

82 Force Support Squadron

Manpower and Organization Handbook



Updated April 2018

I. Manpower & Organization Roles & Responsibilities

A. OVERVIEW

With over fifty years in the Manpower management business, the Air Force is the recognized expert in the Federal sector. The Air Force Manpower community literally wrote the book on Manpower management practices. Congress, the General Accounting Office, and the DoD Inspector General have all recognized Air Force's Manpower management practices as the model to follow. No other organization has the top-to-bottom linkage between organization structures, manpower requirements, and the apportionment of available resources. No other career field brings the technical skills and cross-functional perspective to the forefront. Our knowledge of process analyses, requirements validation, resource distribution, and organization structures provide a superb foundation for assisting units in managing their resources. The CSAF's merger of the Manpower and Organization Offices in 1997 enabled us to combine the skills and tools of each office to better serve you; our customers.

We now see Manpower & Organization as the commander's "honest resource broker" with an in-depth knowledge of the fiscal dynamics. We see the emphasis on effective performance and efficient use of resources applying to entire unit missions--from the daily organizing, training, and equipping to contingency planning and execution. To help the commander work his/her quality agenda, we see our community continuing its roles in productivity, while taking the lead as the catalyst/facilitator on functional process improvement and quality issues. While the functional communities will own the processes, we need to help them analyze and enhance the way they do business.

In today's environment, six factors will influence future resource decision-making. First and foremost is that fiscal guidance throughout the Defense Department will continue to be constrained. Second, with declining resources, there will be a decreased emphasis on specialization. Third, in order to preserve force structure, the Air Force will need to reduce its infrastructure, not forces, if additional fiscal constraints are imposed. Fourth, the expanded use of information technology will provide unlimited opportunities to enhance resource decision-making. Fifth, with declining forces, Air Force will depend on smaller, more mobile, forces to meet its worldwide commitments. And sixth, all resource costs, including manpower, will be used to make fact-based, cost and performance decisions.

AS we move forward, the same capabilities we have used in the past remain valid today. They are:

1. Process analysis/measurement
2. Requirements validation and accounting
3. Resources distribution

4. Organization analysis
5. Cross-functional perspective
6. Honest broker

Communication is critical to success in efficient use of resources. It is the linchpin to our refocusing effort. On the external side, we need to educate our commanders and functional communities on our capabilities and demonstrate that we can present real world "resource smart" solutions for consideration --action not reaction. Communication is a two-way street--your views count.

The Manpower & Organization Office personnel embrace the Air Force Core Values and have developed a set of principles that form the foundation of our daily operations:

VALUES:

1. Integrity First
2. Service Before Self
3. Excellence in all We do

PRINCIPLES:

1. Leadership involvement
2. Dedication to mission
3. Respect for individuals
4. Decentralized organization
5. Empowerment of our people at the point of contact
6. Management by fact
7. Customer Satisfaction

Environmental Scan:

An assessment of the future scenario to help satisfy the commander's future needs was developed to reflect the Air Force mission environment. Our assumptions are defined as follows:

1. Continued emphasis on resources constraints
2. Smaller infrastructure with respect to force structure
3. Increased link between manpower, other costs and performance e.g., Government Performance and Results Act (GRPA)
4. Decreased emphasis on specialization
5. Expanded use of information technology will impact work in ways not yet seen
6. Increased reliance on flexible and mobile forces
7. Increased Use of Outsourcing and Privatization

Commanders at all levels have a critical need to understand that there is a clear relationship between cost and performance. They must understand the resource dynamics

(i.e., people, dollars, material) and be able to rapidly identify and evaluate alternatives to improve mission performance.

To help our customers better understand how the Manpower and Organization Office can assist them in carrying out and improving their day-to-day operations, this *Manpower & Organization Guide* has been compiled by a number of Manpower and Organization technicians from various organizations as well as feedback from our customers. It is meant to provide general knowledge of the many facets and nuances of resource management.

B. Air Force and AETC Manpower and Organization

Effective and economical management of manpower is inherent to combat readiness and war-fighting capabilities. To help commanders fulfill this responsibility, Manpower & Organization personnel are provided to:

- a. Determine wartime and peacetime organizational structures and manpower requirements to improve combat readiness and effectively accomplish approved missions.
- b. Obtain and provide manpower resources for wartime readiness in combat units and support organizations.
- c. Design methods, procedures, and techniques to enhance wartime readiness, improve labor productivity, and provide for the efficient and effective use of manpower resources in peacetime.
- d. Furnish management advisory services to commanders on a consultant basis to increase productivity and enhance effectiveness.

