

## Fundamentals of Manpower Management

Understanding fundamentals such as manpower constraints, how manpower is earned, how manpower is allocated and clarifying common misconceptions will enable you to better understand the parameters that a local manpower office are required to work within.

### Manpower Constraints

Let's try to explain why constraints such as country ceilings, program elements, or military/civilian mix imbalances might preclude implementation of certain manpower actions.

Congress and the budget limit the total size of the Air Force. Therefore, what appears on your UMD is a result of the interaction and/or compromise among the following constraints:

- Manpower authorizations are allocated to the commands by category (officer, enlisted, and civilian) and specific Program Element Codes (PEC). Normally, manpower cannot change the category or use the allocations for purposes other than those defined by the program element without prior HQ USAF approval.
- There are a number of controls imposed on military grades. HQ USAF validates general and colonel positions on a recurring basis. Congressional and Office of the Secretary of Defense (OSD) ceilings limit the total number of officers. Enlisted grades are subject to Career Progression Group (CPG) percentages. The term CPG is often misunderstood whenever it is discussed. CPG refers to a system used by the Air Staff and MAJCOMs to allocate enlisted grades. It is a very complicated process but can be simply explained:
- As with officers, enlisted grades are constrained by funding ceilings imposed by Congress or the Secretary of Defense. HQ USAF obtains each MAJCOMs unconstrained enlisted grade requirements and, based on the ceilings, formulates a CPG factor for each Air Force Specialty (AFS). The AFS is the first three digits of the Air Force Specialty Code (AFSC).
- The CPG factor is then used by the functional manager of each AFS to allocate authorized grades to the wings on a fair share basis. Fair share means each wing will get an equal percentage of enlisted grades in each AFS based upon their stated grade requirements on the UMD.
- In summary, you should know that enlisted grades are allocated by AFS and are constrained by Congress. Therefore, any time you request additional authorizations or attempt to change the AFS of existing enlisted positions, the authorized grades of those positions must be funded within CPG constraints.
- There are also ceilings that regulate the composition of our forces. We are limited by status of force agreements or other formal agreements in many foreign countries. Country Ceilings are both military and civilian manpower ceilings imposed by either Congress, Office of the Secretary of Defense, or the Secretary of the Air Force that limit the number of authorizations in some Pacific and European countries.
- Unit manpower authorizations are allocated to accommodate average, rather than maximum or minimum, workload volumes. When authorizations are allocated on this basis, the units are assumed to have a capability to accomplish reasonable variations in workload due to temporary changes in climatic conditions or physical layout of facilities.

The grade structure within like-type work centers with comparable workload is standardized to the maximum extent.

### **How Manpower is Earned?**

There are various ways to earn manpower. The Capability-Based Manpower Standard (CMS), Air Force Manpower Standard (AFMS) (used only as guides while CMSs are being accomplished), positive variance to the AFMS, Logistics Composite Model (LCOM), Air Crew Ratio and the Maintenance Manhour/Flying Hour programs name the most recognized methods.

### **How Manpower is Allocated?**

All Manpower authorizations for the U.S. military originate from the Future Years Defense Program (FYDP). This section briefly touches on the higher points of Manpower Allocation

- DOD allocates a portion of the authorizations to the Air Force, under the control of HQ USAF.
- HQ USAF distributes resources to each command on a priority basis in support of USAF approved missions.
- HQ AETC, for example is responsible for control, allocation, distribution, and redistribution of the available manpower resources.

The MAJCOM office of primary responsibility (OPR) for each functional area makes allocations to the various units based on manpower standards, guides, and directed requirements.

Requirements are reviewed annually to ensure an effective distribution of manpower resources. **NOTE:** HQ AETC does not maintain a “bank” or reserve of authorizations to fund additional requirements. All available authorizations are already allocated to the units. Any additional requirements must be funded from within existing resources or budgeted through future-year allocations via the Program Objective Memorandum (POM) process.

### **Common Misconceptions**

#### **What Manpower does...**

- Make changes to your manpower authorizations; Authorizations are funded positions only
- Evaluate the requirements for civilian supervisory positions
- Conduct functional reviews and management advisory/engineering studies
- Assist with organizational changes
- Provide facilitation and consulting services

#### **What Manpower doesn't do...**

- Provide you with people; People, or bodies, belong to the personnel function
- Classify or grade civilian positions; Civilian Personnel takes care of grading

- Identify or prepare productivity initiatives, prepare capital investment requests or reports. This is a responsibility of each organization; However, manpower will assist you at any time
- Determine which areas are to be studied; USAF or MAJCOM staffs make that determination
- Determine which functions are competitively sourced