MANPOWER AND ORGANIZATION OFFICE

MINOT AFB ND

Manpower and Organization
Handbook

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INTRODUCTION

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VISION

The vision of the 5th Force Support Squadron Manpower and Organization office is to be a center of expertise helping commanders at all levels make sound resource decisions to maximize the efficiency and effectiveness of mission accomplishment.

MISSION

Initiating and Facilitating Resources and Continuous Improvement for Minot Air Force Base

- Provides manpower services for 6,382 authorizations worth $498M in two nuclear wings

- Advises leadership on manpower efficiency, use of requirements and organizational structure

- Leads Air Force Manpower Determinant (AFMD) application and variances studies

- Overseas wartime employment taskings for 6,313 requirements

- Conducts Unit Manpower Document to Unit Type Code analysis

- Markets programs via Commander's Immersions, Flight Commander's Course, SNCOPEC, NCOPEC, SharePoint, and "Team Minot" App

- Assists unit commanders/chiefs in the review of AFMDs

- Offers CPI Green Belt Facilitator Training on a monthly basis

- Provide just-in-time Manpower 101 training to Commanders, SNCOs, and NCO PME

Manpower Analysts advise Senior Leaders on how to maximize

Lethality

Readiness

Capability

Risk Mitigation

Manpower Core Competencies

- Command/Unit Performance Plan
- Performance Analysis & Reporting
- Productivity Program
- Strategic Planning
- Process Improvement
- Consultant Service
- Awards

- PPBS/FYDP
- Resources
- Programming
- Compliance
- Ceilings/Floors
- Legislation
- Military Grades

- Activations
- Inactivations
- Redesignations
- Objective Structures
- Reorganizations
- Organization Change Requests

- Manpower Standards
  - Reengineering
  - Logistics Composite Modeling (LCOM)
- Workforce Mix
- Wartime

Requirements Determination

■ **Requirements Determination**

- Defined as "the manpower needed to accomplish a job, mission, or program."
- Can be a funded manpower authorization or an unfunded requirement
  - A manpower authorization is a funded manpower position on the Unit Manpower Document (UMD)." Requirements validation should occur every 2 years per AFI 38-201, Para. 2.8.1., or when Enterprise Process Improvement Council (EPIC) determines need and priority. Some circumstances trigger the need for validating manpower requirements:
  - When directed by HHQ
    - o Upon update/publication of a new AFMD (within 90 days)
    - o Upon changes to mission, processes, or workload
    - o When reductions need to be implemented
    - o Standing up a new function
    - o Upon request to move positions

■ **Unit Manning Document (UMD)**

- The **UMD** is a detailed tool that consists of the unit's funded and unfunded authorizations
- Executes AF programmed manpower for the current year and projects up to 5+ years
- Shows requirement information only, not personnel assigned to requirement
- Acts as the baseline for all resource changes made by management. Below are examples of funded and unfunded UMDs

Funded Unit Manpower Document (UMD) Example

The image below is a typical UMD in pdf (also available in Excel format).   Following that, is an abbreviated list of data codes that could appear on a UMD (there are over 100). The green highlighted codes appear on a typical pdf version UMD, but it can be customized to a specific need.

GLOBAL STRIKE COMMAND - FUNDED UMD
PAS: F1X6
RIC: 0004;0104;0160

MINOT QJVF

FAC: 45M100 - MANPOWER & ORGANIZATION

CID	POS	MNT	AFSC Title	RIC	AFSC	GRD	RGR	PEC	DTY	API	SEI	PRS	MSA	API	RC	AF RMK 1	AF RMK 2	CMD RMK 1	CMD RMK 2	CMD RMK 3	CMD RMK 4	18Q3	18Q4	19Q1	19Q2	19Q4	20Q4	21
GS	00014559GS	XXXXX	MANPOWER	0104	3F371	TSGT	TSGT	11969A		Z	1CH	G	6									1	1	1	1	1	1	
GS	00014628GS	XXXXX	MANPOWER	0160	3F371	GS-11	GS-11	18534D				G	7									1	1	1	1	1	1	
GS	00014629GS	XXXXX	FORCE SUPPORT	0160	038F3	GS-12	GS-12	18534D				G	7									1	1	1	1	1	1	
GS	00014771GS	XXXXX	MANPOWER	0104	3F371	MSGT	MSGT	11969A		Z		G	6									1	1	1	1	1	1	
GS	00014772GS	XXXXX	MANPOWER	0104	3F351	SSGT	SSGT	11969A		Z		G	6									1	1	1	1	1	1	
GS	00014837GS	XXXXX	FORCE SUPPORT	0160	038F3	GS-12	GS-12	18534D	189			G	7									1	1	1	1	1	1	
GS	00014860GS	XXXXX	MANPOWER	0104	3F371	TSGT	TSGT	11969A		Z		G	6									1	1	1	1	1	1	
GS	00044565GS	XXXXX	MANPOWER	0104	3F371	MSGT	MSGT	11969A		Z		G	6									1	1	1	1	1	1	

Summary for:		CAT	18Q3	18Q4	19Q1	19Q2	19Q4	20Q4	21Q4
		A	5	5	5	5	5	5	5
		C	3	3	3	3	3	3	3
OSC: FSM / FAC: 45M100		TOTAL	8	8	8	8	8	8	8

Unfunded Unit Manpower Document (UMD) Example

GLOBAL STRIKE COMMAND - UNFUNDED UMD
PAS: F1X6
RIC: 0004;0104;0160

MINOT QJVF
OSC: FSH AIRMAN AND FAMILY READINESS

FAC: 45H100 - AIRMAN AND FAMILY READINESS

CID	POS	MNT	AFSC Title	RIC	AFSC	GRD	RGR	PEC	DTY	API	PRS	MSA	API	AC	AF RMK 1	AF RMK 2	CMD RMK 1	CMD RMK 2	CMD RMK 3	CMD RMK 4	18Q3	18Q4	19Q1	19Q2	19Q4	20Q4	21Q4	22Q4
GS	00014623GS	RXXXX	FORCE SUPPORT	0160	038F3	TBD	TBD	18520A			G								RM703		1	1	1	1	1	1	1	1
GS	00014630GS	RXXXX	FORCE SUPPORT	0160	038F3	TBD	TBD	18520A			G										1	1	1	1	1	1	1	1
GS	00014663GS	RXXXX	FORCE SUPPORT	0160	038F3	TBD	TBD	18520A			G								RM703		1	1	1	1	1	1	1	1
GS	00031834GS	RXXXX	FORCE SUPPORT	0160	038F3	TBD	TBD	18520A			G										1	1	1	1	1	1	1	1

Summary for:		CAT	18Q3	18Q4	19Q1	19Q2	19Q4	20Q4	21Q4	22Q4
		C	4	4	4	4	4	4	4	4
OSC: FSH / FAC: 45H100		TOTAL	4	4	4	4	4	4	4	4

Summary for:		CAT	18Q3	18Q4	19Q1	19Q2	19Q4	20Q4	21Q4	22Q4
		C	4	4	4	4	4	4	4	4
PAS: F1X6 / OSC: FSH		TOTAL	4	4	4	4	4	4	4	4

1. **CID:** The Command Identification code indicates the Major Command UMD positions are assigned to.

CID	MAJCOM
GS	Air Force Global Strike Command (AFGSC)

2. **PAS & UNIT:** The Personnel Accounting Symbol (PAS) is a unique four digit alphanumeric code used to identify an organization. The Unit designation identifies the number type and kind of the organization. This line will also show a detachment number if applicable.

PAS	UNIT NAME
F1X6	5 Force Support Squadron

3. **ILC & ILN:** The Installation Location Code (ILC) identifies a particular location. The Installation Name (ILN) is the literal title of a recognized place or installation.

QJVF = Minot AFB

4. **CSC:** A two-character code used to identify the State/Country where manpower resources are employed.

38 = North Dakota

5. **SUB:** Defined by each command the subcommand is a logical grouping of a Command's units.

SUB	SUBCOMMAND
F	8th Air Force (8th AF) 5 Bomb Wing

6. **PAL 2-4:** The Personnel Accounting Level (PAL) is a two-digit code assigned to a specific unit or a group of units permitting their aggregation with the hierarchy desired by the major command of assignment. MAJCOM establishes and maintains codes.

7. **MPF:** The Military Personnel Office Number designates where the servicing Military Personnel Section (MPS) is located.

MPF	SERVICING MILITARY PERSONNEL SECTION
MP	Minot

8. **CPO:** The Civilian Personnel Office Number (CPO) designates the location of the servicing CPO.

CPO	SERVICING CIVILIAN PERSONNEL OFFICE
8O	Minot

9. **MOF:** The Servicing Manpower Office (MOF) The manpower office that services the unit, *usually* same as the MPF code for the installation where the Manpower Office is located. The Wing level MOF may, or may not service tenant units belonging to another MAJCOM.

MOF	SERVICING MANPOWER & ORGANIZATION OFFICE
MP	Minot

10. **PPN & PARENT UNIT:** The Parent PAS Number (PPN) code identifies the Personnel Accounting Symbol (PAS) for the command level immediately above the current unit or PAS. The Parent Unit indicates the next higher Unit in the Air Force Organizational Structure.

11. **OSC & OSC TITLE:** The Office Symbol Code (OSC) is a 2 to 7 character code that identifies the work center or office where the position is authorized and identifies the internal organization of a unit.