C. 82 FSS/FSMM Manpower and Organization Structure

The 82nd Force Support Squadron, Manpower and Organization Office is organized functionally into two branches, each one providing a full scope of Manpower and Organization services to supported units.

a. Technical Training Branch:

(1) Services: Management engineering, Manpower and Organization, Manpower data system access, and mobility Manpower planning

(2) Customers: 82, 782, and 982 Training Groups and their subordinate units and all tenant units supported by Sheppard AFB, HQ AETC Manpower and the Air Force Management Agency (AFMA).

b. Support Branch:

(1) Services: Management engineering, Manpower and Organization, Manpower data system access, mobility Manpower planning, and Continuous Process Improvement (CPI) Program.

(2) Customers: 80 FTW and their subordinate units, 82 TRW Staff, 82 Comptroller Squadron, 82 Medical Group and their subordinate units, 82 Mission Support Group and their subordinate units, , HQ AETC Manpower and Personnel and the Air Force Management Agency (AFMA).

82 FSS/FSMM Responsibilities/Services

1. Provide management engineering services for developing Air Force and MAJCOM Manpower Standards
2. Collect and validate workload data reported by functional OPRs as part of the annual standards reapplication process.
3. Advise and assist local commanders and functional managers on effective management of manpower resources
4. Conduct Base Level Assessment (BLA), assist in management of the Resource Augmentation Duty (READY) Program, prepare Deployment Manning Documents (DMD) for exercises funded by AETC (or higher) headquarters and review and validate base Deliberate Crisis And Planning Execution System (DCAPES) products
5. Perform productivity enhancement studies and management advisory studies/consultant services to help commanders improve the utilization of manpower, organization structures, facilities, work processes, and to improve mission performance
6. Recruit and train Manpower & Organization management personnel
7. Manage the Air Force CPI Program for the 82 TRW. Provide training, facilitation, and consultations to 80th Flying Training Wing and 82nd Training Wing assigned personnel or units/squadrons/groups, by providing them with the tools for putting customer focused continuous improvement into action.

II. MANAGEMENT ENGINEERING

A. The Air Force Management Engineering Program (MEP)

1. The MEP provides the framework for developing Air Force Manpower Standards (AFMS) and provides products and services to Air Force functional managers and Manpower & Organization focal points at all organizational levels.
2. The MEP process systematically identifies minimum essential manpower required for the most effective and economical accomplishment of approved missions and functions within organizational and resource constraints.
3. Responsibilities for MEP at Each Level:
 - a. HQ USAF - Establishes policies and procedures used by functional managers, MAJCOMs, field operating agencies (FOAs), and direct reporting units (DRUs) to determine manpower requirements; approves Manpower standards and variances as delegated by the Chief of Staff of the Air Force
 - b. MAJCOM, FOA, DRU Chiefs of Manpower and Organization (M&O) - Manage Manpower resources allocated to their commands by HQ USAF in support of approved missions and levels of service; participate in Air Force-wide Manpower studies, and perform mission and functional studies unique to the command. Annually review all changes to AFMS in conjunction with command functional managers
 - c. Installation Manpower & Organization Office - Verifies and validates local processes, assists functional managers with process improvements, and functions as installation liaison to MAJCOM MQ staffs

B. Air Force Manpower Determinants and Standards

1. The Chief of Staff of the Air Force initiated the Objective Flight Studies as part of the Air Force restructuring in FY 93. The studies are to achieve the following goals:
 - Provide mission accomplishment with zero growth in manpower requirements
 - Be developed by the functional managers with advice and assistance of Manpower & Organization at Air Staff and MAJCOM level
 - Use programmable workload factors (e.g., number of aircraft and number of authorizations).
2. The objective of the core Manpower Standard is to define the most valid man-hour-to-workload relationships in a work-center in order to quantify manpower needs.

- a. Standards are built on the premise of common work within functions. Functional directives, comparable equipment, and similar facilities tend to standardize work so standards can be built for use at more than one location. Where there are major variations in missions, policies, equipment, or facilities, a separate standard is built for a specific location or for a group of locations. Where there are less significant variances, an exception to the standard is developed.
- b. Standards are used to quantify work-center manpower needs and redistribute resources according to mission priorities. Standards also form the basis for developing aggregate models used in planning, programming, and budgeting requirements at HQ AETC.
- c. Normally, standards are built through the use of detailed work measurement methods and statistical analysis of historical data.

