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Manpower, Organization and Quality

**MANPOWER & QUALITY READINESS AND
CONTINGENCY MANAGEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 38-2, *Manpower*. It states Manpower & Quality (MQ) readiness policies, concepts of operations, and responsibilities for Manpower & Quality personnel at all levels of command within the Air Force including that assigned/attached to and under Air Force Component Commands. It also describes processes, procedures, and systems used to implement policies and responsibilities within the concept of operations. In doing this, it provides the procedures to support Operation Plan and Concept Plan Development And Implementation (AFMAN 10-401), Deployment Planning (AFI 10-403), Base Support Planning (AFI 10-404), Mobilization of the Civilian Work Force (AFI 36-507), Mobilization Planning (AFI 10-402), Status Of Resources and Training System (SORTS) (AFI 10-201), and the Resource Augmentation Duty (READY) Program (AFI 10-217). This instruction is intended to be a tool to be used in daily operations. Users of this instruction must have complete understanding of the requirements-related terms listed in **Attachment 1** and the Joint, Air Force, and MQ operations information listed in **Attachment 2**. Send recommended changes to this instruction to the Air Force Manpower Readiness Flight (AFMRF). See **Attachment 1** for a glossary of references and supporting information.

SUMMARY OF REVISIONS

This change renames AFI 38-205, Manpower and Quality Readiness and Contingency Management, to AFI 38-205, Manpower and Organization Readiness and Contingency Management. It adds checklists to Attachment 5 for Employed Manpower Teams and manpower contact information for each component. It also revises Chapter 6 to include specific responsibilities for USAF/XPM, Air Component Command, AF Manpower Readiness Flight, MAJCOM/FOA/DRU/XPM, and base-level manpower functions. Example Scenarios, paragraph 6.4., has been updated to reflect new scenarios and renumbered paragraph 6.10 as a result of additions. Attachment 6 is added as the guide for Manpower Readiness Inspections. See the last attachment of the publication, IC 02-1, for the complete IC. A star indicates revision from the previous edition.

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Chapter 1

MANPOWER & QUALITY READINESS AND CONTINGENCY MANAGEMENT POLICIES

1.1. Authoritative Requirements Statement. There will be a single authoritative statement of total requirements for every wartime and contingency operation, Joint Chiefs of Staff (JCS) exercise, and any other military operation or exercise requiring the actual movement of forces.

1.2. Responsibilities, Processes, and Procedures. All Manpower & Quality (MQ) people will consistently apply responsibilities, processes and procedures implementing these policies. This includes using standard Air Force systems as prescribed by this instruction.

1.3. Use of Standard Systems. The authoritative statement of contingency deployment requirements will be documented and maintained in the standard Air Force contingency and manpower resource management systems and will be made available to HQ USAF.

1.4. Coordination with Air Reserve Components. All actions affecting Air National Guard of the United States (ANG) and United States Air Force Reserve (USAFR) forces will be coordinated between the gaining major command (MAJCOM), Air National Guard Readiness Center (ANGRC), Air Force Reserve Command (AFRC), and Air Reserve Personnel Center (ARPC), as appropriate, regardless of activation status.

1.5. Force Management and Accountability. MQ staffs at all levels of command will work with corresponding Personnel staffs and share information to support and facilitate force management and accountability.

1.6. Tenant Wing/Center MQ Offices. MQ Offices at tenant wings/centers have the same responsibilities as those at host wings/centers. While some base level programs (such as Base Support Planning) require the host to cover tenants, the ultimate responsibility for MQ actions resides with servicing MQ Office.

1.7. Wings and Centers without an MQ Office. For wings and centers that do not have MQ Offices, specifically ANG and AFRC, the MPF will carry out MQ Office responsibilities.

1.8. Records Disposition. Maintain and dispose of all records created by processes prescribed in this publication IAW AFMAN 37-139, *Records Disposition Schedule*.

Chapter 2

MANPOWER & QUALITY CONCEPTS OF OPERATIONS

2.1. Organizing, Training, Equipping, and Providing Forces. MQ people are on the headquarters staffs at all levels of command. They assist commanders (and functional managers) in establishing organizational structures ensuring adherence to USAF guidance; they also serve as the principal manpower requirements resource manager that assist commanders in meeting their ‘train, equip, and force employment’ mission. Refer to [Figure 2.1.](#)

2.1.1. HQ USAF. The HQ USAF MQ Staff (HQ USAF/XPM) is manned during peacetime and contingency operations. It provides policy and procedural guidance for developing total force requirements to support contingencies and operations, and monitors wartime manpower requirements through the Air Staff Crisis Action Team (CAT), Air Force Component Command, MAJCOM, and other field units. When the Crisis Action Team (CAT) is activated, HQ USAF/XPM and Personnel (HQ USAF/DPFJ) staffs work together to staff and operate the HQ USAF Manpower and Personnel Readiness Center (MPRC).

2.1.2. Air Force Center for Quality and Management Innovation (AFCQMI). AFCQMI is a Field Operating Agency (FOA) reporting to HQ USAF/XPM. It assists HQ USAF, Air Force FOAs and direct reporting units (DRU), Air Force functional communities, and MAJCOMs in making intelligent, fact-based decisions that promotes efficient resource utilization.

2.1.3. The Air Force Manpower Readiness Flight (AFMRF). AFMRF is an organization subordinate to AFCQMI that manages the HQ USAF Manpower Force Packaging (MANFOR) data; performs readiness-related analysis; and develops processes, procedures, and systems in support of MQ readiness. It also operates the Alternate HQ USAF MPRC (AMPRC) at the Alternate Joint Coordination Center (AJCC), Site R, Ft Detrick, MD.

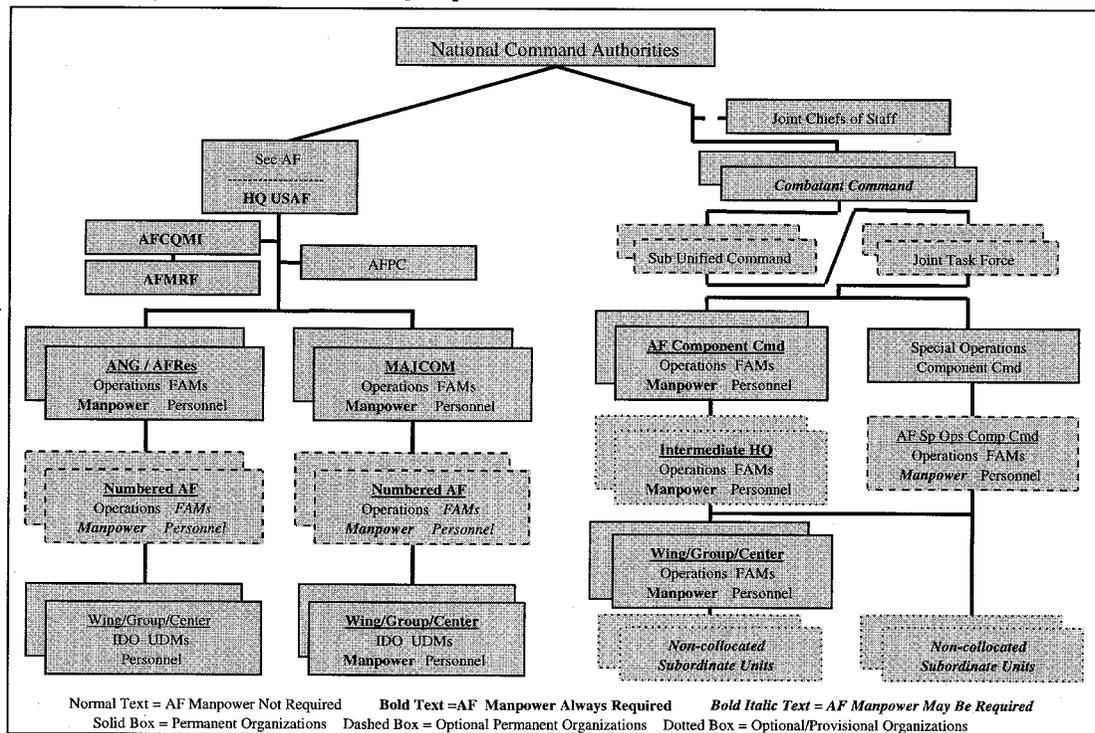
2.1.4. MAJCOM/FOA/DRU. Each MAJCOM/FOA/DRU has an MQ staff, usually aligned within the Plans Directorate (XP). The MQ staff is staffed during peacetime and contingency operations and services the MAJCOM/FOA/DRU and all units subordinate to it. Some MAJCOMs have delegated some or all readiness functions to a subordinate organization such as an air operations squadron. The MQ staff implements HQ USAF and Air Force Component Command contingency manpower policies and procedures. If a CAT or similar organization is activated, MQ and Personnel staffs should work together to staff and operate an MPRC.

2.1.5. Numbered Air Force (NAF). NAFs are subordinate to MAJCOMs. They may be dual-hatted as an Air Force Component Command. If so and when necessary during a contingency, the NAF “changes hats” and chops operationally to the combatant command to perform Air Force Component Command duties. Depending on the MAJCOMs’ needs, NAFs may or may not have a MQ staff. If it has a MQ staff, the staff reports to the NAF commander and services the NAF and all units subordinate to it.

2.1.6. Wing/Center at Deploying/Sustained Locations. MQ Offices are on the commander’s staff. The MQ is staffed during peacetime and contingency operations and services the wing/center, all units subordinate to it, and any other units as designated by its MAJCOM. The MQ Office implements guidance received from higher headquarters. It provides contingency support to tenant units for deployment tasking from the tenant’s MAJCOM. If necessary and practical, MQ people could be col-

located -- in whole or in part -- with the Personnel Readiness Function of the servicing MPF to facilitate exchange of contingency information. MQ people are available to provide MQ services 7 days a week, 24 hours a day. To determine the number of MQ people required during contingency operations, refer to WMP 1, Annex Z. MQ function should deploy as part of lead commander's staff and will provide manpower expertise at the commander's discretion.

Figure 2.1. Organization of Air Force MQ People.



2.2. Employing Forces.

2.2.1. Air Force Component Command. Air Force Component Commands are normally dual-hatted NAFs operationally chopped to the combatant command. Each Air Force Component Command's XP office has a MQ staff during contingency operations. The deployed MQ staff reports directly to the AFFOR/CC or JFACC/CC. The MQ staff services the Air Force Component Command and all units subordinate to it. If a CAT or similar organization is activated, the MQ and Personnel staffs should work together to staff and operate an MPRC.