12. **FAC & FAC TITLE:** The Functional Account Code (FAC) is a six-digit code used to identify a homogenous grouping of tasks. That is, we group together personnel using similar machines and methods of operations. They are usually located in a centralized area. Personnel perform work that contributes to the same end product and their duties are similar or closely related.

The first four digits are controlled by HQ USAF and describe the organization down to the basic function. The last two digits are MAJCOM-controlled and are used to identify command unique work centers.

- Functional groups are divided into seven categories to identify the major type of work performed:

FCT	DESCRIPTION
1XXX	Command and Command Support
2XXX	Mission Equipment Maintenance
3XXX	Mission Equipment Operations
4XXX	Direct Support
5XXX	Medical
6XXX	Research and Development

- The first and second digits of a FAC, when combined, represent the basic function of the major grouping (11XX - Info Mgt, 15XX - Comptroller, etc.). The third and fourth digits of a FAC provide a more detailed description of the basic function. Examples shown below:

FAC	FAC Title
102A00	Judge Advocate
13D100	Ops/Plans
151A00	Financial Mgt
31B100	Flight Crews
42A100	Vehicle Ops
43A000	Security Police
45F100	Youth Activities
542100	Clinical Dentistry

13. **POS NBR:** The Position Number is a ten-digit alpha-numeric number used to identify each position. The last two digits indicate the Major Command. The position number provides an interface between the manpower and personnel data systems and allows us to track changes to the position detail over time.

14. **PPS**: The Projected Position Sequence (PPS) identifies projected changes programmed against a specific position number. "0" indicates the original position and "1" indicates the first projected change for the position.

15. **ASP, AFSC & TITLE:** The Authorized Specialty Prefix (ASP) is a single character, alpha code used with the AFSC on a position on the UMD and personnel serving in or qualified to serve that have or require special training or experience. The ASP will be affixed to the Duty AFSC (entry, intermediate, qualified, or staff, if an officer) upon assignment to these positions and retained only so long as they are incumbents. The ASP may be combined with the AFSC as a single data element, on your UMD.
The Air Force Specialty Code (AFSC), as listed in AFOCD (for Officers), AFECD (for Enlisted), is used to represent a specific military occupational specialty, skill, or qualification.

ASP	AFSC	AFSC TITLE
X	XXXXX	Officer AFSC Title ? Prefix – Prefix Definition
X	XXXXX	Enlisted AFSC Title
X	XXXXX	Enlisted AFSC Title ? Prefix – Prefix Definition

Skill levels 4th char. of AFSC (X): 3 – Apprentice   5 – Journeyman   7 – Craftsman   9 – Superintendent

16. **SEI:** The Special Experience Identifier identifies any special skills or advanced training associated to the workload requirement. SEI codes are optional on civilian authorizations. A few examples shown below.

SEI	DESCRIPTION
356	HAZARDOUS MATERIALS TRAINER
435	ARMY COMBAT SKILLS TRAINING

17. **RIC**: The Resource Identification Code (RIC) identifies the resource category within a manpower appropriation. Each RIC has only one appropriation. The RIC is a four-position code which also identifies the type of resources assigned to each program element. If your unit has unique manpower authorizations such as IMA billets, you may want to call us to ensure you receive the appropriate document.

RIC	DESCRIPTION
0004	OFFICER
0104	ENLISTED
0160	CIVILIAN (DOD)
8888	CME (CONTRACT MANPOWER EQUIVELENT)

18. **GRD:** The Authorized Grade (GRD) is the grade that the personnel system uses to assign personnel. It is the "funded" grade, which may be different than the "required" grade. CME is the number of in-service man-years that would be required if the contracted workload was performed in-house at the same workload and performance level required in the contract performance work statement.

19. **RGR:** The Required Grade (RGR) for the position as earned by the applicable Air Force Manpower Standard or Capabilities based Manpower Standard (AFMS or CMS). Differences between the required grade and the authorized grade are caused by funding constraints, Career Progression Group (CPG) allocations, or implementation of a revised manpower standard.

20. **MNT:** The Manpower Type (MNT) is divided into separate categories: MNT1 indicates the funding status of a position in the FYDP, MNT2-the utilization of the position, MNT3-the work status, MNT4-appropriations, MNT5-category; certain types of no-FYDP manpower positions.

MNT	DESCRIPTION
RXXXX	UNFUNDED FULL TIME INSERVICE APPROPRIATED
XXXXX	FUNDED FULL TIME INSERVICE APPROPRIATED

Note: Peacetime positions are not funded; Authorizations are funded at the GRD.

21. **API:** The Aircrew Position Identifier (API) is a code used to identify a position that should be filled by an officer or enlisted with a specific operational flying rating. This code, previously known as Flying Position Identifier (FPI) or Rated Position Identifier (RPI), is used to identify officer (numeric) and enlisted (alpha) positions according to

their rating requirement. A "0" in this column depicts officer authorizations that do not require rated expertise.

API	DESCRIPTION	API	DESCRIPTION
A	career enl aviator--cea--line flyers	0	non-rated officer positions
B	cea staff/supv wing/below must fly	1	pilot--line flyers
C	cea staff/supv wing/below not fly	2	navigator--line flyers
D	cea staff/supv above wg must fly	3	rated staff/supv wing/below not fly
E	cea staff/supv above wg not fly	4	rated staff/supv above wg not fly
F	cea – ot&e/fms/-- must fly	5	flight surgeon
G	Cea flying duties non usaf units	6	rated staff/supv wing/below must fly
H	No title – umd4 migration	7	rated flyers—non usaf unit
Z	non-career enl aviator positions	8	rated staff/supv above wg must fly
		9	Air Battle Manager

22. **AEL:** The Academic Education Level (AEL) code represents the area of educational endeavor in which an individual is uniquely qualified to perform. This field is normally not visible on a standard UMD.

AEL	DESCRIPTION
H	ENLISTED ASSOCIATE'S DEGREE
J	CIVILIAN ASSOCIATE'S DEGREE
P	MASTERS DEGREE
R	DOCTORATE DEGREE

23. **PEC:** The Program Element Code (PEC) represents a subdivision of programmed cost data (people, equipment, and facilities) related to a weapon system or support function.   Some examples shown below.

PEC	DESCRIPTION
11969A	CBT SPT BASE OPERATIONS SUPPORT
11969N	COMBAT BASE OPERATIONS SUPPORT (NUCLEAR)
11113A	B-52 SQUADRONS
11113M	B-52 ACFT/MUN

24. **DTY:** The authorized Duty Title code is a three-digit code indicating the identifying title for a specific UMD position. The Duty Title will override the Air Force Specialty Title (AFS) on the UMD. Some examples are listed below. This is **not** the same thing as the Duty Title in MILPDS.

DTY	DESCRIPTION
099	SEC/CLERK/STENO
113	COMMANDER
189	FLIGHT CHIEF
271	SUPERINTENDENT
326	SUPERVISOR
338	FLIGHT COMMANDER

25. **CEC:** The Civilian Employment Category (CEC) shows the category in which the civilian would be hired.

CEC	DESCRIPTION
10	GENERAL SCHEDULE
20	WAGEBOARD
80	CONTRACT MANPOWER EQUIVALENT

26. **OCC:** The Occupational Series code identifies a specific qualification required of the civilian employee occupying the related authorization. This field is normally not visible on a standard UMD. A small sampling of these is shown here.

OCC	DESCRIPTION
00000	TO BE DETERMINED
00018	SAFETY & OCCUPATNL HEALTH MGMT
00080	SECURITY ADMIN
00081	FIRE PROTECTION AND PREVENTION
00083	POLICE
00170	HISTORY
00318	SECRETARY

27. **SAR:** The Security Access Requirement code identifies the **day-to-day** level of access to classified information required by the position. *Requests to change SAR codes must be coordinated through 2 BW/IP, and, if increase to SSBI or higher, the request must also be approved by AFGSC/CC before sending to the Manpower office. Please review the [SAR related guidance](#) at the end of this document prior to requesting a SAR code level increase.

SAR	DESCRIPTION
5	SSBI (SIN SCP BK IN) Top Secret
6	NACLC (NT, LOC, CRED) Secret Military
7	ANACI ACC NT AGV IN Secret Civilian
8	NACI (NAT AGY CK IN) No Access Civilian
9	NAC (NAT'L AGY CHK) No Access

28. **PRP:** The Personnel Reliability Program status code identifies position requirements that require a PRP certified or Non PRP certified but with Nuclear Experience qualified, individual. For example: "A" = Certified PRP Critical –Prior nuclear experience not required. "N" = Certified PRP Critical –Must have prior nuclear experience. These codes apply to the position and should not be confused with PRP codes attached to personnel. The UMD requirement is what the Personnel System will attempt to fill with the appropriate member.

PRP	DESCRIPTION
A	AUTH-ASGN: CRIT FOR NUC WEAPON DUTY (NO PREV EXP)
D	AUTH-ASGN: CONTROLLED NUC WEA DY (NO PREV EXP)
N	AUTH/ASIGN:CRIT NUC WPN DTY(NUC EXP RQ)
I	AUTH/ASIGN:CONT NUC WPN DTY (NUC EXP RQ)
Z	AUTH/ASIGN:NUC EXP REQ (NO PRP)

29. **XFA:** Identifies positions designated as "Key Nuclear Billets" (KNB), "Nuclear Command, Control and Communication" (NC3), and the emerging requirement for "Nuclear Enterprise Civilian" (NEC). The "KNB" codes were previously found in the "AF RMK 2" data field, they now have this discrete field for the various codes. The first character is reserved as "N" and indicates Nuclear Enterprise. The second and third characters further define the attributes of the position with specific emphasis given to highlight whether the position is a KNB, NC3, NC or combination thereof.