3. Core Standards:

- a. Development: The AFMDS/AFMSs are designed to meet the new and changing mission of the Air Force. The old standards were time consuming to develop and not always accepted by MAJCOM OPRs. MAJCOM OPRs developed the new standards with guidance from Air Staff and Manpower & Organization representatives. The standards are applied at the flight and squadron/agency level according to the objective wing structure.
- b. OPR and Manpower & Organization Office Roles: Our initial role was to provide workload data to MAJCOM for review and application of the new standards. As envisioned by the developers of the new standards, you, the local OPR, utilize programmable workload factors that are forwarded to your MAJCOM OPR. They utilize your data to update your standards. The local Manpower & Organization office is required to provide workload data for those areas where programmable factors cannot be developed. We will also apply standards as requested by MAJCOM, especially those standards that have Sheppard unique workloads. *The really new and interesting part, for you, the user of these standards, is that you have real control over your manpower destiny -- you have built and will maintain these standards!* The Manpower & Organization role upon receipt of approved AFMS is to review the standard and compare it against the initial price-outs, comparing our local workload counts with AETC workload counts. We will address any differences we discover and any concerns you have after we discuss your standards with you.
- c. Implementation: The game plan is to implement the standards functionally. Manpower savings from new standards will be used to pay for manpower growth in the same function before allowing those authorizations to be used by other functions. If there are not enough authorizations to pay for any growth, the authorizations will be placed on the books as unfunded. Once HQ USAF has accepted the implementation results, commanders will have the option to re-align manpower authorizations to accomplish their mission.

C. Course Manpower Standards

1. Air Education and Training Command's training wings have mission requirements which generate a large number of resident training courses. Manpower authorizations for these courses represent a significant percent of total Command resources. Proper management of these resources requires a tool able to allocate authorizations on the basis of sound manpower equations. Furthermore, identification of workload variables directly relatable to instructor requirements is necessary for manpower programming to meet training requirements. The objective of course manpower standards development is to determine and systematically distribute instructor requirements to meet future mission requirements.
2. Each Training Wing Manpower & Organization Office (MQ) is responsible for accurately determining manpower requirements within the Air Force technical training course network. These requirements are determined by course manpower standards that are developed by transforming technical training course documentation (i.e., course chart, Plan of Instruction (POI), etc.) into Manpower & Organization terms for direct academic requirements and applying Air Force approved standard times for indirect academic requirements. These standards are continually reviewed to increase effectiveness and productivity.

III. MANPOWER AND ORGANIZATION SERVICES

A. Air Force Policy

1. Manpower ceilings for the AF are established by the Office of the Secretary of Defense (OSD) based upon budget limitations. HQ USAF allocates manpower authorizations to its major commands, by category (officer, enlisted, and civilian), to support AF approved mission and workloads on a priority basis.
2. HQ USAF holds no authorizations in reserve. MAJCOMs, in turn, distribute authorizations to subordinate units. Allocations of available manpower resources or readjustments of allocated resources are accomplished according to approved management engineering standards.

B. Military Position Management

1. Flying Position Management is a function of MAJCOM OPRs. The Program Flying Training (PFT) Document is the determining factor on how many flying authorizations are earned by a given base. The Manpower Office does an annual review of Aircrew Position Identifier (API) "6" codes. These were formally known as Rated Position Identifier (RPI) codes.
2. Position Descriptions for Generals and Colonels. The Objective wing structure allows a general/colonel position as the wing commander. Colonel positions are

authorized for the vice commander and group commanders. Requests for new colonel positions must be fully justified as a variance to AFMSs and are approved/disapproved by HQ USAF/XP. The Manpower Office reviews all colonel position descriptions on an annual basis. Colonel position descriptions are forwarded to wing vice/group commanders for review and updated as required. Manpower Office forwards updated position descriptions to HQ AETC/XPM.

