



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350 -1000

SECNAVINST 12510.9
ASN(M&RA)/OCPM 11
26 August 1986

SECNAV INSTRUCTION 12510.9

From: Secretary of the Navy

Subj: DELEGATION OF POSITION CLASSIFICATION AUTHORITY AND
POSITION MANAGEMENT RESPONSIBILITIES CONSISTENT WITH
PAYROLL MANAGEMENT

Ref: (a) DOD Directive 1400.26 of 28 Jul 79 (NOTAL)
(b) Title 5, U. S. Code

1. Purpose. To redefine Department of the Navy (DON) policy and requirements on position management and to provide delegation of position classification authority to permit line managers to manage civilian resources consistent with associated budgetary funding levels.
2. Cancellation. SECNAVINST 5310.11D, SECNAVINST 12510.8, and CMMI 312 of 28 May 1969.
3. Applicability. Applies to all Department of the Navy (DON) civilian positions under the General Schedule and Federal Wage System for which the DON holds position classification authority. Activities, commands, and headquarters organizations may extend the coverage of this instruction to positions under other pay plans to the extent such application does not contravene requirements from outside DON. The authority for classification of positions covered under this instruction does not apply to the Senior Executive Service, to General Schedule positions above the grade of GS-15, Wage Marine positions, or to nonappropriated fund positions.
4. Discussion. Reference (a) established DOD policy on position management. This instruction initiates improvements within that policy, in the management of personnel resources by placing greater authority, incentive, and flexibility for the position classification and position management programs at appropriate management levels. It conveys the framework and delegations required to provide military and civilian line managers with the authority for establishing and classifying civilian positions, subject to the civilian payroll resources available to their organizations. The concurrent allocation of authorized payroll funding levels to line managers is consistent with the current emphasis within the Department of the Navy on managing civilian employment as an

26 AUG 1986

element of cost which has been established in balance with funded programs at each stage of the Planning, Programming, and Budgeting System (PPBS).

5. Policy and Delegation

a. It is the policy of the Secretary that all positions and organizations be structured to achieve efficiency and economy in support of the mission of the organization. The delegation of position classification authority and authorized payroll funding levels to line managers provides greater responsibility and accountability for managing civilian employment as an element of cost. Inherent in this policy is the firm commitment to ensure that civilian positions are properly classified following the provisions of reference (b).

b. 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 DON, is hereby delegated 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.

c. In exercising that delegated authority, military and civilian heads of activities are authorized and encouraged to redelegate this authority and associated civilian payroll funds to subordinate managers and supervisors at the lowest practicable level of supervision. Redlegation will be done under chain of command guidelines. Position classification authority may not be redelegated to line managers without commensurate sub-allocation of civilian payroll spending authority, and may not be exercised until appropriate training is completed.

d. Delegation of classification authority will usually be to at least one organizational level below the activity head/assistant activity head. When it is not practicable to redelegate to line managers and supervisors, classification authority may be redelegated to the Civilian Personnel Office servicing the activity.

e. The amount of funding available for civilian compensation is determined in the PPBS system. Civilian compensation is an identifiable category of costs displayed in the Department of the Navy Budget. In this context, civilian compensation minimally includes salaries, overtime, leave, and awards (Object Class 11 in the DON Budget). Based on the approved budget, civilian compensation figures by major claimant

at the appropriation or fund level (both direct funded and reimbursably funded) will form the baseline and provide maximum levels for distributing authorized payroll amounts to the lowest practicable level. Such allocation should be generally consistent with the program priorities reflected in the President's Budget. With managing to payroll, there will be no separate execution controls on work years, end strength, or on the number of high-grade positions. If end strength controls are applied to DON by higher authority, they will be allocated no lower than the major claimant level; lower allocations will be by payroll allocation, not by end strength.

f. Following the key elements of an effective position management program required in reference (a), it is DON policy that:

(1) Position management programs be designed to ensure efficient distribution of staff resources, and to aid in identifying, preventing, and eliminating unnecessary organizational fragmentation; excessive layering and use of deputies and assistants; improper design of jobs; outmoded work methods; and inappropriate span of control. DON organizations will observe the following fundamental principles: minimize the number of deputies and assistants, with emphasis on line responsibility, and minimize the number of organizational levels, with emphasis on delegation and decentralization of authority to the lowest appropriate working levels.