410_MGM 15-8 - Guidance for UMD Co

a. K – Key Nuclear Billet (KNB), as defined by AFI 13-504, Key Nuclear Billet (KNB) Program.
b. 3 – Nuclear Command, Control and Communication Billet (NC3)
c. C – Nuclear Enterprise Civilian Billet (NEC)
d. D – Billet designated as both KNB and NC3
e. E – Billet designated as both NC3 and NEC
f. F – Billet designated as both KNB and NEC
g. G – Billet designated as KNB, NC3, and NEC

For example, a billet designated as both KNB and NEC will be coded as "NF" in the XF1 data field. A billet that is solely identified as NEC will be coded "NC" on the UMD.

XFA	XFA Title
NC3	NUCLEAR COMMAND, CONTROL AND COMMUNCATION
C	CYBERSPACE
N	NUCLEAR
S	SPACE
NG	KEY NUCLEAR BILLET-: NUCLEAR COMMAND, CONTROL, COMMUNICATION -NUCLEAR ENTERPRISE CIVILIAN
NK	KEY NUCLEAR BILLET
N3	NUCLEAR COMMAND, CONTROL, COMMUNICATION
NC	NUCLEAR ENTERPRISE CIVILIAN
ND	KEY NUCLEAR BILLET-: NUCLEAR COMMAND, CONTROL, COMMUNICATION
NE	NUCLEAR COMMAND, CONTROL, COMMUNICATION -NUCLEAR ENTERPRISE CIVILIAN
NF	KEY NUCLEAR BILLET - NUCLEAR ENTERPRISE CIVILIAN

30. **MSI:** Manpower Standard Implementation: Identifies the Manpower determinant used to quantify the manpower for a work center. Each manpower position will be coded with the determinant used to validate the requirement.

31. **CMD RMK:** The Command Remarks code identifies MAJCOM unique characteristics of a requirement not adequately defined by other data codes.

CMD RMK	DESCRIPTION
902CIV	05PB 902 MIL/CIV CONV
ACCPSD	PERSONNEL SERVICE DELIVERY
CR04XX	CIV AUTH LOST IN RIF FY04
NAFSPT	NUMBERED AF SUPPORT
PBD722	PBD722 MCCN 26CEB722
SIOPAF	SINGLE OPLAN TOFF AF
SIOXXX	SIOP GENERATION SUPPORT

32. **AF RMK:** The Air Force Remarks code identifies authorizations utilized in the accomplishment of a mission but are not adequately defined by other data codes.

AF RMK	DESCRIPTION
F4	EXCEPTION TO STD
PA	PBD 722 CIVILIAN SIDE OF CONVERSION
PF	PBD 712 MIL CIV CONVERSION
SA	STRESS ADD

33. **LRK**: The Local Remark Code identifies installation unique characteristics of an authorization not adequately defined by other data codes.

LRK	DESCRIPTION
04LCMS	STRAIGHTLINED W/ 04 LCOM
04LCMV	EARNED IN MXMTC LCOM 04
FS2A5	SSGT 2A551K POS EARNED IN MAFS
LCM405	EARNED IN 2MXS/MXMTC
LCOM4	EARNED UNDER 04 LCOM/MXWCPT
MLA/B	EARNED IN MXABW LCOM02
OS2A5	SRA 2A553B POS EARNED IN MAOS

34. **RSC:** The Commercial Activity Reason code is a one-digit alpha code that describes why an activity is performed in-house. This field is normally not visible on a standard UMD.

RSC	DESCRIPTION
A	THE COMMERCIAL ACTIVITY IS NOT APPROPRIATE FOR PRIVATE SECTOR PERFORMANCE PURSUANT TO A WRITTEN DETERMINATION BY THE CSO.
B	THE COMMERCIAL ACTIVITY IS SUITABLE FOR A STREAMLINED OR STANDARD COMPETITION.
C	THE COMMERCIAL ACTIVITY IS THE SUBJECT OF AN IN-PROGRESS STREAMLINED OR STANDARD COMPETITION.
D	THE COMMERCIAL ACTIVITY IS PERFORMED BY GOVERNMENT PERSONNEL AS THE RESULT OF A STANDARD OR STREAMLINED COMPETITION (OR A COST COMPARISON, STREAMLINED COST COMPARISON, OR DIRECT CONVERSION) WITHIN THE PAST FIVE YEARS.
E	THE COMMERCIAL ACTIVITY IS PENDING AN AGENCY APPROVED RESTRUCTURING DECISION (E.G., CLOSURE, REALIGNMENT).
F	THE COMMERCIAL ACTIVITY IS PERFORMED BY GOVERNMENT PERSONNEL DUE TO A STATUTORY PROHIBITION AGAINST PRIVATE SECTOR PERFORMANCE.

35. **YLR:** The Year of Last Review is a four-digit numeric code representing the fiscal year when a review was last completed on the activity to determine it appropriate mode of operation (in-house or contract). This field is normally not visible on a standard UMD.

36. **YNR:** The Year of Next Review is a four-digit numeric code representing the fiscal year when the next scheduled review will be completed on the activity to determine it appropriate mode of operation (in-house or contract). The YNR should not exceed five years from the YLR. This field is normally not visible on a standard UMD.

37. **FCT:** The Functional Category represents the general funding category of a requirement. This field is normally not visible on a standard UMD.

FCT	DESCRIPTION
1XXX	Command and Command Support
2XXX	Mission Equipment Maintenance
3XXX	Mission Equipment Operations
4XXX	Direct Support
5XXX	Medical
6XXX	Research and Development

38. **EFF and TRU:** The Authorization Effective Date and Authorization Through Date indicates *when* and for *how long* they will remain in effect.

EEF is the date authorization becomes effective.

TRU is the date an authorization is effective through. Normally the date will be the first day of a Fiscal Quarter. Authorizations effective indefinitely will have *31 DEC 4712* as the through date.

Air Force Manpower Determinant (AFMD)

■ **Manpower Standard Development**
- AFMD is a tool used to quantify manpower resource requirements by anticipating the frequency or workload count of products issued and services provided
- Developed by the Manpower Requirements Squadron (MRS) utilizing subject matter experts (SMEs) to obtain workload data
- When AFMD is approved by Headquarters Air Force, these standards will be applied to all applicable Air Force activities
- Requirements will be shown on your UMD as either a funded or unfunded requirement
  - A funded requirement is able to be sourced immediately upon application of standard because sourcing/funding is available
  - A unfunded requirement is still a valid requirement but due to funding cannot be sourced upon application of AFMD

■ **Standard Application or Reapplication**

- Base level manpower offices will apply AFMD developed by the MRSs to units at their local installation
- If HQ requests an application be accomplished on a function, Minot AFB Manpower Team will be ready to assist in efforts
- Applications are not limited to MAJCOM or JQ Air Force request only, they will be applied periodically in order to provide base-level leadership a solid baseline for any resource management decisions

■ **Variance Development**

- A variance is a deviation to an AFMD that is developed when additional workload requirements are not covered by the core standard
- Variances are not required to cover every single man-hour within a function and should only be used when a significant difference in workload requirements is not addressed otherwise
  - Must meet a minimum of 25 monthly man-hours, should not be limited by location

- **Wartime Manpower Support**

  - Assist commanders and FAMs in comparing and matching manpower resources to requirements, documenting results, and recommending solutions to commanders and FAMs.
  - Assist FAMs in determining the need for new UTCs and validate the manpower requirements of existing UTCs
  - Provides UTC/UMD comparison to the Installation Deployment Officer (IDO), commanders, designated representatives, wing leadership and the MPF as requested
  - Verify information of tasked requirement utilizing DCAPES
  - Compare and match resources to requirements within acceptable constraints and identify potential mismatches, overages and/or shortages. Assist commanders and FAMs in satisfying shortfall requirements from within existing wing/center resources.
  - Provide unit SORTS/ART monitors with deployment and in-place requirements data, and advise commanders of options to resolve discrepancies between the total UTC/in-place requirement needs and available UMD authorizations.
  - Assist commanders and the Base Augmentation Review Board (ARB) with determining and validating ARB requirements to support the scenario of the augmentation program (e.g., sustained contingency requirements for base survivability, security forces, command post and cargo-marshaling.) Document Exemptions and calculate the Fair Share with remaining available support IAW AFPAM 10-243, *Augmentation Duty*.
  - Build local exercises, worst case scenarios and base support plans in support of local commanders and the IDO.

Organization Structure

- Air Force organizational structure follows these management principles:

  - Emphasis on Wartime Tasks.
    - Organizations are structured to accomplish wartime tasks without reorganizing
    - Functional Grouping
      - Organizations have these characteristics:
        - A clear-cut purpose, goal and scope, with one individual in charge
        - Parts that form a logical, separable activity
        - A close relationship among the parts, constituting a complete entity
        - Natural divisions of work that clearly define where responsibility begins and ends

  - Lean Organizational Structures
    - Organizations should encourage rapid decision making, so they should be flat structures without intermediate levels, unless mission requirements cannot otherwise be met. When used, intermediate organizations should consist of tactical functions only, without a full range of staff functions.
    - Organizational levels that exist only to review and transmit information or tasking should be eliminated
    - Both the number of supervisors and the number of internal subdivisions within organizations should be designed to minimize layers and maximize worker-to-supervisor ratios.