2.2.2. Air Force Special Operations Component Command. Special Operations Component Commands may have a subordinate Air Force Special Operations Component Command. The Air Force Special Operations Component Command performs Air Force Component Command responsibilities for the Air Force forces operationally chopped to the Special Operations Component Commands. If this command is not capable of performing these responsibilities, the Air Force Component Command under the same combatant command or the Air Force Special Operations Command is designated to perform them.

2.2.3. Intermediate Headquarters (IHQ). Air Force Component Commands may establish subordinate headquarters to manage specific operations and delegate operation management responsibilities to them. Note that IHQs do not interact formally with MAJCOMs regarding providing forces; this remains an Air Force Component Command responsibility. The MQ staff reports to the IHQ commander and acts as the focal point between the Air Force Component Command and subordinate employment locations for manpower requirement issues. It services the IHQ and all units subordinate to it. If a CAT or similar organization is activated, MQ and Personnel staffs should work together to staff and operate an MPRC. MQ people will be available 7 days a week, 24 hours a day. To determine the number of MQ people required, refer to WMP 1, Annex Z.

2.2.4. Employing Wings/Centers and other Subordinate Units. The Air Force Component Command MQ staff establishes or designates a MQ Office to service each unit subordinate to the Air Force Component Command. The servicing MQ Office is on the wing/center command staff. If necessary and practical, MQ people could be collocated – in whole or in part -- with the Personnel Readiness Function of the servicing MPF or Personnel Support for Contingency Operations (PERSCO) Team (PT), as appropriate, to facilitate exchange of contingency information. MQ people are available to provide MQ services 7 days a week, 24 hours a day. Refer to WMP 1, Annex Z to determine when MQ personnel are needed at employment locations.

2.3. MQ UTCs and Their Use. Refer to the USAF War and Mobilization Plan, Volume I (WMP 1), Annex Z and WMP 3, Part 2.

Chapter 3

MANPOWER & QUALITY READINESS AND CONTINGENCY MANAGEMENT RESPONSIBILITIES

3.1. General Responsibilities. This chapter contains readiness responsibilities for MQ people at all levels of command and in all scenarios. For each scenario, we give a scenario definition (based on an MQ career field perspective; the definition is not intended to replace present Joint service terminology) and then a detailed listing of responsibilities for that scenario. Be advised, each scenario, as used in this AFI, is an actual, anticipated, or planned series of events based on a set of assumptions and/or parameters.

3.2. Peacetime Organize, Train, and Equip. This scenario is based on the need to prepare our forces and maintain these forces ready to perform their wartime missions. We use peacetime levels of service and man-hour availability in determining manpower requirements. The primary agencies involved in managing forces in this scenario are HQ USAF, MAJCOMs, and their bases. The following MQ responsibilities are not scenario-specific and apply at all times:

3.2.1. All MQ Staffs and Offices:

3.2.1.1. Assist commanders and Functional Area Managers (FAM) in determining need for and structure of organizations.

3.2.1.2. Assist commanders and FAMs in determining and documenting requirements.

3.2.1.3. Assist commanders and FAMs in identifying available manpower resources.

3.2.1.4. Assist commanders and FAMs in comparing and matching manpower resources to requirements and documenting results.

3.2.1.5. Recommend solutions to mismatches to commanders and FAMs.

3.2.1.6. Ensure the above information is documented and communicated to the appropriate agencies.

3.2.1.7. Operate and maintain standard Air Force contingency manpower and manpower resource management systems ensuring contingency requirements and matches to resources are documented.

3.2.1.8. Provide other MQ services as time and priorities permit.

3.2.2. HQ USAF/XPMR:

3.2.2.1. Establishes manpower requirements and resources management policy.

3.2.2.2. Oversees and reviews programs implementing manpower requirements and resources management.

3.2.2.3. Works with HQ USAF/XOPW and Air Staff FAMs to ensure overall and functional planning guidance is consistent and sufficient to use in determining missions and the manpower required to accomplish the missions.

3.2.2.4. Provides overall MQ policy guidance to include specific coding requirements to support Air Force readiness and budgetary program needs.

3.2.3. HQ USAF/XPMO:

3.2.3.1. Establishes policy to set up and make changes to permanent and provisional units.

3.2.3.2. Processes organization actions requiring HQ USAF approval per AFPD 38-5, Unit Designations, or AFI 38-101, Air Force Organization.

3.2.3.3. Oversees and reviews programs implementing organization management.

3.2.4. HQ USAF/XPMI:

3.2.4.1. Establishes manpower management automated systems management policy.

3.2.4.2. Oversees and reviews programs implementing manpower management automated systems.

3.2.5. AFMRF:

3.2.5.1. Evaluates and enhances contingency manpower requirements and manpower resource management processes and procedures to ensure they support Air Force readiness and contingency management programs.

3.2.5.2. Develops automated system requirements to implement MQ readiness and contingency management policies, responsibilities, processes and procedures.

3.2.5.3. Provides HQ USAF/XPMR/DPFJ/FAMs with contingency requirements, tasking, and manpower resource information and analysis.

3.2.6. MAJCOMs/FOAs/DRUs, Air Force Component Commands, and Intermediate Headquarters provide to subordinate MQ staffs and MQ Offices:

3.2.6.1. Command-unique guidance.

3.2.6.2. Assistance in interpreting Air Force guidance and using Air Force systems. Contact appropriate agencies for clarifications and recommendations for improvements.

3.3. Deliberate and Crisis Action Planning and Execution Responsibilities:

3.3.1. Deliberate Planning. There are many deliberate planning scenarios; each is based on specific threats, mission requirements, and assumptions stated in the Joint Strategic Capabilities Plan (JSCP) and other supporting documents. The JSCP tasks CINCs to prepare a wide range of plans to meet CJCS deliberate planning requirements. They focus on specific anticipated threats and current force structure from a force employing perspective within a theater of operations. The primary agencies involved in determining requirements and managing forces in this scenario are supported Air Force Component Commands (force employers) and supporting MAJCOMs (force providers).

3.3.2. Crisis Action Planning and Execution. This scenario is based on actual current mission requirements and assumptions stated in the Warning Order. It focuses on actual current threats and current force structure from a force employing perspective. The primary agencies involved in managing forces in this scenario are supported Air Component Commands, supporting MAJCOMs, and their bases.

3.3.3. In keeping with the notion of executing the same way we plan, the responsibilities under these scenarios are similar and are presented together. Those responsibilities that are uniquely deliberate planning are preceded by [DP]; those uniquely crisis action planning and execution by [CAPE].

3.3.4. Manpower and Equipment Force Packaging (MEFPAK) Responsibilities. Refer to AFMAN 10-401, Chapter 6, for complete MEFPAK responsibilities.

3.3.4.1. MAJCOMs with Manpower and Equipment Force Packing (MEFPAK) Responsibilities. The MQ staff:

3.3.4.1.1. Assists FAMs in determining need for new UTCs and the composition of UTCs.

3.3.4.1.2. Documents mission capability statements (MISCAP) and manpower detail and conveys them to AFMRF.

3.3.4.2. MAJCOMs without Manpower and Equipment Force Packing (MEFPAK) Responsibilities. The MQ staff:

3.3.4.2.1. Assists FAMs in determining need for new UTCs.

3.3.4.2.2. Assists FAMs in assessing the composition of UTCs the MAJCOM provides.

3.3.4.3. Wings/Centers with Delegated MEFPAK Responsibilities (Pilot Units). The servicing MQ Office:

3.3.4.3.1. Assists FAMs in determining need for new UTCs and the composition of UTCs.

3.3.4.3.2. Documents mission capability statements (MISCAP) and manpower detail and conveys them to MAJCOM MQ staff.

3.3.4.4. Wings/Centers without MEFPAK Responsibilities (Non-Pilot Units). The servicing MQ Office:

3.3.4.4.1. Assists FAMs in determining need for new UTCs.

3.3.4.4.2. Assists FAMs in assessing the composition of UTCs the wing/center provides.

3.3.4.5. AFMRF. AFMRF manages the USAF MANFOR UTC information for inclusion into the Joint Operational Planning and Execution System (JOPES) as well as to MQ and Personnel staffs at all levels of command.

3.3.5. Supported Air Force Component Command:

3.3.5.1. MQ staff:

3.3.5.1.1. Assists the Functional Area Managers (FAMs) in determining theater organizational structures and establishes provisional units as needed at each employment location to reflect approved organizational structures.

3.3.5.1.2. Assists FAMs in determining total contingency employment requirements and augmentation contingency requirements (total requirements minus those satisfied by forces present during peacetime operations) necessary to support the current and continuing mission(s) in their theater. State augmentation requirements in the form of JOPES standard UTCs.

3.3.5.1.3. Documents employment (including augmentation) requirements in standard joint and Air Force contingency and manpower resource management systems, ensuring the employing unit (attached PAS) for each requirement is correct.

3.3.5.1.4. Conveys employment (including augmentation) requirements to the appropriate IHQ, servicing MQ, HQ USAF and AFMRF.

- 3.3.5.1.5. [CAPE] Establishes deployment requirements based on augmentation requirements and CINC's rotation policy. Ensures deployment requirements and MAJCOM sourcing (based on current sourcing policies) are documented in joint and Air Force contingency management systems, as appropriate. Conveys them to the Personnel staff, IHQ, servicing MQ, supporting MAJCOMs, HQ USAF and AFMRF.
- 3.3.5.1.6. Evaluates and staffs with the appropriate FAMs organizational and requirements changes proposed by intermediate headquarters and subordinate employment locations and requirements changes proposed by supporting MAJCOMs. Ensures changes are made to joint and Air Force contingency management systems, as appropriate.
- 3.3.5.1.7. [CAPE] Works with the Personnel staff to resolve requirement discrepancies.
- 3.3.5.1.8. [CAPE] When the Air Force Component Command commander establishes intermediate headquarters for command and control of specific operations, delegates responsibility for organization and requirements management within the area of responsibility to the MQ staff of the intermediate headquarters.
- 3.3.5.1.9. Establishes and designates an MQ Office to service each employment location in its theater and ensures they are documented in the contingency management system or manpower resource management system, as appropriate. Ensures all subordinate MQ Offices know AOR organizational structures, chains of command, and reporting channels to include addresses (such as e-mail, message, and mailing) and telephone numbers of the Air Force Component Command MQ staff.
- 3.3.5.1.10. If its MQ staff is insufficient or lacks the capability, designates an Air Force MAJCOM to perform specific tasks it cannot perform.
- 3.3.6. [CAPE] Supported Air Force Component Command MPRC. If the Air Force Component Command's CAT or equivalent is activated, representatives from both the MQ and Personnel staffs should operate the Air Force Component Command's MPRC and operate it within the MPRC network to facilitate performing the above responsibilities. Refer to [Attachment 3](#) for a description of the MPRC Network.
- 3.3.7. [CAPE] Intermediate Headquarters (IHQ). Refer to [Attachment 4](#) for specific tools to use in carrying out IHQ responsibilities.
- 3.3.7.1. MQ staff.
- 3.3.7.1.1. Assists the FAMs in determining AOR organizational structures and contingency requirements necessary to support the current and continuing mission(s) in their AOR. State augmentation requirements in the form of JOPES standard UTCs.
- 3.3.7.1.2. Evaluates and staffs with the appropriate FAMs organizational and requirements changes proposed by subordinate employment locations.
- 3.3.7.1.3. Requests establishment of provisional units as needed at each employment location to reflect approved organizational structures.
- 3.3.7.1.4. Ensures organizational structure and employment requirements in its AOR are documented.
- 3.3.7.1.5. Works with the Personnel staff to resolve requirement discrepancies.

