK CUST SPT)	APF	GS12	2210	3		
S6	BCO	INSIDE PL	BSS1	M0031801024	TELECOMMUNICATIONS SPECIALIST	APF	GS11	2210	3		
S6	BCO	LMR	BSS1	M0031801001	TELECOMMUNICATIONS SPECIALIST	APF	GS 9	2210	3		
S6	BCO	OUTSIDE	BSS1	M0031801881	TELECOMMUNICATIONS SPECIALIST	APF	GS11	2210	1		
S6	BCO	OUTSIDE	BSS1	M0031800986	IT SPECIALIST (NETWORK)	APF	GS11	2210	3		
S6	BCO	PROJECT	BSS1	M0031803140	IT PROJECT MANAGER	APF	GS12	2210	1		
S6	HQ		BSS1	M0031800979	DEPUTY DIRECTOR S-6	APF	GS13	0301	2		
S6	OPS	DATA CTF	BSS1	M0031802747	INFORMATION TECHNOLOGY SPECIALIST	APF	GS11	2210	1		
S6	OPS		BSS1	M0031802742	SUPV IT SPEC (POLICY AND PLANNING)	APF	GS13	2210	2		
S6	OPS		BSS1	M0031802743	INFORMATION TECHNOLOGY SPECIALIST (SYSTEMS ANA	APF	GS12	2210	1		
S6	OPS		BSS1	M0031802173	IT SPECIALIST (INFORMATION SECURITY)	APF	GS12	2210	2		
S6	OPS		BSS1	M0031803141	IT PROJECT MANAGER	APF	GS12	2210	3		
S6	OPS		BSS1	M0031800981	FINANCIAL TECHNICIAN	APF	GS 7	0503	3		
S7	EOC		BSS1	M0031801486	SUPERVISORY EMERGENCY MANAGEMENT SPECIALIST	APF	GS13	0089	1	NO	
S7	EOC		BSS1	M0031803179	EMERGENCY MANAGEMENT SPECIALIST	APF	GS12	0089	1	YES	
S7	EOC		BSS1	M0031802180	ANTITERRORISM SPECIALIST	APF	GS11	0301	2	YES	
S7	EOC		BSS1	M0031802181	SECURITY SPECIALIST (CBRNE)	APF	GS11	0080	2	YES	
S7	EOC		BSS1	M0031803182	EMERGENCY MANAGEMENT SPECIALIST	APF	GS11	0089	3	NO	
S7	EOC		BSS1	M0031800278	EMERGENCY OPERATIONS COORDINATOR	APF	GS 9	0301	1	YES	7-9
S7	HQ		BSS1	M0031800175	ADMINISTRATIVE SUPPORT ASSISTANT	APF	GS 9	0303	2	NO	
S7	HQ		BSS1	M0031802004	SECURITY SAFETY AND EMERGENCY SERV DIRECTOR	APF	GS 14	0301	1	NO	
S7	PMO	CRIM INVE	BSS1	M0031801391	CIVILIAN INVESTIGATOR	APF	GS 9	1801	3	NO	
S7	PMO	SER	BSS1	M0031801386	ADMINISTRATIVE SUPPORT SERVICES ASSISTANT	APF	GS 5	0303	3	YES	5/6
S7	PMO		BSS1	M0031802788	FAMILY ADVOCATE / INVESTIGATOR	APF	GS 9	0326	3	NO	
S7	WFO		BSS1	M0031803142	SMALL ENGINE MECHANIC	APF	WG10	8610	2		
S8	ACCOUNTING		BSS1	M0031801479	ACCOUNTING OFFICER	APF	GS12	0510	1		
S8	ACCOUNTING		BSS1	M0031802031	LEAD ACCOUNTANT	APF	GS11	0510	2		
S8	ACCOUNTING		BSS1	M0031801106	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	3		
S8	ACCOUNTING		BSS1	M0031801108	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	3		
S8	ACCOUNTING		BSS1	M0031801110	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	3		
S8	BUDGET		BSS1	M0031801117	SUPERVISOR FINANCIAL MANAGEMENT ANALYST	APF	GS12	0501	1		
S8	BUDGET		BSS1	M0031802030	FINANCIAL MANAGEMENT ANALYST	APF	GS11	0501	2		
S8	BUDGET		BSS1	M0031801113	FINANCIAL MANAGEMENT ANALYST	APF	GS 9	0501	3		
S8	DTS		BSS1	M0031800025	BASE TRAVEL PROGRAM SPECIALIST	APF	GS11	0301	2		
S8	FINANCE	HQ	BSS1	M0031801089	FINANCIAL TECHNICIAN	APF	GS 9	0503	3		
S8	HQ		BSS1	M0031801088	FINANCIAL MANAGER	APF	GS14	0505	1		
S8	HQ		BSS1	M0031801097	FINANCIAL MANAGER	APF	GS13	0505	2		
S8	PAYROLL		BSS1	M0031801112	SUPERVISORY FINANCIAL TECHNICIAN	APF	GS11	0503	1		
S8	PAYROLL		BSS1	M0031801105	FINANCIAL TECHNICIAN	APF	GS 9	0503	3		
S8	PAYROLL		BSS1	M0031801114	FINANCIAL TECHNICIAN	APF	GS 7	0503	3		
S8	RE&A	RE&A	BSS1	M0031801094	STAFF ACCOUNTANT	APF	GS11	0510	2		
S8	RE&A	RE&A	BSS1	M0031801093	FINANCIAL MANAGEMENT ANALYST	APF	GS11	0501	3		
S8	RE&A		BSS1	M0031801091	SUPERVISORY FINANCIAL MANAGEMENT ANALYST	APF	GS12	0501	1		

Contractor Support Request Flowchart



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Contractor Support Request Letter

From: Unit/Directorate  
To: Director, S-1 (Manpower)  
Subj: CONTRACTOR SUPPORT JUSTIFICATION  
Ref: (a) MCBHO 5310.4C

Encl: (1) Current and Proposed Section Organizational Chart

1. Justification for Request. [Describe the history and nature of the work to be performed with contract support.]

2. Work Location. [Identify the actual location where work is to be performed.]

3. New Requirement? [Yes or No.]

4. Position Currently Filled By Contractor? [Yes or No.]

5. Contract Number. [Insert current information.]

6. Period of Performance. [Include initial requirement date and potential option years.]

7. Position Currently Filled by Military or Government Employee? [Yes or No] [Include information on vacant military or civilian BIC.]

8. Funding Source. [Insert information.]

9. Cost. [Estimated costs.]

10. Billet Title(s) and Duties. [Insert billet title.] This contractor would provide the following services:

- a.
- b.
- c.
- d.
- e.

11. Mission Impact. [High, Medium, or Low]. [Provide Narrative.]

12. Required education/skills/certifications.

- a.
- b.

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13. Mitigation. [What is the plan if contract is not approved?]Adverse Impact. [What is the impact to the base's mission is contract is not approved?]
14. Enduring Requirement. [Justification if enduring requirement.]
15. Enduring Requirement Mitigation Plan. [What is the plan if option years are not approved?]
16. Priority of Billet. [List priority if there are multiple contracts within same directorate/unit.]
17. The point of contact for this matter is: [Name, email, phone number.]

Signature Block