  - Skip-Echelon Structure
    - Major commands (MAJCOM) sit on top of a skip-echelon staffing structure
    - MAJCOMs, wings and squadrons possess the full range of staff functions needed to perform required tasks

- Numbered/named air forces (NAF), groups and flights have no or minimal staff
  - These tactical echelons are designed to increase operational effectiveness rather than to review and transmit paperwork
  - The chain of command and responsibility for mission accomplishment runs through commanders at all levels
- Standard Levels
  - The Air Force uses the standard levels described in AFI 38-101, Chapter 2 to design organizations
    - Establish organizations at the lowest level required to successfully accomplish the primary mission

Standard Wing Structure Example
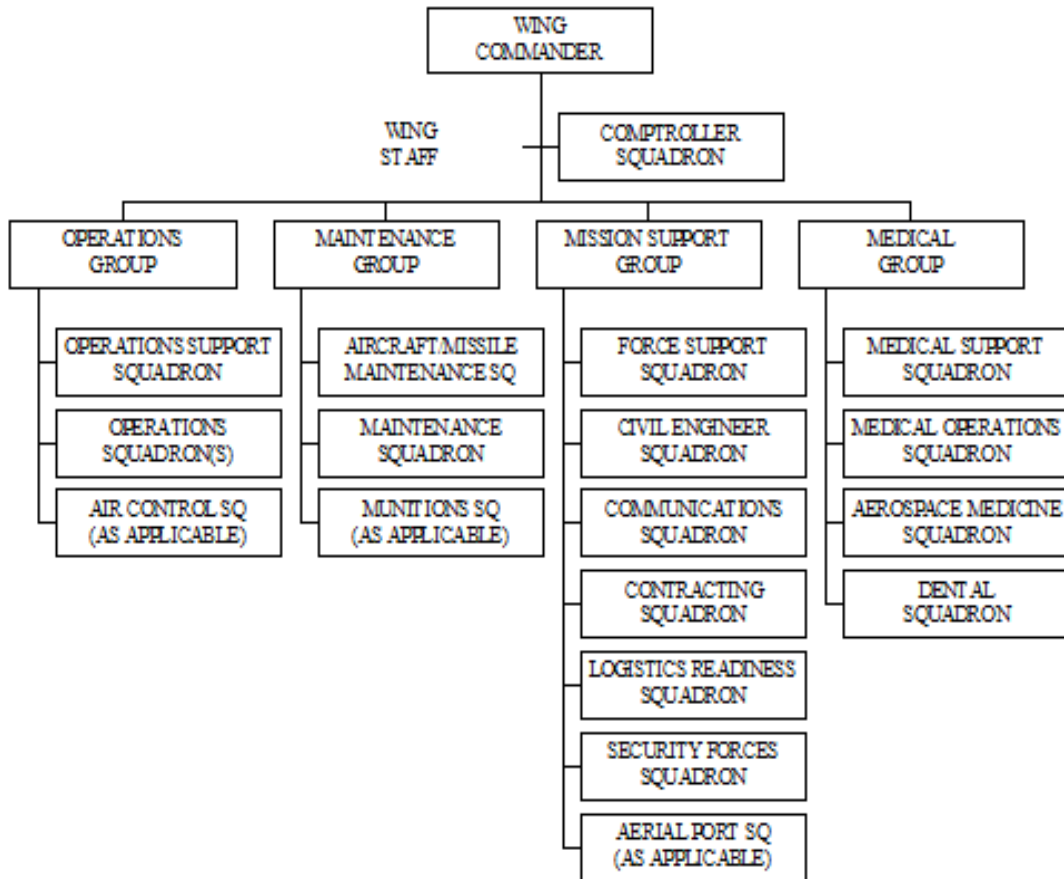
ORGANIZATIONAL CHANGE REQUESTS (OCR)

- Organizational structure must use the standard organizational structures found in AFI 38-101, if a unit's unique mission or location requires a different structure, a waiver to the standard structure can be requested using the organizational change procedures
  - An OCR is the unit's official request to make a change to an approved structure
  - OCRs are submitted because of:
    - Changes in AFMD
    - Changes in programming
    - Changes in mission
    - A decision by the SECAF or CSAF
    - A decision by congress

- When submitting an OCR the following 8 questions must be answered:

  1. What is the proposed action? *(list specific actions, such as activation, inactivation, nomenclature change, reorganization, or variation request)?*
  2. Why is the action needed? *What are the expected benefits?* (Identify factors driving the need for the action, e.g., changes to Instructions, missions or concepts of operations; attach any substantiating Air Force directives. In describing expected benefits, identify improvements, examples of increased mission capability and so on.
  3. What is the structure of the new organization? (*include current and proposed organization and function charts showing authorized and proposed manpower by officer, enlisted and civilian.)*
  4. Explain how the proposed structure compares with standard structure, nomenclature and size guidance and provide rationale for any requested deviations.
  5. As a result of this request, are any changes needed to add or delete Organization Nomenclature Codes or Office Symbol Codes (OSCs) or to change the title for an OSC; if so, provide the following information. (strive to use existing codes rather than creating new ones)
  6. For unit activations or re-designations, explain why the proposed unit designation was chosen. Identify any inactive historical units you're proposing to use and explain why you want to use these units.
  7. What is the cost of the request in terms of dollars and resources? (document cost in terms of dollars and manpower. Include administrative costs such as flags and signs, as well as manpower increases or monetary costs directly driven by the requested reorganization action.)
  8. Provide a mission directive, statement or description for organizations being activated or reorganized.

- A submission guidebook is available upon request to assist you in preparing the formal OCR package.

MANPOWER CHANGE REQUESTS (MCRs)

The format outlined on the following pages should be used when submitting an MCR. AFGSC has given us specific direction concerning change requests and we ask that you provide all the necessary information in your MCR. This will prevent additional delays in processing. Please use the imbedded MCR template below to prepare your change request. Some areas of particular concern are listed below.

a. Submission of "realignments" must consider the status of manpower in both functions. It is usually inappropriate to realign from a function with unfunded authorizations when there are other functions funded at 100 percent of earned manpower. Identification of a trade-off simply because a function is large may not be appropriate. Mission priority must also be considered. Maintenance spaces should not be identified to fund a lower mission priority support function.

b. A Program Element Code (PEC) is a subdivision of programmed cost data related to a weapon system or support function. Increases or decreases between PEC codes are very difficult to justify. Air Staff and HQ AFGSC control the PECs. If an increase in manpower is requested, you must list positions within the same PEC code for use as a trade-off.

c. Changes that deviate or conflict with existing Air Force manpower standards may not be processed unless changes are absolutely necessary for mission accomplishment. Example: you should not attempt to move positions from a FAC where they are "earned" to a FAC where they are not. This practice is highly discouraged because it makes the positions vulnerable to loss as they appear to be excess. Only emergency changes can be made to functions that are under study for standards development. <u>Changes will not be made to functions where manpower standards implementation is pending.</u>

d. Changes in military authorizations must be UTC validated and the MCR will contain the statement that these changes will not cause a UTC/UMD mismatch. Your UDM should perform a UTC/UMD comparison prior to processing any MCR involving military authorizations. This will prevent your unit from being unable to meet your tasking requirements due to insufficient UMD positions.

e. Changes in civilian authorizations must be reviewed and approved by the Civilian Personnel Office, 2 FSS/FSMC, prior to being submitted to the Manpower office. Include a statement that identifies if the authorization is vacant; if the position is not vacant, we may not be able to process the changes due to an adverse impact against the civilian. The CPO will endorse the MCR stating, "No adverse civilian action will be caused by the requested change."