C. Civilian Position Management

1. Position Description Reviews. The Manpower Office reviews position descriptions (PDs) to ensure that the duties and responsibilities are appropriate for the positions and do not exceed the scope and purpose for which they were established. In order to meet this requirement, we must review all PDs for new positions and all PDs where the duties have been significantly changed. To evaluate the PD, we require:

- a. A copy of the **present** and **proposed** PD.
- b. Justification/rationale for changing the position; i.e., change in mission, functions, or workload.
- c. A summary of major changes in the duties and responsibilities of the proposed PD versus the present PD. If questionable, we may require a copy of the supervisor's PD.
- d. A statement telling how the changes will contribute to the increased economy or efficiency of the workcenter. Also, if previous duties of the proposed position have been deleted, state how they are to be accomplished; i.e., duties transferred to another unit, function, individual, or duties no longer required. If a military position is authorized in the function, explain why this position cannot assume the workload.
- e. Excerpts from your regulatory instructions that state the responsibilities of the workcenter and functions to be accomplished.
- f. Provide a statement of duties that the position is to accomplish if this request replaces a supervisory military authorization.
- g. If your proposal is to establish a higher level AFSC for a civilian authorization (i.e., 5-level to 7-level), or if your request eliminates or replaces a military supervisory authorization, then an ACR may be required.

2. Over-hire Reviews:

- a. The Manpower & Organization Office is charged to validate the need for temporary/seasonal over-hires and to define the length of time for their employment. Temporary/seasonal over-hires are normally approved for up to 120 days. Some of the common reasons for which a temporary over-hire may be approved include:

- (1) Unprogrammed peak workload, on a one-time basis, which cannot be handled by permanent resources
- (2) Short duration or seasonal workload in excess of the Manpower Standard or authorized capability
- (3) One-time projects where temporary is more economical than service contract
- (4) To replace incumbents on leave without pay due to illness, maternity, etc.
- (5) Temporary workload support in units which have unfunded manpower authorizations
- (6) Where military positions cannot be filled for an extended period

b. Requests for temporary over-hire positions are submitted to the Manpower & Organization Office for review and validation.. A letter of justification must accompany the request and should include all available information as follows:

- (1) Organization Structure Code
- (2) Functional Account Code
- (3) AFSC
- (4) Number required
- (5) Inclusive dates of hire
- (6) Justification
- (7) Program Element Code

c. After requests for temporary/seasonal over-hires have been validated, they are forwarded to the 82 Comptroller Squadron and then to the Civilian Personnel Flight. A WorkForce Management Board (WFMB) will meet and all validated over-hires are formally approved by the WFMB, subject to the availability of work years and funds.

d. Any deviation from the above process will cause a delay in the processing of the over-hire request.

D. Authorization Reductions

1. Authorization reductions are brought about by two main causes; application of standards and arbitrary reductions. When standards are applied and authorizations are to be reduced, HQ AETC/A1M will process an Authorization Change Notice (ACN) via

the Manpower Programming and Execution System (MPES) and flow it to the base Manpower & Organization Office via email. We will provide a copy of the ACN for the work center manpower representative to update their UMD.

2. Arbitrary reductions are a result of congressional requirements to reduce military or civilian funding. Air Staff allocates quotas to MAJCOMs, who in-turn, allocate quotas their bases. The Manpower & Organization Office prepares an allocation proposal based on target population and provides the package to the 80 FTW/CC and/or 82 TRW/CC for approval. Upon approval, we provide packages to group commanders and they, in turn, identify authorizations for reduction. The Manpower & Organization Office works closely with the Civilian Personnel Flight to ensure any affected civilian employee is aware of his or her options, if their position is to be given up during the reduction. We consolidate the group commanders' inputs and prepare a package for the Wing Commanders' signature. Finally the package is forwarded to HQ AETC/A1M and they provide an ACN reducing the authorizations on the UMD.

E. Military/Civilian Conversions

Manpower is controlled by congressional mandates that have strict end strengths that cannot be exceeded. This constraint requires the identification of trade-off resources when we want to convert from military to civilian or vice versa. All manpower must be zero balanced.

F. Support Agreements

1. The Manpower & Organization Office is responsible for the validation of man-hours to determine if support agreements have a manpower impact. If a manpower impact has been validated, we prepare an ACR and forward it to AETC for implementation.
2. Manpower cost estimates are provided by the work centers that will provide support to the organization requesting services from Sheppard AFB. The Manpower & Organization Office accomplishes the following tasks:
 - a. Validates the man-hours utilizing AFMSs when estimates are received
 - b. Contacts work center personnel to personally validate the manpower impact
 - c. If there is a Manpower impact, we document the requirement in the Manpower Annex and certify by signing the annex
 - d. If there isn't a manpower impact, we enter "No additional manpower is required to support the receiver" and sign DD Form 1144, Block 11, General Provisions.