3.3.7.1.6. Ensures an MQ Office has been established and designated to service each employment location in its AOR. Ensures all subordinate MQ Offices know AOR organizational structures, chains of command, and reporting channels to include addresses (such as e-mail, message, and mailing) and telephone numbers of the Air Force Component Command MQ staff.

3.3.7.2. IHQ MPRC. If the intermediate headquarters' CAT or equivalent is activated, representatives from both the MQ and Personnel staffs should operate the IHQ's MPRC and operate within the MPRC network to facilitate performing the above responsibilities. Refer to [Attachment 3](#) for a description of the MPRC Network.

3.3.8. Employment Locations – Servicing MQ Office. Refer to [Attachment 5](#) for specific tools to use in carrying out employment location responsibilities.

3.3.8.1. Notifies its IHQ or Air Force Component Command MQ staff and AFMRF, within 24 hours, when it is activated and operational as well as when deactivated. Submit the MANPER-B initial report IAW AFCSM 10-626 Vol 2 para A4.5.4. time constraints. The MQ Chief submits an after-action report to HQ USAF/XPMR, Supported Air Force Component Command/MQ Staff, IHQ/MQ Staff, supporting MAJCOM/MQ staff, and AFMRF within ten days of completing a deployment.

3.3.8.2. Receives organizational structure and requirements of the locations it services from its Air Force Component Command. Receiving this information from other agencies requires explicit approval from the Air Force Component Command.

3.3.8.3. Ensures each requirement's employment information is correct and conveys necessary changes to its IHQ or Air Force Component Command MQ staff.

3.3.8.4. Provides local commanders and designated representatives with command relationships, organizational structure, and requirements information. Refers chain of command issues to the Staff Judge Advocate.

3.3.8.5. Coordinates local organizational structure and requirements change request procedures with wing/center commander and appropriate unit commander or FAM. Evaluates organizational structure and requirements changes proposed by commanders and designated representatives and conveys proposed changes to its IHQ or Air Force Component Command MQ staff. State requirements in the form of JOPES standard UTCs.

3.3.8.6. [CAPE] Recommends alternate pools of resources (for example: host nation support, contracted assistance, or temporary cross-utilization of existing resources) to commanders and designated representatives.

3.3.8.7. [CAPE] Works with the servicing PERSCO Team and IHQ or Force Component Command MQ staffs to resolve employment requirement vice personnel assigned/attached discrepancies.

3.3.9. Supporting MAJCOM/FOA/DRU (the following references to MAJCOMs refer also to FOAs and DRUs):

3.3.9.1. MQ staff:

3.3.9.1.1. Receives deployment requirements from the supported Air Force Component Command MQ staff.

3.3.9.1.2. Assists FAMs in selecting units to task for deployment requirements in light of other contingency tasking and WMP availability for validity of tasking, and documents any changes in tasking. This includes reviewing unit tasking and advising the appropriate FAM if total unit tasking are not within the units' "organize, train, and equip" (deployment planning/mobility) tasking and conveying tasking errors and changes to the supported Air Force Component Command MQ staff. For example:

A security forces squadron is organized, trained, and equipped to provide two 44-man security police flights. A tasking is received for two teams, but one team is already deployed in support of another operation. The total tasking exceed the unit's organize, train, and equip posture; only one of the new requirements should be levied upon the unit. If possible, another capable unit within the MAJCOM should be tasked to provide the second team.

3.3.9.1.3. [CAPE] Evaluates and staffs with the appropriate FAMs changes to requirements proposed by subordinate deployment bases and conveys coordinated proposed changes to the supported Air Force Component Command MQ staff. State requirements in the form of JOPES standard UTCs if at all possible.

3.3.9.1.4. As a gaining MAJCOM (GMAJCOM) for ANG and USAFR forces:

3.3.9.1.4.1. Assists FAMs in identifying, in coordination with the ANGRG, HQ AFRC, and ARPC, as appropriate, ANG and USAFR resources to be tasked to satisfy tasking.

3.3.9.1.4.2. If mobilization is necessary to obtain ANG and USAFR forces, assists MAJCOM DO/DP/XP staff in creating a mobilization force list containing forces needed to be mobilized. (MAJCOM DO/DP/XP staff communicates the force list to HQ USAF CAT.)

3.3.9.1.4.3. Conveys deployment requirements to servicing MQ Offices and AFMRF. [CAPE] Prepares a joint message with the Personnel staff to appropriate MQs and MPFs notifying them to expect deployment execution requirements and the urgency of taking action on them (for example: whether to respond immediately or the next duty day). Ensures servicing MQ receives execution order immediately upon issuance.

3.3.9.2. MAJCOM/FOA/DRU MPRC. If a MAJCOM/FOA/DRU CAT or equivalent is activated, representatives from both the MQ and Personnel staffs should staff and operate the MAJCOM's/FOA's/DRU's MPRC and operate within the MPRC network to facilitate performing the above responsibilities. Refer to [Attachment 3](#) for a description of the MPRC Network.

3.3.9.3. Air Force MAJCOM Supporting Another Air Force MAJCOM. If a MAJCOM is supporting another MAJCOM, the supporting MAJCOM interacts with the supported MAJCOM as if the supported MAJCOM were an Air Force Component Command.

3.3.10. Deploying Locations – Servicing MQ Office:

3.3.10.1. Receives deployment requirements from supporting MAJCOM and conveys them to Installation Deployment Officer (IDO), Unit Deployment Managers (UDM), [CAPE] servicing Military Personnel Flight (MPF) and wing leadership. Receiving this information from other agencies requires explicit approval from the supporting MAJCOM.

3.3.10.2. Evaluates UTC deployment requirements in light of other contingency tasking with the Installation Deployment Officer (IDO) and Unit Deployment Managers (UDMs) for tasking accuracy (reviewing UTC tasking to ensure they are tasked to the correct unit) and tasking validity

(reviewing UTC tasking and advising its parent MAJCOM MQ staff, IDO, and the appropriate UDM if tasking are not within the units' "organize, train, and equip" (deployment planning/mobility posture).

3.3.10.3. [CAPE] Evaluates all deployment requirements (UTC and non-UTC) with the IDO and UDM for assessing each unit's ability to support the tasking based on other contingency deployment and in-place commitments.

3.3.10.4. [CAPE] Evaluates and staffs with the IDO changes to requirements proposed by commanders and UDMs and conveys coordinated proposed changes to the parent MAJCOM MQ staff. State requirements in the form of JOPES standard UTCs.

3.3.11. [CAPE] MAJCOMs/FOAs/DRUs with Continuing [Inplace] Missions Affected by Contingency Operations. Continuing in-place missions are affected by contingency operations when contingency operations drive a change to manpower requirements for more than 30 days based on the employment of forces, the deployment of additional forces, a change in the level of activity (i.e., change in workload), a change in man-hour availability, or any combination of these. In this situation, MAJCOMs have the same responsibilities as a supported Air Force Component Command and may also have concurrent deployment responsibilities as supporting MAJCOMs. The MQ staff:

3.3.11.1. Assists FAMs in determining total contingency employment requirements and augmentation contingency requirements (total requirements minus those satisfied by forces present during peacetime operations) necessary to support the current and continuing mission(s).

3.3.11.2. Evaluates and staffs with the appropriate FAMs organizational and requirements changes proposed by subordinate locations. Ensures changes are made to Air Force contingency and manpower resource management systems, as appropriate.

3.3.11.3. Ensures requirements are documented in standard Air Force contingency and manpower resource management systems and conveyed to servicing MQ Offices and AFMRF. Further, ensure these manpower contingency requirements are conveyed to the task base in a timely manner to meet the deployment timeline. Each UTC must be sourced to the proper agency that's expected to fill the manpower requirement.

3.3.12. [CAPE] Wings/Centers outside the AOR with Continuing [Inplace] Missions Affected by Contingency Operations. Non-AOR wings/centers have the same responsibilities as employment locations and may also have concurrent deployment responsibilities. The servicing MQ Office:

3.3.12.1. Receives organizational structure and requirements of the units it services from its MAJCOM. Receiving this information from other agencies requires explicit approval from the MAJCOM.

3.3.12.2. Provides local commanders and designated representatives with command relationships, organizational structure, and requirements information. Refers chain of command issues to the Staff Judge Advocate.

3.3.12.3. Coordinates local organizational structure and requirements change request procedures with wing/center commander and appropriate unit commander or FAM. Evaluates organizational structure and requirements changes proposed by commanders or designated representatives and conveys proposed changes to its MAJCOM MQ staff.

3.3.12.4. Recommends alternate sources of resources (for example: host nation support, contracted assistance, or temporary cross-utilization of existing resources) to commanders and designated representatives.

3.3.13. AFMRF. [CAPE] Consolidates all employment and deployment requirements for all wartime and contingency operations, JCS exercises, and any other military operation or exercise requiring the actual movement of forces into a total statement of contingency requirements for the Air Force. Operates the AMPRC in support of HQ USAF as prescribed in [Attachment 3](#) to include requirements and resource analysis.

3.4. Wartime Planning Responsibilities:

3.4.1. Definition: This scenario is a special case of deliberate planning. It is based on the mission requirements and assumptions stated in the DPG and other supporting documents. It focuses on total (not just in-theater) needs and force structure from a force providing perspective to respond to the threats specified in the DPG. Planning focuses on the current time frame. The deployment requirements are those theater deployment requirements needed to satisfy the concurrent threats specified by the DPG. Inplace requirements are those needed to satisfy continuing missions. The primary agencies involved in managing forces are MAJCOMs/FOAs/DRUs and their bases. In this scenario, the focus is on establishing organizations, determining deployment and inplace requirements, and matching resources to requirements.