f. *Changes to SAR codes must be coordinated through 2 BW/IP prior to submission to the Manpower office. There are additional requirements if you wish to increase a SAR code to anything above "SECRET". Refer here for SAR code guidance
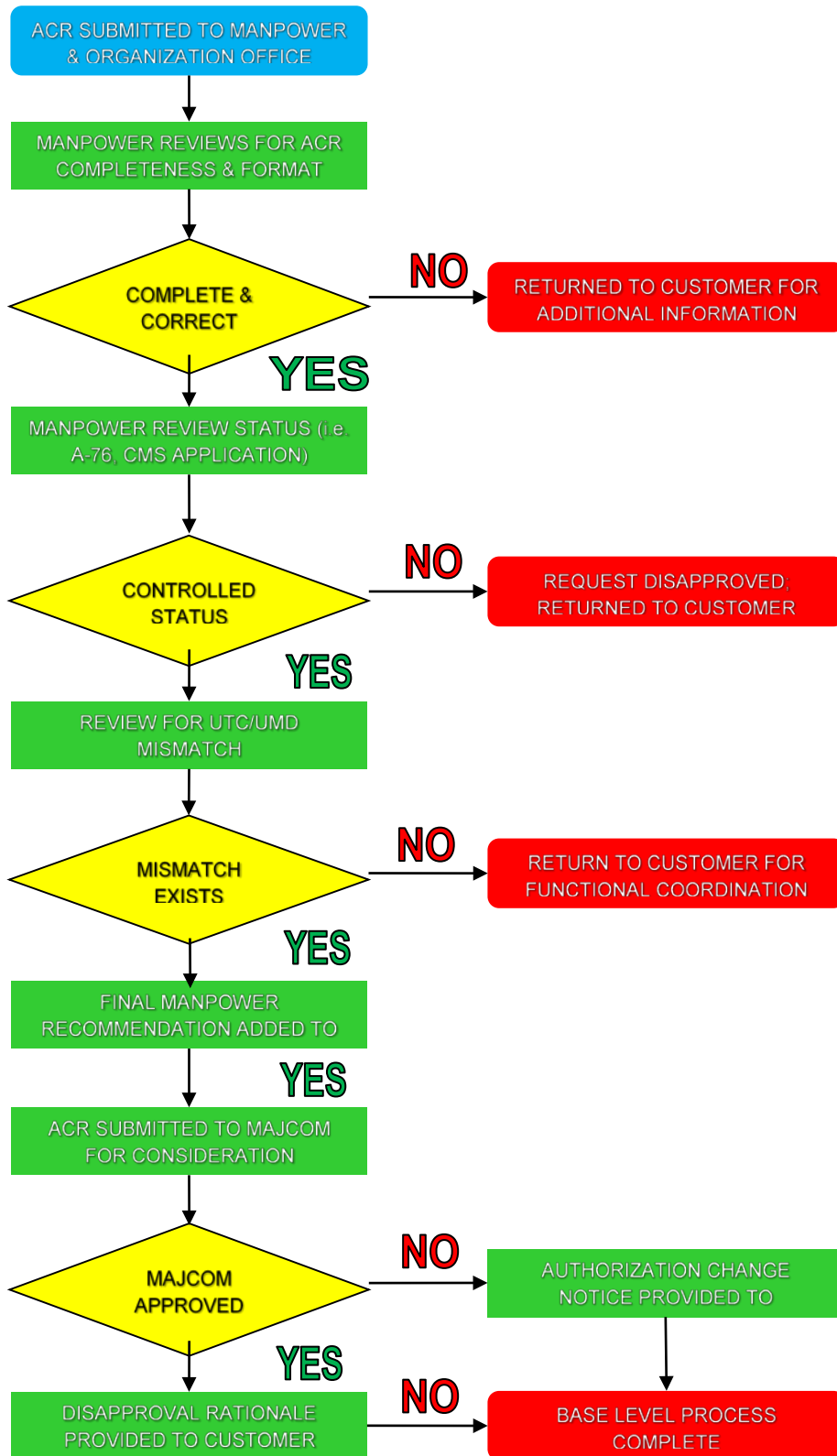
g. PRP code changes are done at the unit commander's discretion unless there is regulatory guidance dictating a certain code. All PRP code changes must be coordinated through the base PRP office prior to submission to 2 FSS/FSMM. *Please note the UMD reflects the "requirements of the position" and should not be confused with the qualifications of the person assigned. Requirements are driven by mission and not personnel, and as such, the UMD should not change because of the attributes of the currently assigned personnel. Commanders will review their PRP requirements annually and, if mission dictates, will request the changes at that time.

h. All base level OPRs are encouraged to contact their HQ MAJCOM functional OPR to discuss proposed UMD changes prior to submission to the local FSS/FSMM. The MAJCOM Functional is in the best position to know if any pending/proposed actions would interfere with the requested action. Also, as they are the approving authority, it could speed things along if they have a full understanding of the proposed changes and are expecting the MCR.

Guidance for completing the MCR

MANPOWER CHANGE REQUEST

I. MANPOWER CHANGE REQUEST (MCR) ESSENTIALS.

1. DATE:	2. UNIT:	3. PAS:	4. REQUESTER NAME:	5. DSN #:	6. REASON FOR MCR:
	5 LRS	FDYM	CMSGT RONALD COLE	453-2829	Grade/skill level Adjustment ▾

7. IMPACTS. *State what the adverse impacts would be if not implemented ex. mission and/or personnel.*

8. AUTHORITY FOR CHANGE ACTION(S). *Driving directive mandating change.*

II. MANPOWER CHANGE REQUEST DETAILS

9. CHANGE RATIONALE. *Ensure proposed adjustments identify workload, mission, unit structure, and/or technology changes. List expected tangible results.*

10. CHANGE ACTION. *List Unit Manpower Document position(s) and requested change. Use attached MCR input template if changes exceed below positions*

10-digit position #	PAS	Unit	OSC	GRD	AFSC	OPTIONAL ▾	OPTIONA ▾	OPTIONAL ▾	Effective	Action
										CURRENT ▾
										REQUESTE ▾
										CURRENT ▾
										REQUESTE ▾
										CURRENT ▾
										REQUESTE ▾
										CURRENT ▾
										REQUESTE ▾
										CURRENT ▾
										REQUESTE ▾

11. MANPOWER CORDINATION   **Attach Documents**

SELECT ATTACH TYPE ☐	a. MCR Template (used if changed POS(s) exceed 5)	☐ b. Civilian Position Description	☐ c. E-mail	☐ d. Other

III. LEADERSHIP REVIEW. *Submit requests through their servicing manpower activity for positions under their command/control. Submissions beyond span of control within the peer level of command require parent level of command concurrence. Squadron (or equivalent) is the lowest level permitted to submit changes.*

12. ENDORSEMENT:	13. UNIT:	14. DATE:	15. NAME: *(Rank, Last, First, Mi)*	16. MCR ACTION:	17. SIGNATURE:
Sq CC ▾	5 LRS/CC		LT COL RIDLEY, MICHAEL E	Concur ▾	SIGN HERE ▸
Select... ▾				Select... ▾	SIGN HERE ▸
Select... ▾				Select... ▾	SIGN HERE ▸
Select... ▾				Select... ▾	SIGN HERE ▸
Select... ▾				Select... ▾	SIGN HERE ▸

IV. SERVICING MANPOWER ACTIVITY REVIEW. *Servicing Manpower Activity Use Only to review requested change action(s)*

18. ADVERSE MANPOWER IMPACTS

a. ZERO BALANCE:	Select... ▾	b. PERSONNEL:	Select... ▾	c. MISSION:	Select... ▾	d. UTC:	Select... ▾

19. MCR Title:	20. ACN #:	21. POS(s):	22. REVIEWER NAME:	23. DSN #:	24. DATE:	25. SIGNATURE:
						SIGN HERE ▸

```
┌─────────────────────────┐
│ ACR SUBMITTED TO MANPOWER│
│  & ORGANIZATION OFFICE   │
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐
│ MANPOWER REVIEWS FOR ACR │
│  COMPLETENESS & FORMAT   │
└─────────────────────────┘
            │
            ▼
        ╱────────╲            NO      ┌─────────────────────────┐
       ╱ COMPLETE & ╲ ───────────────▶│ RETURNED TO CUSTOMER FOR │
       ╲  CORRECT   ╱                 │  ADDITIONAL INFORMATION  │
        ╲────────╱                    └─────────────────────────┘
            │ YES
            ▼
┌─────────────────────────┐
│ MANPOWER REVIEW STATUS (i.e.│
│   A-76, CMS APPLICATION) │
└─────────────────────────┘
            │
            ▼
        ╱────────╲            NO      ┌─────────────────────────┐
       ╱ CONTROLLED ╲ ──────────────▶│  REQUEST DISAPPROVED,    │
       ╲  STATUS    ╱                 │  RETURNED TO CUSTOMER    │
        ╲────────╱                    └─────────────────────────┘
            │ YES
            ▼
┌─────────────────────────┐
│   REVIEW FOR UTC/UMD     │
│       MISMATCH           │
└─────────────────────────┘
            │
            ▼
        ╱────────╲            NO      ┌─────────────────────────┐
       ╱ MISMATCH  ╲ ───────────────▶│  RETURN TO CUSTOMER FOR  │
       ╲  EXISTS   ╱                  │ FUNCTIONAL COORDINATION  │
        ╲────────╱                    └─────────────────────────┘
            │ YES
            ▼
┌─────────────────────────┐
│   FINAL MANPOWER         │
│ RECOMMENDATION ADDED TO  │
└─────────────────────────┘
            │ YES
            ▼
┌─────────────────────────┐
│  ACR SUBMITTED TO MAJCOM │
│    FOR CONSIDERATION     │
└─────────────────────────┘
            │
            ▼
        ╱────────╲            NO      ┌─────────────────────────┐
       ╱  MAJCOM   ╲ ───────────────▶│  AUTHORIZATION CHANGE    │
       ╲ APPROVED  ╱                  │  NOTICE PROVIDED TO      │
        ╲────────╱                    └─────────────────────────┘
            │ YES                                  │
            ▼                                       ▼
┌─────────────────────────┐   NO      ┌─────────────────────────┐
│ DISAPPROVAL RATIONALE    │─────────▶│   BASE LEVEL PROCESS     │
│  PROVIDED TO CUSTOMER    │          │       COMPLETE           │
└─────────────────────────┘          └─────────────────────────┘
```

Total Force Integration

- The Air National Guard and the Air Force Reserve components are typically organized in the field under the standard Air Force Wing structure with organizational charts the same as an active duty wings with similar missions
- Air Force Reserve members attached to Active units to provide back-fill capability for the purpose of continuity when the Active Duty incumbent is deployed are Individual Mobilization Augmentees (IMAs)