(2) The responsibility and accountability for the organization of work and position management are explicitly assigned to line managers and supervisors at all appropriate levels of the DON for positions under their control. With the responsibility for this program focused on line management, there is no need for special staff resources beyond those required by reference (a).

g. The delegations addressed in this instruction do not absolve those exercising the authorities from adhering to all statutory and regulatory requirements associated with budget execution, position classification, and position management. Position classification actions must be consistent with the criteria contained in position classification standards and job grading standards issued by OPM and the Office of Civilian Personnel Management and sound position management practices.

h. Military and civilian supervisors will be assessed on their effectiveness in exercising these authorities

26 AUG 1986

in their annual fitness reports and performance reviews. This appraisal may be included in other supervisory/managerial objectives, if not identified separately.

i. The effectiveness of the position classification and position management programs will be included in management evaluations and inspections.

6. Action

a. The Assistant Secretary of the Navy (Manpower and Reserve Affairs) is responsible for:

(1) Monitoring and analyzing formal evaluations and inspections on program effectiveness.

(2) Providing data and evaluation results to top management, as required by reference (a), and providing assessments of program effectiveness.

(3) Assuming jurisdiction and taking classification action on any DON position when required by program considerations, and revoking or requiring the revocation of the position classification authority of any DON organization when there is evidence that the classification program of the organization is deficient, or to prevent undesirable classification practices.

(4) Adjudicating agency-level position classification appeals.

b. The Comptroller of the Navy (NAVCOMPT) is responsible for:

(1) Providing major claimants with authorized levels of funding for civilian compensation by appropriation/fund. These authorizations will be based on the levels of civilian compensation which have been established in the approved budget to accomplish approved funded programs. These payroll authorizations will constitute the baseline for sub-allocation of payroll monies by major claimants and their activities to the lowest practicable level.

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

c. Regarding the position management and classification programs, the Chief of Naval Operations (CNO), the Commandant of

the Marine Corps, the Chief of Naval Research, the Assistant for Administration, Office of the Under Secretary of the Navy, and CNO Echelon 2 Commands are responsible for:

(1) Ensuring that their organization and subordinate organizations comply with the provisions and requirements of reference (a) and this instruction.

(2) Providing subordinate organizations with appropriate guidelines and training to ensure effective program attainment.

(3) Continuously monitoring the quality and integrity of these programs throughout all echelons of the command by establishing procedures for periodic assessments, as required by reference (a).

(4) Revoking the position classification authority of any subordinate organization when there is evidence that the classification program of the organization is deficient, or to prevent unacceptable classification practices.

(5) Ensuring compliance with classification actions directed by higher authority.

(6) Ensuring existing command instructions are in conformance with reference (a) and this instruction.

(7) Ensuring sufficient resources are available to these programs to ensure appropriate support and effectiveness.

d. Major claimants are responsible for:

(1) Allocating to their activities authorized levels of funding for civilian compensation by appropriation. These authorizations will be consistent with the controls provided by the NAVCCMPT and will support the accomplishment of approved funded programs.

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

e. The military or civilian head of the activity is responsible for:

(1) Allocating within the activity, authorized levels of funding for civilian compensation by appropriation. These authorizations will be consistent with the controls provided by

the major claimant and will support the accomplishment of approved funded program.

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

(3) Developing and implementing a plan to delegate these authorities. The plan must minimally contain the following key provisions.

(a) Identification of organizational levels to which these authorities will be delegated.

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

(c) A process for training current and new managers and supervisors, both military and civilian, delegated these authorities.

(d) A process to administer and monitor these programs on behalf of the commanding officer.

(e) A process for resolving disagreements over the correctness of classifications and the structure of positions.

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

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

f. The Civilian Personnel Office is responsible for:

(1) Exercising classification authority for those positions for which authority has been delegated by the CO to the personnel office.

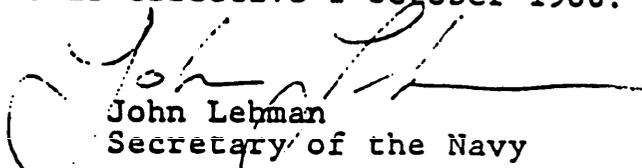
(2) Providing technical documents and advice on classification, compensation, and position management to managers and supervisors, as requested.

(3) Training managers and supervisors in position classification and position management; and

26 AUG 1986

(4) Administering and monitoring the classification and position management programs, as may be directed by the CO.

7. Effective Date. This directive is effective 1 October 1986.


John Lehman
Secretary of the Navy

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SECNAVINST 12510.9
26 AUG 1986

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