3.4.2. MAJCOM/FOA/DRU. The MQ staff:

3.4.2.1. Assists FAMs in determining total deployment planning and inplace requirements for all units. Ensures they are documented in Air Force contingency and manpower resource management systems and conveyed to the affected locations' servicing MQ, HQ USAF, and AFMRF. Gaining MAJCOMs determine deployment and in-place requirements they need upon mobilization and the ANGRC/AFRC determine round-out requirements for organizing, training, and equipping their forces.

3.4.2.2. Reviews DOC statements, compare SORTS-reportable UTCs to authorized structure, and evaluates UTC MISCAPs for currency.

3.4.2.3. Compares and matches resources to requirements within acceptable constraints and documents the matches to identify matches, overages, and shortages.

3.4.2.4. Advises FAMs on which units have overages and shortages and assists them in satisfying shortfall requirements from within command resources. Documents actions by matching resources to requirements.

3.4.2.5. Evaluates and staffs with the appropriate FAMs organizational, requirements, and matching changes proposed by subordinate locations.

3.4.2.6. Ensures requirements and matches are documented in standard Air Force contingency and manpower resource management systems and conveyed to servicing MQ Offices and AFMRF.

3.4.3. Servicing MQ Office:

3.4.3.1. Ensures deployment and in-place planning requirements, resources (authorizations), and resource-to-requirement match information are available in standard Air Force contingency management and manpower resource management systems.

3.4.3.2. Provides requirements, resource, and matching information to the IDO, commanders and designated representatives, wing leadership and the MPF as requested.

3.4.3.3. Assists commanders and FAMs in determining the continuing in-place missions of units and the manpower requirements needed to accomplish the missions based on operational guidance provided by HQ USAF/XOPW (refer to AFMAN 10-401), MQ guidance provided by HQ USAF/XPMR, and functional guidance provided by HQ USAF and MAJCOM FAMs.

3.4.3.4. Compares and matches resources to requirements within acceptable constraints and proposing matches to identify potential matches, overages, and shortages. Assists commanders and FAMs in satisfying shortfall requirements from within wing/center resources.

3.4.3.5. Evaluates organizational structure, requirements, resources (authorizations), and resource-to-requirement match changes proposed by commanders or FAMs, coordinates proposed changes with the wing/center commander, and conveys proposed changes to its MAJCOM MQ staff.

3.4.3.6. Supports readiness programs:

3.4.3.6.1. Status Of Resources and Training System (SORTS). Provides unit SORTS monitors with deployment and in-place requirements. Advises commanders on possible methods of resolving discrepancies between total requirements and total authorized.

3.4.3.6.2. Resource Augmentation Duty (READY). Assists commanders in determining requirements to support the scenario of the READY program (e.g.; sustained contingency requirements for base survivability – security police, tank buildup, command post, cargo-marshaling, etc.).

3.4.3.6.3. Deployment Planning. Provides local exercise requirements products to the control staff.

3.4.3.6.4. Base Support Planning (BSP). Provides Base Support Planning Council (BSPC) and units with deployment and in-place requirement, authorization, and match information, and recommends ways to deal with overages and shortages.

3.4.3.6.5. Civilian Mobilization. Assists commanders and the Civilian Personnel Flight (CPF) in identifying key and emergency essential [civilian] authorizations. Conveys this information to MAJCOM MQ staff for documenting in the manpower resource management system.

3.4.4. Supported Air Force Component Command with Joint Augmentation Requirements. The MQ staff:

3.4.4.1. Assists FAMs in identifying internal authorizations to fill its CINC's joint augmentation requirements.

3.4.4.2. Documents CINC's joint augmentation requirements and internal sourcing in Air Force contingency and manpower resource management systems and conveys this information to HQ USAF.

3.5. Wartime Programming Responsibilities:

3.5.1. Definition: This scenario is based on the mission requirements and assumptions stated in the DPG and other supporting documents. It focuses on total (not just in-theater) needs and force structure from a force providing perspective to respond to the threats specified in the DPG. Programming focuses up to six years into the future. The primary agencies involved in managing forces are HQ USAF, and MAJCOMs/FOAs/DRUs.

3.5.1.1. HQ USAF/XPM notifies MAJCOMs/FOAs/DRUs of information expectations, timelines, and anticipated use of programming information.

3.5.2. MAJCOM/FOA/DRU MQ Staff:

3.5.2.1. Ensures all wartime planning actions are up-to-date.

3.5.2.2. Ensures programmed (projected) deployment requirements are accurate and documented in standard Air Force contingency and manpower resource management systems.

3.5.2.3. Ensures [wartime planning] inplace requirements are projected and documented in standard Air Force contingency and manpower resource management systems to reflect known programming actions. Gaining MAJCOMs determine inplace requirements they need upon mobilization and the ANGRC/AFRC determine round-out requirements for organizing, training, and equipping their forces.

3.5.2.4. Conveys programming requirements to AFMRF.

Chapter 4

MANPOWER & QUALITY READINESS AND CONTINGENCY MANAGEMENT PROCESSES AND PROCEDURES

4.1. Purpose. Processes describe what is done and procedures describe how to perform a process. After understanding our environment, policies, concepts of operations, and responsibilities, we specify the processes we use to carry out our responsibilities. Next, we arrange them in a logical order as much as possible, realizing these processes are often dynamic and interrelated. Then, we give the step-by-step procedures for each process. This chapter may not address every specific MQ process. Notify AFMRF of any specific processes you want added to this chapter.

4.2. The Basic Manpower Management Process.

- 4.2.1. Identify the Mission and Environment.
- 4.2.2. Organize and Structure Units.
- 4.2.3. Determine Requirements.
- 4.2.4. Identify Available Resources.
- 4.2.5. Compare Resources to Requirements (Analysis).
- 4.2.6. Resolve Mismatches.

4.3. Summary of MQ Readiness Processes and Who Performs Them.

Table 4.1. UTC Management Processes and Procedures.

| Who Performs Them | HQ US AF | MEF- PAK- Supp ort- ing MAJ- COM | [Pilot Unit] De- ploy- ing Wing/ Center | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Cen- ter | MA- JCO M with Con- tinu- ing Mis- sion | Wing/ Cen- ter with Con- tinu- ing Mis- sion |
|---|----------------|--|---|---|------------------------------|--|---|--|
| 1. Establishing a New UTC: | | | | | | | | |
| 1.1. Determining the Need For a New UTC. | X | X | | | | | | |
| 1.2. Requesting a New UTC. | | X | | | | | | |
| 1.3. Documenting UTC Composition. | | X | X | | | | | |
| 1.4. Monitoring Approval of New UTC Requests. | X | | | | | | | |
| 2. Modifying An Existing UTC. | | X | X | | | | | |
| 3. Canceling a UTC: | | | | | | | | |
| 3.1. Requesting Cancellation of a UTC. | X | X | | | | | | |
| 3.2. Cancel HQ USAF approved UTCs. | X | | | | | | | |
| 4. Maintaining the UTC Database. | X | | | | | | | |
| 5. Distributing HQ USAF-Approved UTCs. | X | | | | | | | |

| Process | Procedures |
|---|--|
| 1. Establishing a New UTC: | |
| 1.1. Determining the Need For a New UTC. The HQ USAF or MAJCOM MQ staff assists the FAM in determining whether the changes in functional concept of operations or organizational configuration of the existing force or new/programmed mission capability dictate a new UTC. | 1. Work with the FAM to determine the need and assess if a new UTC is required. |
| 1.2. Requesting a New UTC. The FAM requests a new UTC from HQ USAF/XOPW. HQ USAF FAM designates a MEFPAK command for the new UTC. | N/A |
| 1.3. Documenting UTC Composition. The MEFPAK command MQ staff works with the MAJCOM FAMs to determine and document the mission capability statement (MISCAP) and manpower detail for the new UTC. If the MAJCOM uses pilot units for developing manpower detail, the servicing MQ Office works with the pilot unit to determine and document the MISCAP and manpower detail and conveys them to the MAJCOM MQ staff. | 1. Receive notification from HQ USAF/XOPW of approval for the new UTC: 2. Notify the MAJCOM Logistics office of approval and convey the UTC designator, exact title, Deployment Indicator code (DEPID)/Force Category Code (FCC), and Unit Level Code (ULC) to them for developing the logistics detail (LOGFOR) for the new UTC. 3. Notify the FAM of the approval and assist the FAM in developing the MISCAP and manpower detail by Functional Account Code (FAC), Grade, AFSC, and SEI to provide the mission capability. 4. For pilot units: 4.1. Assist the pilot unit in developing the MISCAP and manpower detail by Functional Account Code (FAC), Grade, AFSC, and SEI to provide the mission capability. 4.2. Using MANPER-B, document the MISCAP and manpower detail and convey them to the MAJCOM MQ staff. 5. Using MANPER-M, document the MISCAP and manpower detail. 6. Using MANPER-M procedures and procedures outlined in AFMAN 10-401, convey the new UTC MISCAP and MANFOR to AFMRF. |
| 1.4. Monitoring Approval of New UTC Requests. AFMRF coordinates with HQ USAF/XOPW, monitoring the UTC request through the approval process. | 1. Discuss the status of request for new UTCs with HQ USAF/XOPW. 2. Convey the current status to the requesting MAJCOM MQ Staff. |