- MPA Man-days (AFI 36-2619) provide AF access to ARC forces to support Active Duty missions…two types:
  - Steady State historically 5K man-years… 3.75K for FY12 & 3.2K for FY13; 3.2K for FY14; 4.7K for FY15
    - Non-OCO missions; includes medical and legal continuation
    - New Authority –USC Title 10, Section 12304b
    - Pay and Allowances funded out of active military pay account
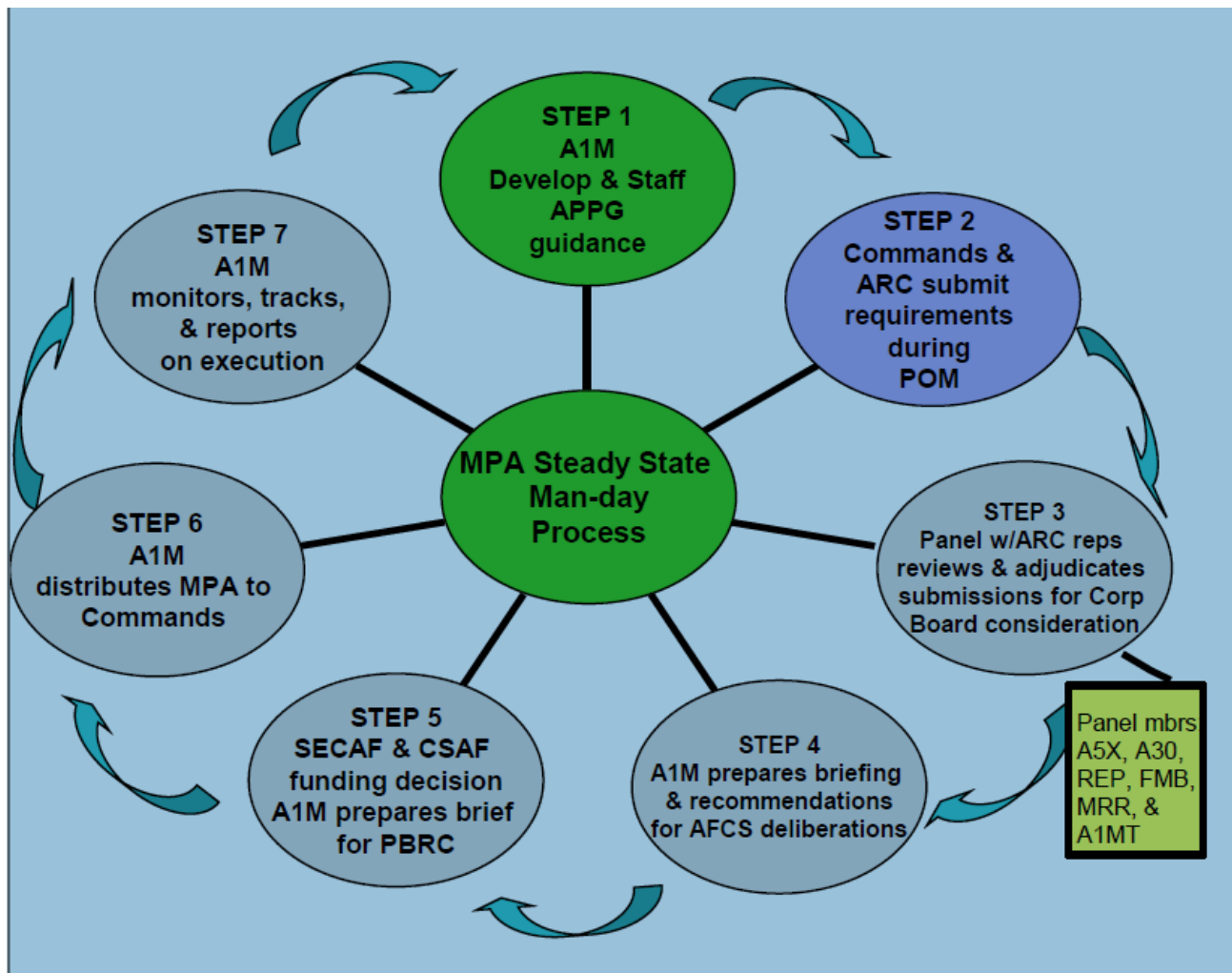
- OCO Man-days (Historically 12.5K-16K man-years…7.4K for FY13)
  - Contingency missions approved in supplemental fiscal guidance
  - Pay and Allowances funded through supplemental appropriations. The objective of MPA Man-day is to ensure funding for critical missions through AF-wide review and prioritization of requirements. The validation process consists of:
    - Gather requirements by command; identify disconnects and shortfalls
    - Produce prioritized listing based on APPG
    - Match to mission requirements, critical skills
    - Develop COAs for AFCS decision for multiple funding scenarios
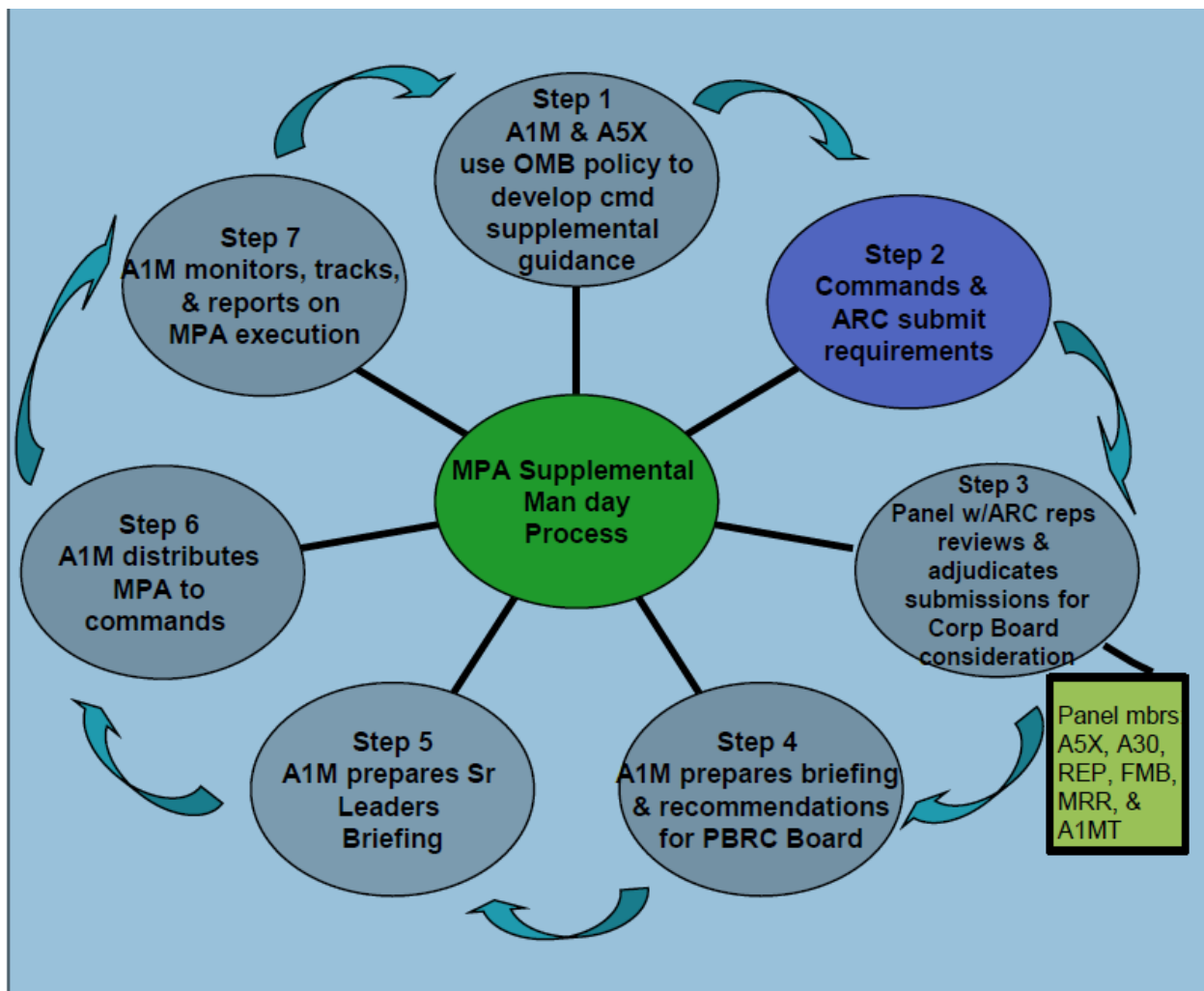
Performance Management

Continuous Process Improvement (CPI)

- Continuous Process Improvement (CPI)
    - CPI increases operational capabilities while reducing associated costs by applying proven techniques to all processes associated with fulfilling the Air Force mission
    - Goal of Air Force CPI is to eliminate waste while maximizing customer value
    - Air Force CPI uses several widely accepted process improvement methodologies, including lean, six sigma, theory of constraints, and business process reengineering
    - Key principles contained in these methodologies include:
        - Improving flow and reducing waste within a process focusing on factors that degrade product quality
        - Identifying and overcoming process constraints, and
        - Redesigning processes

    - The application of these principles enables Airmen to integrate continuous improvement into day-to-day operations across the full spectrum of AF operations
        - Commanders/Directors at all levels will:
            - Promote CPI methodologies to fulfill requirements in AFI 1-2, *Commander's Responsibilities*, and AFI 90-201, *The Air Force Inspection System*
            - Consider developing a strategic plan
            - Use Black Belt (BB) practitioners to assist in strategy and key performance indicator development, when possible
            - Promote the use of AF 8 Step Practical Problem Solving Method (PPSM) to address strategic or key performance indicator gaps, and self-assessment or inspection findings