G. Manpower Review of Purchase Requests for Contract Service

1. Purchase requests for contract services are reviewed in order to determine the impact on in-service manpower requirements and to compute Contract Manpower Equivalents (CMEs). CMEs are used to develop and report annually to congress the total man-years of services obtained by the Air Force through contracting.
2. The Manpower Office is also required to review all recurring purchase requests for service contracts associated with Simplified Acquisition of Base Engineering Requirements (SABER). In addition, the annual report of total CMEs requires a review of any other service contracts which have a manpower equivalent.

H. Organizational Structure Changes.

AFI 38-101, Air Force Organization, describes the basic principles of Air Force organization, shows standard structures for some wing/base level functions, and outlines procedures for making organization changes. Should your unit require an organization or mission change, please contact your Manpower Office for assistance. We will evaluate your proposed changes, recommend alternatives where warranted, and assist you in preparing waiver requests. In some cases, changes in lower levels of the organization will not require a waiver, but still must be approved by HQ AETC and updated in the UMD.

I. Continuous Process Improvement Program

Making continuous improvements has always been a challenge in our day-to-day activities. However, one must think, "How can my process be better?" Or "Is there a better way of doing business?" The good news is CPI is alive for everyone that wants to improve a process and eliminate waste. For instance, it's a vehicle mechanic questioning why he has to walk 200 feet to dispose of oil filters, and then taking the initiative with his supervisor to move the hazardous-material container closer. Change begins here! CPI is a process that could potentially help identify waste such as long wait times, defects, overproduction, excess inventory and over-processing. Some will say, "That is the way we've always done it!" However, if you're working overtime and weekends or a customer who sits in a line frustrated about the wait time, you should care about making a change to enhance your quality of life. Your entire leadership chain cares about making life better for the unit and this is where your local manpower office comes in:

- Conduct classes and train personnel in the art of facilitating CPI workshop.
- We can facilitate CPI workshops if the organization is unable to find trained facilitators in their squadron or group
- Help in data collection for your events

Overall, the goal of the CPI program is to add value for each customer using the eight-step model:

- Clarify and validate the problem
- Break down the problem and identify performance gaps
- Set improvement target
- Determine root cause
- Develop countermeasures
- See countermeasures through
- Standardize successful processes

You are empowered to make positive changes, while letting each voice be heard, that can bring mission success. Even the skeptics will have their mindsets convinced and perhaps enthused about change. With that, change will bring success and breed a better Air Force culture, one person, one shop, and one team at a time. CPI shows results by saving time, cost, and making customer satisfaction happen. Every day you need to ask, "What have I improved today?" I guarantee you'll find asking WHY worthwhile.

Got a process improvement idea? Contact 82d FSS, Manpower Office at 676-4935, or 82FSS.FSMM@sheppard.af.mil. for more information or to get started

IV. MANPOWER DATA SYSTEM

A. Unit Manpower Document (UMD)

Your UMD identifies all of your funded manpower authorizations. Other information such as; CMEs, unfunded requirements, and wartime requirements are available upon request. The UMD is prepared by unit and is organized by organization structure code and functional account code. Each line entry contains all the vital information concerning each manpower space such as grade, AFSC, rated position identifier, special experience identifier, position number, etc. The UMD shows authorized and required positions, not personnel assigned. Recent innovations have made it possible for unit manpower representatives to download their own UMDs directly from the Air Force Management Agency (AFMA). Contact your Manpower and Organization Representative for the details. UMDs may also be distributed via e-mail according to arrangement with each unit. When changes are made to the UMD, each unit will be notified in writing.

B. Authorization Change Request (ACR) and Notice (SCN)

1. Submit all ACRs in the format shown on the previous example. All changes must be fully justified. Each justification must address the following: (1) current/projected workload, and (2) rationale for the requested change. Be specific and factual.

2. The following are guidelines concerning manpower change.

a. Submission of realignment must consider the status of manpower in both functions. It is usually inappropriate to realign from a function with large accounts of unfunded authorizations when there are other functions funded at 100% of earned manpower. Identification of a tradeoff simply because a function is large may not be appropriate even though a large function normally has more flexibility. Mission priority must also be considered.

b. Program Element Codes (PEC) are primary basis for control of manpower in the planning, programming, budgeting process. Increases or decreases in PECs are very difficult to change.

c. Show plus and minus lines below each other, and only show the information to be changes.

d. Changes in civilian authorizations must include a statement that the authorization(s) is/are vacant and/or will have no adverse impact as a result of the action requested. All ACR's involving civilian's authorizations must be coordinated with the Civilian Personnel Office.