| | |
|--|---|
| <p>2. Modifying An Existing UTC. MEFPK command MQ staffs update existing approved UTCs when there are required data element changes, such as AFSCs or FACs. (Direct conversion of AFSCs and FACs is performed by AFMRF.) They also assist FAMs in identifying composition changes when a standard or a minor CONOPS changes change the wartime force structure. If the MAJCOM uses pilot units for developing manpower detail, the servicing MQ Office works with the pilot unit to identify changes to the manpower detail and conveys them to the MAJCOM MQ staff. Modify the MISCAP only to clarify or better define the mission capability of the unit type. If the update changes the capability of the unit type a new UTC must be requested and justified. Major changes are classified as changes that have an impact by changing the ability to accomplish the original stated mission capability – these require going through the new UTC process.</p> | <ol style="list-style-type: none"> 1. Assist the FAM in identifying changes required in the MISCAP and manpower detail by Functional Account Code (FAC), Grade, AFSC, and SEI. 2. For pilot units: <ol style="list-style-type: none"> 2.1. Assist the pilot unit in identifying changes required to the MISCAP and manpower detail by Functional Account Code (FAC), Grade, AFSC, and SEI. 2.2. Using MANPER-B, document the MISCAP and manpower detail and convey them to the MAJCOM MQ staff. 3. Using MANPER-M, document the MISCAP and manpower detail. 4. Using MANPER-M procedures and procedures outlined in AFMAN 10-401, convey the new UTC MISCAP and MANFOR to AFMRF. |
| <p>3. Canceling a UTC:</p> | |
| <p>3.1. Requesting Cancellation of a UTC. MEFPK command MQ staff requests cancellation of a UTC when the capability is no longer required/available, as requested the appropriate FAM. Major CONOPS shifts, the weapon system is no longer in the Air force inventory or weapon system shifts (i.e. PAA changes) are normally reasons for requesting cancellation.</p> | <ol style="list-style-type: none"> 1. Using the procedures outlined in AFMAN 10-401, Chapter 6, submit a UTC cancellation request. |
| <p>3.2. Cancel HQ USAF approved UTCs. AFMRF designates a UTC as canceled upon HQ USAF/XOPW and FAMs approval. Canceled UTCs are maintained on file for one year or through a complete planning cycle, whichever is longest.</p> | <ol style="list-style-type: none"> 1. Upon notification, using the HAF MANFOR application, change the DEPID/FCC to zero (denoting cancellation). |
| <p>4. Maintaining the UTC Database. AFMRF performs direct conversions of AFSCs and FACs and removes deleted UTCs from the UTC database a year after being deleted or at the end of the planning cycle, whichever is longer.</p> | <ol style="list-style-type: none"> 1. Using the HAF MANFOR application, the AFSC conversion list from AFPC, and the FAC conversion list from HQ USAF/XPMI, convert appropriate AFSCs and FACs. 2. Using the HAF MANFOR application, remove appropriate deleted UTCs each update cycle. |
| <p>5. Distributing HQ USAF-Approved UTCs. AFMRF distributes approved HQ USAF UTC Titles, MISCAPs, and Manpower Details.</p> | <ol style="list-style-type: none"> 1. Using the HAF MANFOR application, create the master HQ USAF MANFOR Data Base and change transactions. 2. Using MANPER-M and MANPER-B procedures, distribute change transactions and complete HQ USAF MANFOR Data Base to all MQ and Personnel staffs, MQ Offices, MPFs, and PTs. |

Table 4.2. Planning Phase Processes and Procedures.

| Who Does Them | HQ US AF | MEF- PAK- Suppo rting MAJ- COM | [Pi- lo- tUni t]De ploy ing Win g/ Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing / Cen- ter with Con- tinu- ing Mis- sion |
|--|--|---|--|---|------------------------------|---|---|---|
| 1. Establishing and Documenting Organizational Structures within the AOR | | | | X | X | | | |
| 2. Building and Managing the OPLAN. | | | | X | X | | | |
| 3. Assessing the Organization and Adequacy of Forces at Employing Wings/Centers. | | | | | | X | | |
| 4. Assessing the Plan at the Supporting MAJCOM: | | | | | | | | |
| 4.1. Assessing MAJCOM Supportability of the Plan. | | X | | | | | | |
| 4.2. Mobilization: | | | | | | | | |
| 4.2.1. Assessing Need for Mobilization. | | X | | | | | X | |
| 4.2.2. Developing the Mobilization Force List. | | X | | | | | X | |
| 4.3. Assessing OPLAN Requirements. | | X | | | | | | |
| 5. Assessing the Plan at the Deploying Wing/Center: | | | | | | | | |
| 5.1. Assessing Deploying Wing/Center Supportability of the OPLAN. | | | X | | | | | |
| 5.2. Assessing the Plan at the Deploying Wing/Center. | | | X | | | | | |
| Process | Procedures | | | | | | | |
| <p>1. Establishing and Documenting Organizational Structures within the AOR. The Air Component Command MQ staff and Intermediate Headquarters MQ staff, when established, assists the FAMS in determining/refining theater organizational structures as well as in evaluating changes to organizations requested by employment locations. The Air Component Command MQ staff documents approved organizational changes. The organizational structure -- to include provisional organizations -- is documented in the OPLAN's Annex J.</p> | <p>1. Using AFI 38-101 criteria and procedures, identify, in conjunction with FAMS, required theater organizational structure.</p> <p>2. Using AFI 38-101 procedures, establish required provisional units.</p> <p>3. Ensure the attached PAS is correct; a unique PAS exists for each unit.</p> <p>4. Using JOPES procedures, create Annex J.</p> | | | | | | | |

| Who Does Them | HQ US AF | MEF- PAK- Suppo rting MAJ- COM | [Pi- lo- tUni t]De ploy ing Win g/ Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing / Cen- ter with Con- tinu- ing Mis- sion |
|---|--|---|--|---|------------------------------|---|---|---|
| <p>2. Building and Managing the OPLAN. This is a continuing process. The Air Force Component Command planners create and document the requirements for an operation in the form of JOPES Time Phased Force Deployment Data (TPFDD). The Air Force Component Command MQ staff accesses the appropriate TPFDD and creates individual line-level requirements in the Air Force command and control system. The Air Force Component Command MQ staff and Intermediate Headquarters MQ staff, when established, assists the FAMS in determining/refining theater requirements as well as in evaluating requested changes to requirements. The Air Component Command MQ staff documents sourcing changes and requirements changes. Once the plan is complete or has substantial changes incorporated, the Air Component Command MQ staff conveys requirements to subordinate employment locations, supporting MAJCOMs, HQ USAF, and AFMRF.</p> | <ol style="list-style-type: none"> 1. Using MANPER-M procedures, process the JOPES TPFDD to create line-level requirements. 2. Using MANPER-M procedures and the theater organizational structure, place appropriate employing unit code (attached PAS) on each requirement. 3. Receive sourcing changes from supporting MAJCOMs. 4. Receive recommended requirements change from employment locations and supporting MAJCOMs. Staff these recommended changes with the appropriate FAMS. 5. Using MANPER-M procedures, modifies requirements to reflect sourcing (MAJCOM and unit) and approved requirements changes. 6. Using MANPER-M and OT&P procedures, send changes to JOPES to update the TPFDD. 7. Print a PID/ULN summary with total requirements for reference. 8. Using MANPER-M procedures, distribute the deployment requirements to employment locations, supporting MAJCOMs, HQ USAF, and AFMRF. | | | | | | | |

| Who Does Them | HQ US AF | MEF- PAK- Suppo rting MAJ- COM | [Pi- lo- t]De ploy ing Win g/ Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploit- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing / Cen- ter with Con- tinu- ing Mis- sion |
|---|---|---|--|---|------------------------------|--|---|---|
| <p>3. Assessing the Organization and Adequacy of Forces at Employing Wings/Centers. The servicing MQ assists commanders and designated representatives in reviewing the organizational structure and plan requirements to ensure forces are organized properly and adequate to perform assigned missions. The MQ conveys requests for changes to the parent Air Component Command MQ staff.</p> | <ol style="list-style-type: none"> 1. Using MANPER-B procedures, obtain and process incoming deployment requirements for the employment locations you service. Verify source of DPT prior to processing. Print a PID/ULN summary for PID processed. Contact your IHQ/Air Component Command MQ staff to verify you have requirements for all operations affecting your location(s). 2. Using MANPER-B procedures, obtain and process in-place requirements for the employment locations you service. Print an in-place requirement unit summary. Contact your IHQ/Air Component Command MQ staff to verify you have requirements for all operations affecting your location(s). 3. Using MANPER-B procedures, create a tabular organizational chart for the employment locations you service showing deployment and in-place requirements from a force employing view. Then, create a graphical organizational chart showing deployment and in-place requirements based on employed unit (attached PAS). Ensure attached PAS is correct; a unique PAS exists for each unit. 4. Coordinate with wing/center and unit commanders to assess the organizational structure and requirements identified in light of mission and environment. 5. Notify parent IHQ/Air Component Command of results and any proposed changes. Use procedures described in Attachment 4 to propose changes. | | | | | | | |
| <p>4. Assessing the Plan at the Supporting MAJCOM:</p> | | | | | | | | |
| <p>4.1. Assessing MAJCOM Supportability of the Plan. The supporting MAJCOM MQ staff assists the FAMS in determining whether the MAJCOM tasking are valid in light of other contingency tasking and WMP availability and the unit tasking are accurate in light of units' "organize, train, and equip" posture. The supporting MAJCOM MQ staff conveys tasking errors and changes in sourcing, to the Air Component Command MQ staff and conveys requirements to subordinate deploying locations.</p> | <ol style="list-style-type: none"> 1. Using MANPER-M procedures, process the JOPES TPFDD to create line-level requirements. 2. Using MANPER-M, print a DRMD to requirements by tasked unit. 3. Compare unit tasking plus other current tasking to WMP availability and logic of tasking. <ol style="list-style-type: none"> 3.1. If a unit is tasked beyond its capability or tasking is illogical, advise appropriate FAM. Using MANPER-M, make unit tasking changes based on FAM direction and update the JOPES TPFDD. 3.2. If the command cannot support the tasking, notify supported Air Force Component Command (reclama). 4. Using MANPER-M procedures, convey tasking to servicing MQ Offices. | | | | | | | |
| <p>4.2. Mobilization:</p> | | | | | | | | |

| Who Does Them | HQ US AF | MEF- PAK- Suppo rting MAJ- COM | [Pi- lo- tUni t]De ploy ing Win g/ Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing / Cen- ter with Con- tinu- ing Mis- sion |
|---|--|---|--|---|------------------------------|---|---|---|
| <p>4.2.1. Assessing Need for Mobilization. The gaining MAJCOM MQ staff assists MAJCOM planners in determining if its gained reserve component forces are needed in support of a contingency or operation, either to be deployed or used in place. If so, mobilization must be considered and planned for.</p> | <p>1. MQ staff provides current list of UTCs to functional managers that are identified for guard and reserve taskings.</p> | | | | | | | |
| <p>4.2.2. Developing the Mobilization Force List. The gaining MAJCOM MQ staff assists MAJCOM planners in forming a Mobilization Force List. If reserve component forces are tasked in the OPLAN, these forces are included in the Mobilization Force List. If reserve component forces – beyond those tasked to deploy -- are needed, these forces are also included in the Mobilization Force List.</p> | <p>1. MQ staff provides MAJCOM planners with list of OPLAN takings for guard and reserve.</p> | | | | | | | |
| <p>4.3. Assessing OPLAN Requirements. The supporting MAJCOM MQ staff also assists the FAMs in evaluating requirements changes initiated by the FAMs or subordinate deploying locations. The supporting MAJCOM MQ staff conveys recommended requirements changes to the Air Component Command MQ staff for review and approval.</p> | <p>1. Evaluate any requested requirements changes from FAMs and deploying locations. 2. Send proposed changes to the supported Air Force Component Command MQ staff in the format and method it specifies.</p> | | | | | | | |
| <p>5. Assessing the Plan at the Deploying Wing/Center:</p> | | | | | | | | |