- Utilize a governance structure to strategically align projects, find and fix unit deficiencies, and foster a culture of process improvement
- Establish strategically aligned performance indicators to ensure data-driven decision-making, risk management, and focused resources on organizational goals and objectives
- Support training and certification opportunities for local CPI practitioners

Item No	Description	Reference	Paragraph	SubCategory	Tier
1.1.	Has leadership developed vision and misson statements to facilitate strategic mission alignment.	AFI 1-2	3.4.1	STRATEGIC PLANNING	Tier 0
1.2.	Has leadership created a culture of continuous process improvement to eliminate wasteful, ineffective, and unsafe ways of doing business to make data driven decisions and manage operational risk?"	AFI 1-2	3.4	PROCESS IMPROVEMENT	Tier 0
1.3.	Has leadership developed metrics based upon continuous process improvements or best practices to monitor and measure mission performance to assist in data driven decisions?	AF1 1-2	3.4	PROCESS IMPROVEMENT	Tier 0

- SAF/IG approved AF/A1M release of AF wide AFI 1-2 SAC via MICT
  - Immediately impacts 248 AD and ARC Wing & subordinate commanders
  - CPI centric questions spot light Tier 0 (by law equivalent) CC assessment
  - MOs/WPMs are strategic partners: "problem solvers" & "process optimizers"
  - Decision support to CCs to enhance unit & mission effectiveness

The Enterprise Process Improvement Council (EPIC) ensures Air Force strategic goals, change management objectives, and strategic priorities are enabled by ongoing CPI efforts. It serves as the Air Force corporate body that vets CPI projects/initiatives with enterprise-wide applications, with emphasis on assuring Air Force business and management operations are as streamlined and efficient as practical, while maintaining effective mission accomplishment.

- Airmen Powered by Innovation (API) Program
  - The API program (AFI 38-402) is the Air Force enterprise-wide innovation program that solicits suggestions/ideas from Airmen which contribute to the efficiency, economy, or other improvement of operations or programs related to the armed forces
  - The program combines three legacy improvement programs:
    - Innovative Development through Employee Awareness,
    - Productivity Enhancing Capital Investment,
    - Best Practices

- The success of money and time-saving innovations are critical to the Air Force's ability to operate in this fiscally constrained environment
- Airmen Powered by Innovation is the foundation for empowering Airmen to "Make Every Dollar Count" and is intended to be an engine for innovation across the Air Force
- Any Airman may submit ideas that improve operations or processes, provide cost savings, and improve morale to the Airmen Powered by Innovation website for evaluation (https://www.my.af.mil/gcss-af/usaf/site/API)
- The program connects Airmen to Principal Decision Makers in the Air Force and provides monetary awards for approved ideas
  - SAF/MG will recognize Airmen with monetary awards for approved submissions
    - All submissions approved by the Principal Decision Maker receive a $2,500 monetary recognition award
    - There are 2 different award types:
      - Tangible Savings
        - Award will be 10% of estimated first year savings, total award will be no more than $2,500
      - Intangible Benefits
        - Award will be $200 (limited to one award per approved suggestion)(exception: AF technical order forms 22 "corrections" will receive $100)

- Submissions are Not Eligible for Awards if:
  - One of the submitter's assigned duties is to make recommendations for improvement on subject matter contained in the submission
  - The submission is a result of a chartered process improvement event or special study
  - The submission can be implemented without approval of higher authority
  - The submission is the original idea of another Air Force member
  - The submission is a result of studies/projects/research (including student papers) sponsored by the Government

Program Allocation & Control

Programming Allocation & Control

- The programming process is how the Air Force ensures commanders have the manpower resources to accomplish their assigned missions
- Manpower guiding principles for requirements and programming are highlighted in:
  - DoDD 1100.4, "Guidance for Manpower Management,"
  - DoD 1100.22 "Policies and Procedures for Workforce Mix,"
  - AFPD 38-2 "Manpower"
  - AFI 38-201, "Management of Manpower Requirements and Authorizations,"
    - Provides guidance which must be considered when evaluating and executing programming decisions and activities
    - Manpower is a constrained resource that comprises a large portion of the Air Force Budget
    - All missions and programs compete for limited authorized military and civilian end-strength, established grade distributions, and must comply with other guidelines as directed by Congress
    - Manpower resources must be programmed and allocated in a manner that contributes to the accomplishment of Air Force missions in priority order, and commensurate with available resources
    - Changes to programs, missions, capabilities and/or functions will dictate changes to manpower resources
    - Manpower must be programmed in accordance with validated manpower requirements, and within fiscal limits and acceptable risk identified in Defense Planning Guidance (DPG) and in conjunction with the Air Force Planning, Programming, Budgeting and Execution (PPBE) process

AF Manpower Determinant Methods

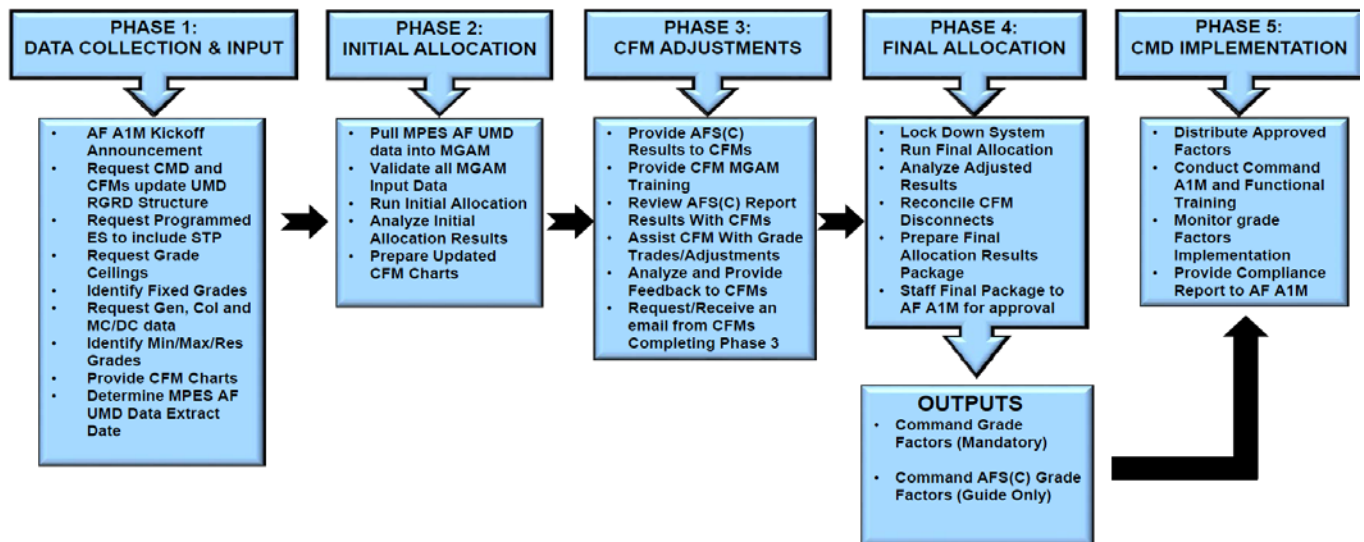| Modeling Technique	When to Apply	Example
Directed Requirements	A policy directing an organization position that specifies a fixed manpower requirement to fill a particular named assignment	Commander
Staffing Pattern	Long-standing pattern of manpower use, where the work is not governed by rate of production	Wing CC Secretary
Crew	Requirement to satisfy an established capability	Crew Ratio
Minimum Manpower	Used to ensure uninterrupted services, even though assigned personnel may not be continuously productive	Emergency Room
Post Manning	Used to compute total requirements needed to fill mission critical positions that demand constant vigilance and 100% productivity is assumed	Security Forces
Position Manning	Used when the requirement is defined by the number of work stations or positions but other work may be accomplished	Command Post
Simulation	The model simulates the demand of an actual operating environment based on a pre-defined scenario outlining the demand and response anticipated for an actual operating environment utilizing both known and estimated data points	Aircraft Maintenance
Business Models	Fee for service activities developed by service providing MAJCOM	Depot Level AC Maintenance
Measurement	Process oriented models that are production centered and provide statistical or ratio derived models that predict manpower required for fluctuating levels of demand	Technical Estimate, Historical Record

- ■ Manpower Allocation and UMD Execution
  - ▪ The Directorate of Manpower and Organization, Program Development Division (AF/A1MP) allocates programmed manpower resources by PEC, RIC, and Country State Code (CSC) to the commands directing implementation of approved programs
  - ▪ MAJCOMs and equivalents translate these manpower resources into manpower authorizations by updating the UMD. AF/A1MO provides the Air Force Personnel Center (AFPC) MPES data on military and civilian authorization changes to begin the actions necessary to recruit, train, and assign people
  - ▪ Procedures:
    - • Grades Allocation Process is conducted biannually based on the "required grade" of funded authorizations
    - • Allocates two factors "Command Grade Factors" & AFSC Grade Factors
      - o Command grade factors are mandatory
      - o AFSC grade factors are a guide to assist commands with the compliance of mandatory command grade factors
  - • Commands may redistribute grades among AFSC within the command (Cannot exceed command grade factors)