e. Utilize additional data fields as required (e.g., SAR, duty codes, etc.).

f. All actions should be zero balanced by grade, category, and PEC (e.g. if you begin with five E-3 authorizations, you must end with five E-3 authorizations). You can adjust/change the number of authorizations within a function, but you must maintain the same number of authorizations overall by category (**officer, enlisted, civilian**).

g. Changes that conflict with existing Air Force, AETC, or course manpower standards must be justified. Normally, only emergency changes can be made to functions that are under study for standard development.

h. Changes normally will not be made to functions where manpower implementation is pending

i. All base level OPRs are encouraged to contact their NAF (Numbered Air Force) and MAJCOM functional OPR to discuss questionable changes.

3. SIGNATURE: The required signature on an ACR is determined by the location of the affected authorizations.

Location of Affected Authorizations Signature

Same Squadron/same wing staff agency: Squadron Commander/Staff Agency Chief

Across squadrons (within same group)/ across wing staff agencies: Group Commander/Wing Commander

Across groups: Wing Commander

4. An ACR is the vehicle used to change your UMD. **The following are guidelines for determining when to submit an ACR:**

a. **Programming Changes**: Manpower changes for support of new weapon systems, base operating support projects, facilities expansion, or phase out of existing systems will normally be accomplished at HQ USAF. However, when necessary, the above changes can be identified and justified at the unit level.

b. **Workload Changes**: Normally, manpower adjustments corresponding to workload increases or decreases will be accomplished at HQ AETC through periodic standards reapplication based on reported or forecast workload. Units may initiate ACRs when significant workload changes occur between applications. Contact your Manpower & Organization Office for information and assistance.

c. **Minor Realignments**: Minor realignments to accommodate changes in operations/maintenance methods and procedures or shifts in command emphasis to meet local requirements may be submitted to the Manpower & Organization Office for evaluation.

5. Before submitting an ACR, consider the following factors:

a. **Management**: Could local management actions resolve the problem?

b. **Personnel**: Are underlying problems such as peak workloads, vacant positions, or low skill level of assigned personnel driving your request for additional manpower? Keep in mind that manpower requirements are based on average workload, not temporary or transient requirements. Likewise, authorizations cannot be adjusted because personnel procurement falls below authorized strength and skill levels. Managers should carefully examine their problems to ensure that there is no confusion between manpower authorization requirements and lack of proper personnel assignment.

c. **Manpower Standard**: Is an AF or AETC Manpower Standard in effect for the function? A large percentage of AETC functions are governed by AF/AETC approved standards. These Manpower Standards have been derived through the use of established management and industrial engineering concepts and procedures. The Manpower & Organization Office can assist you in identifying justifiable reasons for requesting a variance for an existing standard.

6. **The following are limitations to submitting ACRs:**

a. Zero Balance: Air Force and AETC do not hold authorizations in reserve. Therefore, most requests require the identification of tradeoffs from lower priority taskings.

Normally, obtaining additional manpower from HQ AETC or HQ USAF for new workload or missions requires a minimum of two years. Thus, any proposal for an increase in manpower (numbers and grades) in the current execution and budget year must include identification of tradeoff resources to ensure congressionally mandated end strength levels are not exceeded.

b. Enlisted Grade Program: The purpose of the program is to help solve chronic imbalances between authorizations and the personnel inventory. This will provide stability and experience growth within each Career Progression Group (CPG). The Air Force has established a CPG for each Air Force Specialty (AFS). Annually, MAJCOM adjusts grades in each AFSC to meet the CPG requirements. Therefore, the MAJCOM monitor now reviews each ACR for each CPG affected.

c. Rated Position Identifier (RPI): Air Staff first outlined the zero staff growth policy in 1979 at a time when the Air Force was projecting the most severe rated deficits in its history. Rated prioritization was initiated to help distribute shortages and maintain readiness. Air Staff at each annual rated review re-emphasizes this policy. Due to this zero growth policy, the following rules are strictly adhered to within AETC (exception: new weapon system acquisition or growth for an existing weapon system).

(1) Requests for new rated authorizations (RPI 3/4/5/8) must be accompanied by a rated tradeoff from within existing resources. RPI codes are: 3 for Air-crew Supervisory, 4 for Operations Control, 5 for Flight Surgeons, 6 for Air-crew Supervision, and 8 for Operations Control.