| Who Does Them | HQ US AF | MEF- PAK- Suppo rting MAJ- COM | [Pi- lo- t]De ploy ing Win g/ Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing / Cen- ter with Con- tinu- ing Mis- sion |
|---|---|---|--|---|------------------------------|---|---|---|
| <p>5.1. Assessing Deploying Wing/Center Supportability of the OPLAN. The servicing MQ receives OPLAN tasking from its MAJCOM. The servicing MQ works with the IDO and UDMs to ensure the correct unit has been tasked and conveys changes in sourcing to the supporting MAJCOM MQ staff. The servicing MQ assists the IDO and UDMs in determining whether the unit UTC tasking are valid in light of other contingency tasking and accurate in light of units’ “organize, train, and equip” posture and conveys tasking errors and over-tasking to the supporting MAJCOM MQ staff. The servicing MQ conveys OPLAN tasking to the IDO, UDMs, wing leadership and MPF.</p> | <ol style="list-style-type: none"> 1. Using MANPER-B procedures, obtain and process outgoing deployment requirements for your location. Verify source of DPT (check origin MAJCOM ID, origin MPF ID, origin GEOLOC, destination MAJCOM ID, destination MPF ID, destination GEOLOC and PID) prior to processing. Print a PID/ULN summary for PID processed. Contact your MAJCOM MQ staff to verify you have requirements for all operations affecting your location(s). 2. Verify the tasked unit is correct (Task PAS): <ol style="list-style-type: none"> 2.1. Verify the unit is the logical provider of the UTC. 2.2. Identify required tasking changes and coordinate with the IDO and affected UDMs. 3. Verify whether or not the unit has been organized, equipped, and trained to provide the capability requested. <ol style="list-style-type: none"> 3.1. Check if the unit has that UTC “on mobility.” 3.2. Check if the unit has sufficient authorizations to fill the requirements tasked to the unit. 4. Using MANPER-B, input tasking changes and transmit DPT to MAJCOM. 5. Using MANPER-B, create Deployment Management System (DeMS) interface files by tasked unit and convey to the appropriate unit (UDM). 6. Notify your MAJCOM MQ staff of tasking errors and over-tasking. | | | | | | | |
| <p>5.2. Assessing the Plan at the Deploying Wing/Center. The servicing MQ also assists the IDO and UDMs in assessing deployment requirements and evaluating recommended changes. This is done as deployment requirements change and are conveyed by the supporting MAJCOM. The servicing MQ conveys recommended requirements changes to the supporting MAJCOM MQ staff.</p> | <ol style="list-style-type: none"> 1. Evaluate any requested requirements changes and forward them to MAJCOM. Use procedures described in Attachment 5 or as specified by your MAJCOM to propose changes. | | | | | | | |

Table 4.3. Deployment Phase Processes and Procedures.

| Who Does Them | HQ USAF | MEF PAK- Supporting MAJCOM | [Pilot Unit]Deploying Wing/ Center | Air Force Component Command | Inter- mediate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing /Cen- ter with Con- tinu- ing Mis- sion |
|---|---|-------------------------------------|---|--------------------------------------|-------------------------|---|---|--|
| 1. Creating the Mobilization Requirements Document. | | | | X | | | | |
| 2. Re-verifying Plan at the Deploying Wing/Center. | | | X | | | | | |
| Process | Procedures | | | | | | | |
| 1. Creating the Mobilization Requirements Document. Once mobilization has been approved, the supporting MAJCOM MQ staff assists MAJCOM planners in forming a Mobilization Requirements Document reflecting individual requirement level of detail for gained forces to be mobilized. | 1. Construct DRMD of forces required for mobilization. | | | | | | | |
| 2. Re-verifying Plan at the Deploying Wing/Center. Once the execution order has been issued, the MAJCOM MQ staff ensures each servicing MQ receives the order. The servicing MQ immediately assists the IDO in determining whether the UTC tasking(s) received are accurate and complete. Then the servicing MQ expeditiously conveys the execution tasking(s) to the IDO, UDMs, wing leadership and MPF. | 1. Receive execution order from MAJCOM. 2. Using MANPER-B, view DPT for source and applicability (check origin MAJCOM ID, origin MPF ID, origin GEOLOC, destination MAJCOM ID, destination MPF ID, destination GEOLOC and PID), then import. 3. Coordinate requirements with IDO and make all necessary adjustments. 3.1. Verify tasked unit (Task PAS) is correct. 3.2. Check for correct UTCs and ULNs. 4. Using MANPER-B, export appropriate requirements from Plans File and convey to MPF. 5. Using MANPER-B, create DeMS interface files by tasked unit and convey to the appropriate unit UDM. 6. If requested by IDO, using MANPER-B, create LOGMOD requirements interface file and convey to IDO. | | | | | | | |

Table 4.4. Reception Phase Processes and Procedures.

| Who Does Them | HQ US AF | MEF PAK- Sup- porti ng MAJ- COM | [Pilo- tU- nit]De ploy- ing Wing/ Center | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing /Cen- ter with Con- tinu- ing Mis- sion |
|--|--|---|--|---|------------------------------|---|---|--|
| 1. Matching People to Requirements at Employment Locations. | | | | | | X | | |
| Process | Procedures | | | | | | | |
| 1. Matching Personnel to Requirements at Employment Locations. The servicing MQ should assist the servicing MPF/PERSCO Team in determining whether personnel arriving without a unique (valid) OPLAN requirement are really needed at that location. | 1. Using MANPER-B procedures, obtain and process incoming deployment requirements for your location. Print a PID/ULN summary for PID processed. Contact your Air Force Component Command or IHQ MQ staff to verify you have requirements for all operations affecting your location(s). Provide this information to the servicing MPF/PT. 2. Assist/consult servicing MPF/PT to match personnel to requirements. 3. Contact your Air Force Component Command or IHQ to re-verify any requirements that are not filled by personnel and the lack of requirement for skills of personnel not matched to a requirement. | | | | | | | |

Table 4.5. Employment/Sustainment Phase Processes and Procedures.

| Who Does Them | HQ USAF | MEF PAK-Supporting MAJCOM | [Pilot]Deploying Wing/Center | Air Force Component Command | Intermediate HQ | Employment Wing/Center | MAJCOM with Continuing Mission | Wing/Center with Continuing Mission |
|---|---|---------------------------|------------------------------|-----------------------------|-----------------|------------------------|--------------------------------|-------------------------------------|
| 1. Assessing the Organization and Adequacy of Forces at Employing Wings/Centers. | | | | | | X | | |
| 2. Maintaining the OPLAN. | | | | X | X | | | |
| 3. Creating Rotational/Replacement Deployment Tasking. | | | | X | X | | | |
| 4. Assessing MAJCOM Supportability of Rotational Deployment Tasking. | | | | | | | | |
| 4.1. UTC Tasking. | | X | | | | | | |
| 4.2. Individual Tasking. | | X | | | | | | |
| 5. Assessing Deploying Wing/Center Supportability of Rotational Deployment Tasking. | | | | | | | | |
| 5.1. UTC Tasking. | | | X | | | | | |
| 5.2. Individual Tasking. | | | X | | | | | |
| Process | Procedures | | | | | | | |
| 1. Assessing the Organization and Adequacy of Forces at Employing Wings/Centers. The servicing MQ assists commanders and designated representatives in reviewing the organizational structure and OPLAN and in-place requirements to ensure forces are organized properly and adequate to perform assigned missions. The servicing MQ conveys requests for changes to the parent command (Air Component Command or MAJCOM, as appropriate) MQ staff. | Same as Table 4.2. , Process 3, Assessing the Organization and Adequacy of Forces at Employing Wings/Centers. | | | | | | | |
| 2. Maintaining the OPLAN. The Air Component Command MQ staff and Intermediate Headquarters MQ staff, when established, assists the FAMS in determining/refining theater organization and force requirements as well as in evaluating requested changes to organizations and force requirements. The Air Component Command MQ staff documents organizational and requirement changes. Once the plan is complete or has substantial changes incorporated, the Air Component Command MQ staff conveys requirements to subordinate employment locations, supporting MAJCOMs, and HQ USAF. | Same as Table 4.2. , Process 2, Building and Managing the OPLAN. | | | | | | | |

| Who Does Them | HQ USAF | MEF PAK- Supporting MAJ- COM | [Pilot- Unit]De- ploying Wing/ Center | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing/ Center with Con- tinu- ing Mis- sion |
|---|--|--|---|---|------------------------------|---|---|---|
| 3. Creating Rotational/Replacement Deployment Tasking. The supported Air Force Component Command MQ staff and Intermediate HQ MQ staff creates deployment requirements based on augmentation requirements as required to support rotations and replacements. This includes creating multiple deployment requirements per rotation as requested by supporting MAJCOMs based on the tasked units' ability to provide resources. | <p>1. Using the MANPER-M PLNSFX module, create adequate number of suffixes needed to fill anticipated rotation requirements. Refer to MANPER-M End User Manual, Chapter 7.</p> <p>2. Same as Table 4.2., Process 2, Building and Managing the OPLAN.</p> | | | | | | | |
| 4. Assessing MAJCOM Supportability of Rotational Deployment Tasking. | | | | | | | | |
| 4.1. UTC Tasking. The supporting MAJCOM MQ staff assists the FAMs in determining whether the MAJCOM tasking are valid in light of other contingency tasking and WMP availability and the unit tasking are accurate in light of units' "organize, train, and equip" posture. The supporting MAJCOM MQ staff conveys tasking errors and changes in sourcing, to the Air Component Command MQ staff and conveys requirements to subordinate deploying locations. | Same as Table 4.2. , Process 4.1., Assessing MAJCOM Supportability of the OPLAN. | | | | | | | |
| 4.2. Individual Tasking. The supporting MAJCOM MQ staff conveys individual tasking to the FAMs and assists them in determining whether the total units' deployment tasking plus their continuing in-place mission requirements exceed their capability to support. The supporting MAJCOM MQ staff conveys tasking problems and changes in sourcing to the supported Air Force Component Command. | 1. MAJCOM MQ provides MDS information to FAMs for possible tasked units. | | | | | | | |
| 5. Assessing Deploying Wing/Center Supportability of Rotational Deployment Tasking. | | | | | | | | |
| 5.1. UTC Tasking. The servicing MQ receives tasking from its MAJCOM. The servicing MQ works with the IDO and UDMs to ensure the correct unit has been tasked and conveys changes in sourcing to the supporting MAJCOM MQ staff. The servicing MQ assists the IDO and UDMs in determining whether the unit UTC tasking are valid in light of other contingency tasking and accurate in light of units' "organize, train, and equip" posture and conveys tasking errors and over-tasking to the supporting MAJCOM MQ staff. The servicing MQ conveys OPLAN tasking to the IDO, UDMs, wing leadership and MPF. | Same as Table 4.2. , Process 5.1., Assessing Deploying Wing/Center Supportability of the OPLAN. | | | | | | | |

| Who Does Them | HQ USAF | MEF PAK-Supporting MAJ-COM | [Pilot]Deployment Wing/Center | Air Force Component Command | Intermediate HQ | Employment Wing/Center | MAJ-COM with Continuing Mission | Wing/Center with Continuing Mission |
|--|------------------------------------|----------------------------|-------------------------------|-----------------------------|-----------------|------------------------|---------------------------------|-------------------------------------|
| <p>5.2. Individual Tasking. The servicing MQ conveys individual tasking to the IDO, UDMs, wing leadership and MPF. The servicing MQ assists the UDMs in determining whether the total units' deployment tasking plus their continuing in-place mission requirements exceed their capability to support. The servicing MQ conveys potential tasking problems and changes in sourcing to the supporting MAJCOM MQ staff.</p> | <p>Same as Process 4.2. above.</p> | | | | | | | |