- Mandated Allocation Parameters
  - Programmed End Strength (PE) – AF active duty allocation through the budget process (AF/A1MP)
  - Grade Ceilings – Col, Lt Col, Maj, CMSgt and SMSgt determined by Title 10, Capt, Lt, MSgt – A1C (AF Policy)
  - Students, Transient & Personnel Holdees (STP) – Set aside (from the CMD Grades to Allocate, computed at the AF level only)
  - Exclusions – Gen, Col, MC/DC, CMSgt (Excluded from the process)
  - Fixed Grades – Outside the AF, Reimbursable, Miscellaneous (Set aside from the Fair Sharing Process)
  - Minimum Grades – Minimum grade required for entry into an AFSC
  - Maximum/Restricted Grades – The max grade allowed in an AFSC or the only grades allowed in an AFSC

Grades Allocation Process

PHASE 1: DATA COLLECTION & INPUT	PHASE 2: INITIAL ALLOCATION	PHASE 3: CFM ADJUSTMENTS	PHASE 4: FINAL ALLOCATION	PHASE 5: CMD IMPLEMENTATION
• AF A1M Kickoff Announcement • Request CMD and CFMs update UMD RGRD Structure • Request Programmed ES to include STP • Request Grade Ceilings • Identify Fixed Grades • Request Gen, Col and MC/DC data • Identify Min/Max/Res Grades • Provide CFM Charts • Determine MPES AF UMD Data Extract Date	• Pull MPES AF UMD data into MGAM • Validate all MGAM Input Data • Run Initial Allocation • Analyze Initial Allocation Results • Prepare Updated CFM Charts	• Provide AFS(C) Results to CFMs • Provide CFM MGAM Training • Review AFS(C) Report Results With CFMs • Assist CFM With Grade Trades/Adjustments • Analyze and Provide Feedback to CFMs • Request/Receive an email from CFMs Completing Phase 3	• Lock Down System • Run Final Allocation • Analyze Adjusted Results • Reconcile CFM Disconnects • Prepare Final Allocation Results Package • Staff Final Package to AF A1M for approval	• Distribute Approved Factors • Conduct Command A1M and Functional Training • Monitor grade Factors Implementation • Provide Compliance Report to AF A1M

OUTPUTS
- Command Grade Factors (Mandatory)
- Command AFS(C) Grade Factors (Guide Only)

- **Putting the organization, requirements and programming pieces together leads to positions on the UMD**
  - Organizations are activated/changed
  - Manpower standard identified requirements
  - FYDP identifies actual funding levels
  - Grades allocations provides grade structure

GLOBAL STRIKE COMMAND - FUNDED UMD

PAS: F1X6
RIC: 0004;0104;0160

MINOT QJVF

FAC: 45M100 - MANPOWER & ORGANIZATION

CID	POS	MNT	AFSC Title	RIC	AFSC	GRD	RGR	PEC	DTY	API	SEI	PRSP	MSAI	APRC	AF RMK 1	AF RMK 2	CMD RMK 1	CMD RMK 2	CMD RMK 3	CMD RMK 4	18 Q3	18 Q4	19 Q1	19 Q2	19 Q4	20 Q4	21 Q4
GS	00014559GS	XXXXX	MANPOWER	0104	3F371	TSGT	TSGT	11969A		Z	1CH	G	6								1	1	1	1	1	1	
GS	00014628GS	XXXXX	MANPOWER	0160	3F371	GS-11	GS-11	18534D				G	7								1	1	1	1	1	1	
GS	00014629GS	XXXXX	FORCE SUPPORT	0160	038F3	GS-12	GS-12	18534D				G	7								1	1	1	1	1	1	
GS	00014771GS	XXXXX	MANPOWER	0104	3F371	MSGT	MSGT	11969A		Z		G	6								1	1	1	1	1	1	
GS	00014772GS	XXXXX	MANPOWER	0104	3F351	SSGT	SSGT	11969A		Z		G	6								1	1	1	1	1	1	
GS	00014837GS	XXXXX	FORCE SUPPORT	0160	038F3	GS-12	GS-12	18534D	189			G	7								1	1	1	1	1	1	
GS	00014860GS	XXXXX	MANPOWER	0104	3F371	TSGT	TSGT	11969A		Z		G	6								1	1	1	1	1	1	
GS	00044565GS	XXXXX	MANPOWER	0104	3F371	MSGT	MSGT	11969A		Z		G	6								1	1	1	1	1	1	

Summary for:	CAT	18 Q3	18 Q4	19 Q1	19 Q2	19 Q4	20 Q4	21 Q4
	A	5	5	5	5	5	5	5
	C	3	3	3	3	3	3	3
OSC: FSM / FAC: 45M100	TOTAL:	8	8	8	8	8	8	8

Management of Civilian Resources

- One responsibility of the Manpower office is Under the Civilian Cost (CIVCOST) program, each commander manages their civilian resources under the "manage to budget" concept
- Manpower and Organization plays an integral part in this process by projecting and planning civilian employment for the fiscal year to meet mission requirements within funding limitations
- Our goal is to assist, provide advice and guidance to effectively utilize civilian resources to do the mission
- Some of the more common types of assistance we provide are:
  - Review of civilian position descriptions
  - We review all civilian position descriptions (PDs) before they are submitted to the civilian personnel office for classification or fill actions. Our review is quite comprehensive and includes three major areas of concern:
    - UMD
      - We review UMDs to ensure position being filled is valid and not affected by limiting factors which would preclude filling with a civilian rather than military
      - Process Oriented Description (POD)
        - We review the POD contained in the AFMD, ensuring duties in the PD are required to be performed in the work center where the position is authorized
      - AFI 36-2101 Compatibility
        - We compare duties of PD with the duties prescribed by regulation to ensure their compatibility (specifically we're looking to ensure the PD matches AFSC and skill level

- Civilian Overhire Requests
  - For new, or the extension of civilian overhires, must be signed by the unit commander/deputy, and are submitted through our office and the unit approval authority (the organization's civilian pay manager), to civilian personnel
  - We review the requests to be sure they are not for additional manpower to perform work for which manpower has already been adequately authorized
  - We coordinate on the requests and attach our recommendations for the approval authority's consideration
  - Approval of over hires is based largely upon availability of civilian pay funds, and it must be emphasized that they are normally used to accomplish "peak workload" expected to last less than 12 months
  - Overhires may be used to alleviate a temporary manning shortage, again, to cover a period of less than 12 months
    - Any situation expected to last longer than 12 months **IS NOT** considered temporary and other solutions should be explored before considering use of over hires

Support Agreements

- The Manpower and Organization Flight reviews all support agreements for manpower impact:
    - If there is a manpower impact, determines its size in conjunction with the supplier FAACs. Documents the required manpower in a manpower annex and certifies it by signing the annex.
    - If there is no manpower impact, enters "No additional manpower is required to support the receiver" and signs in DD Form 1144, Block 11 (General Provisions).
    - After approval and signature by supplier and receiver, forward the signed agreement with manpower annex to the MAJCOM Manpower and Organization Division for validation and transfer of required manpower.
    - Assists FM in cost factor development in areas involving labor (e.g., man-hours/man-years).
    - Assists the SAM in the manpower aspects of support agreements training.

Common Misunderstandings

- We **DO** make changes to your manpower authorizations. This is usually accomplished upon request from the appropriate unit commander, and with MAJCOM approval
- We **DO** evaluate the requirements for civilian positions
- We **DO** act as the focal point for the Air Force Productivity Program
- We **DO** conduct Functional Reviews and Manpower Study Measurements.
- We **DO** conduct OMB Circular A-76 Cost Comparison Studies
- We **DO** apply manpower standards. This is usually accomplished yearly. The appropriate MAJCOM notifies us of the scheduled reapplication
- We **DO** develop Single Location Manpower Standards. These are standards for a work office that is unique to one base. They are developed jointly by base functional OPRs and us, with the approval of the appropriate MAJCOM
- We **DO** evaluate both tangible and intangible benefits identified by API evaluators and responsible officials, before award recommendations are finalized

- We **DO NOT** provide your unit with personnel. This is a Military Personnel Flight function
- We **DO NOT** classify or grade civilian positions. This is a Civilian Personnel Office function
- We **DO NOT** determine which areas are to be studied. Air Staff or MAJCOM staffs make that determination
- We **DO NOT** determine which functions are to be studied or contracted out. The Installation Commander or Congress decides which functions to study. Which functions to be contracted out are determined by cost comparison study results that involve competitive bids from contractors
- We **DO NOT** develop Air Force Manpower Standards. The functional OPR and Air Force Manpower Agency (AFMAA) jointly develop the standards.
- We **DO NOT** evaluate APIs unless the subject matter applies directly to and affects Manpower or API/Productivity tasking

Acronyms

AFMD: Air Force Manpower Determinant

ARB: Augmentation Review Board

ART: AEF Reporting Tool

CMD: Command

CPG: Career Progression Group

CPI: Continuous Process Improvement

DCAPES: Deliberate Crisis Action Planning and Execution Segments

EPIC: Enterprise Process Improvement Council

FAM: Functional Area Manager

MCR: Manpower Change Request

MRS: Manpower Requirements Squadron

NAF: Non-Appropriated Funds

NCOPEC: Non-Commissioned Officer Professional Enhancement Course

OCR: Organizational Change Request

OSC: Office Symbol Code

PEC: Program Element Code

SNCOPEC: Senior Non-Commissioned Officer Professional Enhancement Course

SORTS: Status of Resources and Training System

UMD: Unit Manpower Document

UTC: Unit Type Code