(2) If specific expertise is required, the rated tradeoff must be of that specific AFSC (e.g., an MC-130H pilot line authorization cannot be used as a tradeoff for an HH-60 pilot staff authorization).

(3) Navigator positions cannot be used as tradeoffs for pilot authorizations.

(4) MAJCOM has approval authority for certain staff conversions: Specific rated AFSCs to generalists, pilot to navigator, RPI 8 to 4 or RPI 6 to 3 with no AFSC change, rated to non-rated/enlisted, and limited RPI 3 to RPI 6.

(5) Air Staff retains approval authority for RPI 8s, colonel active flying positions, dual AFSC positions, and rated staff/overhead increases.

ACR TEMPLATE

1. Request the following change(s) be accomplished as indicated below:

<u>PAS</u>	<u>ORG</u>	<u>OSC</u>	<u>FAC</u>	<u>POS #</u>	<u>AFSC</u>	<u>REQ</u>	<u>GRD</u>	<u>PEC</u>	<u>SEI</u>	<u>SAR</u>	<u>EFF Date</u>
ABCD	21 SFS	SPO CC	43C1	0123456	3P051 3P031	SSGT	SSGT A1C	28030B	327	5 6	15 Sep13

2. **Justification:** This paragraph should provide a complete statement, in layman's terms, that fully justifies the requested action--what HHQ directive was referenced to identify the existing requirement as wrong and the proposed change as correct. Include all changes in workload, mission, organizational structure, technology, and the driving instruction or authority mandating the change. Bottom-line – what has changed? It is imperative to document a comprehensive audit trail or the ACR will be returned.

3. **Impact (Personnel, Resource, Mission, UTC):** Processing time for personnel actions is current quarter plus two. If there is a request for an action sooner than the current quarter plus two it must be fully justified to be considered and be pre-coordinated with the HQ AETC FAM, as well as HQ AETC/A1K. Provide the names /phone numbers and dates of the coordination,

4. **UTC Impact:** A Unit Type Code (UTC) validation was accomplished and this proposed change(s) will/will not cause a UTC/Unit Manpower Document (UMD) mismatch. We have sufficient numbers of the effected AFSCs to fill all wartime tasking.

5. **Coordination:** Include Name, Unit, DSN, and email of those who **have** coordinated.

- Civilian Personnel: Any ACR that proposes a change to a civilian position must be coordinated through the servicing Civilian Personnel Flight prior to being submitted to the Manpower Office.
- MAJCOM/Base Functional: Name and DSN (Base level OPRs are encouraged to contact their HQ's functional OPR to discuss proposed changes prior to submitting the ACR to their servicing Manpower Office).
- Commander: A SQ commander or equivalent is the ACR approval authority when the authorization impacted is subordinate to and reports to that commander. Group commanders approve ACRs when the proposed action impacts more than one SQ's authorizations. The wing or vice wing commander approves ACR's when the proposed action impacts more than one Group, or impacts the wing staff.
- Base-level FM. To determine if funding is available to enable this action or if a request for funding will accompany this ACR.

6. **Cost of Action:** Using the cost factors in AFI 65-503 and for SAR changes the OMB Cost Factors.

7. Unit POC's Name, Unit, DSN, and email.

**SIGNATURE BLOCK
COMMANDER**

V. MOBILITY MANPOWER PLANNING

A. Mobility Planning Process

1. Our objective is to provide accurate and timely information needed to determine manpower limitations/requirements in accomplishing wartime or exercise taskings.
2. Your Manpower & Organization Office provides the following services:
 - a. Works with functional OPRs to determine manpower shortfalls (authorized vs required) to assigned taskings.
 - b. Provides guidance on the use of alternate manpower resources available; i.e., other units, other on-base command support, and MAJCOM resources.
 - c. Maintains the base-level Manpower and Personnel Module (MANPER-B) system by updating the Manpower Force Packaging (MANFOR) and Plans data bases on a recurring basis (quarterly) or as needed.
 - d. Participates in the Deliberate Crisis Planning and Execution System (DCAPES) Working Group to ensure manpower resources are efficiently and effectively utilized.
 - e. Provides products such as Deployment Requirements Document (DRD), which reflect the manpower requirements and unit taskings for exercise or contingency deployments.
 - f. Ensures the Personnel Readiness Unit (PRU) and the Personnel Support for Contingency Operations (PERSCO) teams MANPER-B system is provided with timely and accurate MANFOR and Plans data.
 - g. Serves as liaison with higher headquarters and other bases regarding manpower requirements and limitations involving Sheppard AFB's contingency and exercise planning.
 - h. Serves as the focal point regarding the Base Level Assessment (BLA), with responsibilities to include providing guidance on determining both wartime in-place and deployed requirements. Assists functional OPRs in collecting, documenting, and compiling data for further analysis of resource impacts. Additionally, provides comments, briefs commanders, and forwards recommendations to MAJCOM on the results.