Table 4.6. Redeployment Phase Processes and Procedures.

| Who Does Them | HQ USAF | ME FPA KSu ppor ting MA-JCO M | [Pilo-tU-nit]D employ ing Wing /Center | Air Force Component Command | Inter-mediate HQ | Em-ploy-ment Wing /Center | MAJ-COM with Con-tinu-ing Mis-sion | Wing /Center with Con-tinu-ing Mis-sion |
|---|---|-------------------------------|--|-----------------------------|------------------|---------------------------|------------------------------------|---|
| 1. Terminating Requirements. | | | | X | X | | | |
| Process | Procedures | | | | | | | |
| 1. Terminating Requirements. As soon as it is known that a capability is no longer needed, the Air Force Component Command MQ staff and Intermediate HQ MQ staff terminates the OPLAN requirements. | 1. Using MANPER-M procedures, set the ETL of current deployment requirements to reflect the last day required. Delete any projected rotational/replacement deployment requirements. 2. Using MANPER-M procedures, distribute the deployment requirement changes to employment locations, supporting MAJCOMs, HQ USAF, and AFMRF. | | | | | | | |

Table 4.7. Wartime Planning Processes and Procedures.

| Who Does Them | H Q U S A F | MEF PAK- Sup- porti ng MAJ- COM | [Pilo- tU- nit]D eploy ing Wing /Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- plov- ment Wing/ Center | MAJ- COM with Con- tinu- ing Mis- sion | Wing /Cen- ter with Con- tinu- ing Mis- sion |
|--|---|---|--|---|------------------------------|---|---|--|
| 1. Determining and Documenting Deployment Planning Requirements. | | X | X | | | | | |
| 2. Determining and Documenting In-place Planning Requirements. | | | | | | | X | X |
| 3. Identifying Available Planning Resources. | | X | X | | | | X | X |
| 4. Comparing Resources to Requirements. | | X | X | | | | X | X |
| 5. Documenting Results. | | X | X | | | | X | X |
| 6. Specialized Programs: | | | | | | | | |
| 6.1. Managing Joint Augmentation Requirements and Resources. | X | X | | X | | | | |
| 7. Applying the Results. | | | | | | | | |
| 7.1. Deployment Planning. | | X | X | | | | | |
| 7.2. DOC Statement Review. | | X | X | | | | | |
| 7.3. Civilian Mobilization. | | X | X | | | | X | X |
| 7.4. Base Support Planning. | | | X | | | | | X |
| 7.5. SORTS. | | | X | | | | | X |
| 7.6. READY. | | | X | | | | | X |
| 7.7. Assessing Requirement and Authorization Change Impacts. | | X | X | | | | X | X |
| Process | Procedures | | | | | | | |
| 1. Determining and Documenting Deployment Planning Requirements. The MAJCOM MQ staff assists FAMs in determining the UTCs each unit must always be ready to provide – to organize, train, and equip to. The MQ staff documents this information in the manpower resource management system and conveys this information to the servicing MQ Office. The MQ Office documents these requirements in the base level contingency management system and provides the information to the IDO and appropriate UDMs. | 1. Review each unit's OPLAN tasking, WMP availability, and DOC statements. Correlate the three, explain any differences, and assist FAM in specifying the UTCs each unit must be ready to provide. This is the wartime planning deployment requirement – also known as “mobility” or “preplanning” requirements. 2. Using MANPER-M and MDS procedures, document and process into MDS the wartime planning requirements. 3. Convey the unit and associated UTCs to the servicing MQ Office. 4. Using MANPER-B procedures, document the wartime planning deployment requirements and provide automated and hard copy information for the IDO and UDMs. | | | | | | | |

| Who Does Them | HQ USAF | MEF PAK-Supporting MAJCOM | [Pilot]Deploying Wing /Center | Air Force Component Command | Inter-mediate HQ | Employment Wing/Center | MAJCOM with Continuing Mission | Wing /Center with Continuing Mission |
|---|---|---------------------------|-------------------------------|-----------------------------|------------------|------------------------|--------------------------------|--------------------------------------|
| 2. Determining and Documenting In-place Planning Requirements. MAJCOM MQ staffs assist their FAMs in using operational and functional guidance to determine in-place requirements for the MAJCOMs' continuing missions. MAJCOMs may direct subordinate units to work through servicing MQ Offices to recommend in-place requirements. | 1. Obtain the current operational and functional contingency planning guidance from HQ USAF/XOPW or HQ USAF/XPMR. This should be available in AFMAN 10-401 and WMP 1. 2. Assist the FAMs in interpreting the guidance and applying it to each work center. This should lead to the number of requirements. 3. Using MDS, document any changes to in-place requirements in a project. 4. Once approved by the MAJCOM FAM, using MDS, update the in-place requirements to the command database. This will make them available to MQ Offices, HQ USAF, and AFMRF. | | | | | | | |
| 3. Identifying Available Planning Resources. Available resources are those authorizations valid at the end of the current fiscal year that are not matched to wartime planning requirements. | 1. Identify the current planning end year. It is normally the end of the current fiscal year. 2. Ensure all systems have current authorization information. | | | | | | | |
| 4. Comparing Resources to Requirements. | 1. Using the analysis capability in MANPER or MDS, compare available resources to unsourced requirements. | | | | | | | |
| 5. Documenting Results. | 1. Using MDS, document the matching of authorizations to requirements. 2. Once approved by the MAJCOM FAM, using MDS, update the matches to the command database. This will make the information available to MQ Offices, HQ USAF, and AFMRF. | | | | | | | |
| 6. Specialized Programs: | | | | | | | | |
| 6.1. Managing Joint Augmentation Requirements and Resources: | NOTE: The procedures will be reassessed and changed upon MDS implementation. | | | | | | | |

| Who Does Them | HQ USAF | MEF PAK-Supporting MAJCOM | [Pilot]Deploying Wing/Center | Air Force Component Command | Inter-mediate HQ | Employment Wing/Center | MAJCOM with Continuing Mission | Wing/Center with Continuing Mission |
|---|--|---------------------------|------------------------------|-----------------------------|------------------|------------------------|--------------------------------|-------------------------------------|
| <p>6.1.1. Documenting Requirements and Sourcing Them Within the Air Force Component Command. The CINC identifies validated JMA requirements to its Air Force Component Command using a Joint Table of Mobilization Document (JTMD). The MQ staff documents them in the Air Force contingency management system. It also identifies authorizations not being used to satisfy other wartime planning requirements from within its own staff to source JMA requirements to the greatest extent possible and documents the sourcing. It then conveys the requirements to AFMRF.</p> | <ol style="list-style-type: none"> Using MANPER-M procedures, document the JMA requirements in MANPER-M, placing them in a single plan (PID = "JMA" plus its two digit command code; ULN locally defined) for each unit supported. Minimum essential information is UTC, attached PAS, GEOLOC, and country/state of the unit supported, required AFSC and grade, and JTMD paragraph/line number (in the Line Remarks field). Using MANPER-M procedures, document sourcing by placing the CINC's three character command code in the tasked MAJCOM field and the authorization's MAJCOM code plus the position number in the SSN field. Using MDS procedures, document the sourcing in Manpower File Part (MPF) A by coding the manpower type (MNT) code "XA" and placing its two digit command code plus the JTMD paragraph/line number in the position number cross reference (PNC) field. The incumbent of the authorization will be the individual tasked to satisfy the requirement. Using MANPER-M Partial Plan Transfer procedures, convey the requirements and sourcing to AFMRF. | | | | | | | |
| <p>6.1.2. Tasking JMA Requirements to MAJCOMs. AFMRF consolidates all JMA requirements and conveys them to the Air Force JMA central manager, HQ USAF/DPFJ. The JMA central manager designates tasked MAJCOMs to source JMA requirements with active duty authorizations for requirements not sourced by Air Force Component Commands. AFMRF documents MAJCOM tasking and conveys the requirements to each tasked MAJCOM.</p> | <ol style="list-style-type: none"> Using MANPER-M procedures, load all Air Force Component Command JMA requirements. Provide total Air Force JMA requirements to HQ USAF/DPFJ in the format they prescribe. Using MANPER-M procedures, document MAJCOM tasking by placing the MAJCOMs' three character MAJCOM code in the tasked MAJCOM field of the appropriate requirement. Using MANPER-M Partial Plan Transfer procedures, convey the requirements to the appropriate MAJCOM. | | | | | | | |
| <p>6.1.3. Sourcing JMA requirements. The tasked MAJCOM MQ staff identifies authorizations not being used to satisfy other planning wartime requirements to source JMA requirements. The tasked MAJCOM documents sourcing and conveys the information to AFMRF.</p> | <ol style="list-style-type: none"> Using MANPER-M procedures, load the JMA requirements. Using MANPER-M procedures, document sourcing by placing the authorization's MAJCOM code plus the position number in the SSN field. Using MDS procedures, document the sourcing in MPF A by coding the MNT code "XA" and placing the CINC's two digit command code plus the JTMD paragraph/line number in the position number cross reference (PNC) field. The incumbent of the authorization will be the individual tasked to satisfy the requirement. Using MANPER-M Partial Plan Transfer procedures, convey the requirements and sourcing to AFMRF. | | | | | | | |