B. Resource Augmentation Duty (READY) Requirements

1. The READY Program identifies, places, codes, and trains people to meet augmentation requirements needs for installation-level exercises, contingencies, wartime, or emergency situations.

2. The READY Program is designed to temporarily meet the personnel needs of commanders when it may be required to shift priorities from day-to-day functions to operations necessary to satisfy temporary exercise, contingency, wartime, or emergency requirements.

3. Your Manpower & Organization Office provides the following services:

- a. Serves as advisor to the Ready Review Board (RRB).
- b. Advises RRB on validity of augmentation requirements.
- c. Advises RRB on validity of all exemptions requested.
- d. Member of the Ready Working Group (established to develop an objective and equitable READY Program for Sheppard AFB).
- e. Utilizes management engineering measurement methods to assist units in determining manpower augmentation requirements under local conditions.

C. Base Level Assessment (BLA)

1. The objective of the BLA is to identify and set baselines for Sheppard AFB's wartime/contingency support manpower requirements.

2. The BLA is conducted to achieve the following:

- a. Determine in-place manpower requirements in order to meet Sheppard's minimum mission requirements based on a worst-case deployment tasking scenario.
- b. Identify manpower shortfalls, which must be satisfied in order to meet in-place and deployed taskings.
- c. Identify alternate manpower resources available to satisfy shortfalls.
- d. Ensure MAJCOM is aware of limitations and requirements are identified on the UMD

VII. MANAGEMENT ADVISORY STUDIES (MAS)

1. The Manpower & Organization Office provides a management advisory study (MAS)/consultant service to assist Air Force managers in achieving mission objectives. The Manpower & Organization Office acts as an independent consultant, using specially trained personnel who understand Air Force management and work systems. All Manpower & Organization technicians have had experience in other Air Force career fields.

2. Our MAS/consultant service is concerned with improving the productivity or operational capability of your present resources. It may focus on work scheduling, procedures, facility layout, or many other management concerns. It is a management tool to help you solve your management problems. It is also a good resource to evaluate and solve problems surfaced by other inspections. **This service, however, may not be used for determining or validating manpower requirements.**

2. Any commander, flight chief, or functional supervisor may request a MAS/consultant service. Approved studies are accomplished as soon as Manpower & Organization Office workload permits.

3. The greatest source of ideas are the personnel doing the work. The Manpower & Organization technician draws out these ideas and uses industry-proven techniques to evaluate the present operation and suggest ways to improve it. Some of the more commonly used techniques are functional process improvement, process reengineering, systems and procedures analysis, linear responsibility charting, flow process charting, queuing analysis, and layout analysis.

4. Data gathered and recommendations made are privileged and are released only with the concurrence of the client. No manpower changes are made as a result of a management advisory study/consultant service. A client-consultant relationship is maintained, and all information is considered privileged.

5. Commanders or supervisors desiring a study should send their request to Chief, Manpower & Organization Office. Each request should state:

- a. Explanation of the problem
- b. Objective to be achieved
- c. Scope (organization elements involved)
- d. Project officer
- e. Any reports/background data that may be necessary to analyze the problem area

IX. RESPONSIBILITIES OF UNIT COMMANDERS/SUPERVISORS

A. Manpower Standards

1. Know which work centers in your unit have standards and which do not. If you need them, call us and we will provide them.
2. Know the workload factors that drive your unit's manpower and give full attention to accurate documentation of these factors.
3. Know your work center or work process description. Be alert for any new taskings not covered and report them to your Manpower & Organization representative.
4. Actively participate in the standards development process and their reapplication.

B. Manpower and Organization Services

1. Appoint a central monitor for Manpower and Organization actions.
2. Know the ACR process according to instructions provided in this guide and the UMD Users Guide.
3. Be familiar with your standard Air Force organization derived in AFI 38-101 and the process for making organizational changes.
4. Regularly review your UMD and the ACNs provided by the Manpower & Organization Office.
5. Know the procedures for:
 - a. Upgrading civilian positions
 - b. Requesting temporary over-hires
 - c. Requesting service contract approval