| Who Does Them | HQ USAF | MEF PAK-Supporting MAJCOM | [Pilot]Deploying Wing/Center | Air Force Component Command | Inter-mediate HQ | Employment Wing/Center | MAJCOM with Continuing Mission | Wing/Center with Continuing Mission |
|---|---|---------------------------|------------------------------|-----------------------------|------------------|------------------------|--------------------------------|-------------------------------------|
| 6.1.4. Providing Visibility. AFMRF consolidates all JMA requirements and sourcing and conveys them to HQ USAF/DPFJ and the appropriate Air Force Component Command. | <ol style="list-style-type: none"> Using MANPER-M procedures, load all Air Force Component Command JMA requirements and MAJCOM sourcing. Provide total Air Force JMA requirements and sourcing to HQ USAF/DPFJ in the format they prescribe. Using MANPER-M Partial Plan Transfer procedures, convey the requirements to the appropriate Air Force Command. Using MANPER-M procedures, load Air Force Component Command's JMA requirements and sourcing. | | | | | | | |
| Note: Processes 6.1.1. - 6.1.4. are performed quarterly. | | | | | | | | |
| 6.1.5. Accessing and Using JMAs for Training, Exercises, or Contingency Augmentation. The CINC requests JMAs using existing staffing channels and procedures. The Air Force Component Command MQ staff documents the requirements needed and conveys them to the appropriate MAJCOMs. The MAJCOMs task the incumbent of the sourced authorization to fill the requirement and conveys the tasking to the appropriate bases. | <ol style="list-style-type: none"> Using MANPER-M procedures, document the tasking by placing the sourced requirements in a single plan (PID) and ULN as specified by HQ USAF/DPFJ with all other information as documented in the JMA requirement plan. Using MANPER-M Partial Plan Transfer procedures, convey the tasking to the appropriate MAJCOMs. Using MANPER-M procedures, load the requirements, place the SSN of the incumbent into the SSN field, and convey the tasking to the appropriate base as it does with other deployment tasking. | | | | | | | |
| 7. Applying the Results. Once the above processes are completed, the information is then used for the following programs. | | | | | | | | |
| 7.1. Deployment Planning. | | | | | | | | |
| 7.2. DOC Statement Review. The MAJCOM MQ staff or MQ Office reviews DOC statements for FAMs to ensure the units have the appropriate authorizations to provide the operational capability. | <ol style="list-style-type: none"> MAJCOM MQ provides MDS information to FAMs for possible tasked units. Provides AFSC level detail of UTCs in the DOC. Analyzes MDS information against DOC UTCs. | | | | | | | |
| 7.3. Civilian Mobilization. The MQ Office works with the CPF and units to identify civilian positions (authorizations) that are required to deploy or are needed in the overseas theater during contingency operations. | <ol style="list-style-type: none"> Using MDS, identify those civilian authorizations matched to deployment requirements and those overseas matched to in-place requirements. Using MDS, create a project to make necessary adjustments to matches based on CPF and units recommendations. Convey the project to the MAJCOM MQ staff for coordination and approval. | | | | | | | |
| 7.4. Base Support Planning. The MQ Office provides authorization information for completion of Part I and requirements (deployment and in-place) information for completion of Part II to the BSPC and other base agencies. | <ol style="list-style-type: none"> Using MDS, provide the authorization information in the format requested. Using MDS or MANPER-B, provide wartime planning deployment and in-place requirement information in the format requested. | | | | | | | |

| Who Does Them | HQ USAF | MEF PAK-Supporting MAJ-COM | [Pilot]Unit]Deploying Wing /Center | Air Force Component Command | Intermediate HQ | Employment Wing/Center | MAJ-COM with Continuing Mission | Wing /Center with Continuing Mission |
|--|--|----------------------------|------------------------------------|-----------------------------|-----------------|------------------------|---------------------------------|--------------------------------------|
| 7.5. SORTS. The MQ Office provides requirement and matched/unmatched authorization information to unit SORTS monitors. | 1. Using MDS, provide the authorization information to the SORTS monitor. 2. Analyzes MDS and tasked UTCs to provide a listing of matched and unmatched authorization to UTC requirements. | | | | | | | |
| 7.6. READY. The MQ Office provides requirement information to the READY Review Board and assists them in identifying those requirements critical to the READY scenario as well as READY scenario-unique requirements. The MQ Office then assists the READY Review Board and FAMs in identifying resources tasked to these requirements and those available for augmentation. | 1. Using MANPER-B, create READY requirements as in-place requirements and provide information in the format requested. 2. Provide MDS authorization information to READY Review Board. 3. Using MANPER-B, provide the READY Review Board a listing of currently planned deployment requirements. | | | | | | | |
| 7.7. Assessing Authorization Change Impacts. For each authorization change proposed by units that affect unit (PAS), work center (FAC), skill (AFSC), or grade, the MQ Office assesses the impact on wartime planning mission capability. If capability is lessened, the MQ Office notifies the unit and attempts to find | Using MANPER-B, search for the affected unit and see if the authorization change impacts current wartime requirements. Impacts would be, but not limited to: a) UTC requires the only AFSC in that unit and the change would eliminate that AFSC. b) The change converts a military to a civilian authorization and results in a shortage of that AFSC for the unit. | | | | | | | |

Table 4.8. Wartime Programming Processes and Procedures.

| Who Does Them | HQ US AF | MEF- PAK- Support ing MAJ- COM | [Pilo- tU- nit]D eploy ing Wing /Cen- ter | Air Force Com- po- nent Com- mand | Inter- medi- ate HQ | Em- ploy- ment Wing /Cen- ter | MAJ- COM with Con- tinu- ing Mis- sion | Wing /Cen- ter with Con- tinu- ing Mis- sion |
|---|--|---|--|---|------------------------------|--|---|--|
| 1. Notifying MAJCOMs/FOAs/DRUs of expectations. | X | | | | | | | |
| 2. Determining and Documenting Programming Deployment Requirements. | X | X | | | | | | |
| 3. Determining and Documenting Programming In-place Requirements. | | X | X | | | | | |
| 4. Identifying Available Programming Resources. | X | X | | | | | | |
| 5. Comparing Resources to Requirements. | X | X | | | | | | |
| 6. Documenting Results. | | X | | | | | | |
| 7. Resolution – Applying the Results. | X | | | | | | | |
| Process | Procedures | | | | | | | |
| 1. Notifying MAJCOMs/FOAs/DRUs of expectations. HQ USAF/XPMR notifies the MAJCOM MQ staffs of information expectations, timelines, and anticipated use of programming information. | 1. Receive and review the expectations as provided by HQ USAF/XPMR. | | | | | | | |
| 2. Determining and Documenting Programming Deployment Requirements. HQ USAF/XPMR works with HQ USAF/XOPW to identify the FORSIZE statement of deployment requirements. HQ USAF/XOPW works with the supporting MAJCOMs to validate and correct unit tasking | 1. Using MANPER-M or MANPER-B created the deployment requirements. 2. Source requirements to appropriate supporting MAJCOMs as identified by HQ USAF/XOPW. | | | | | | | |
| 3. Determining and Documenting Programming In-place Requirements. The MAJCOM MQ staff assists FAMs in reviewing planning in-place requirements to project them through the range of the FYDP. The MQ staff documents the projected in-place requirements and conveys them to AFMRF. | 1. Using MANPER-M or MANPER-B created the in-place requirements. 2. MAJCOM MQ staff enters requirements sourcing as provided by the MAJCOM FAMs. | | | | | | | |
| 4. Identifying Available Programming Resources. Available resources are those authorizations valid during the FYDP (usually focusing on the end of the current plus two fiscal year). | 1. Using MDS and FYDP information create authorization file of available authorization. | | | | | | | |
| 5. Comparing Resources to Requirements. Resources are compared to requirements using a variety of criteria based on the ultimate use of the comparison information. | 1. Using a HQ USAF/XOPW predetermined compare application, compare Authorizations against Inplace and Deployed requirements | | | | | | | |
| 6. Documenting Results. | 1. Provide a listing of matched and unmatched requirements and authorizations. | | | | | | | |
| 7. Resolution – Applying the Results. Comparison information is used in resource management decision making processes. | 1. Provide results to HQ USAF/XPMR or use in obtaining additional authorizations through FYDP or relieve the MAJCOMs of wartime requirements identified as a shortage. | | | | | | | |

4.4. MQ Readiness Processes and Procedures by Scenario. In the following sections, processes are delineated by scenario, with closely related scenarios combined.

4.4.1. Deliberate and Crisis Action Planning and Execution Processes. These processes are arranged by scenario phase.

4.4.1.1. UTC Management. Refer to **Table 4.1**. Refer to AFMAN 10-401, Chapter 6, for complete UTC management responsibilities and procedures.

4.4.1.2. Planning Phase. During this phase, MQ people focus on organizing and structuring units to meet mission requirements. This is an iterative process involving all levels of command. Refer to **Table 4.2**.

4.4.1.3. Deployment Phase. During this phase, MQ people focus on ensuring the final set of OPLAN requirements are correct so units respond to the actual tasking, not those that are work-in-progress. Refer to **Table 4.3**.

4.4.1.4. Reception Phase. During this phase, MQ people focus on ensuring requirements at the employment location are correct so people can be accounted for by requirement. Refer to **Table 4.4**.

4.4.1.5. Employment/Sustainment Phase. During this phase, MQ people return to performing day-to-day functions. These processes apply to wings/centers both inside and outside of an AOR. Refer to **Table 4.5**.

4.4.1.6. Redeployment Phase. Refer to **Table 4.6**.

4.4.2. Wartime Planning Processes and Procedures. Refer to **Table 4.7**.

4.4.3. Wartime Programming Processes and Procedures. Refer to **Table 4.8**.

Chapter 5

SYSTEMS SUPPORTING MANPOWER & QUALITY READINESS AND CONTINGENCY MANAGEMENT

5.1. Types of Systems. We operate within two types of systems: manpower resource management and contingency management.

5.1.1. The Air Force Manpower Resource Management System -- Manpower Data System (MDS). MDS operates in the Global Combat Support System (GCSS) environment. It uses a UNIX-based server with Oracle databases and Windows-based personal computer with an Oracle application, communicating via the NIPRNET (INTERNET).

5.1.2. The Air Force Contingency Management System -- Contingency Operations Mobility Planning and Execution System (COMPES).

5.1.2.1. HQ USAF Applications. HQ USAF applications operate in the Global Command and Control System (GCCS) environment. It uses a UNIX-based client-server architecture.

5.1.2.2. MAJCOM Applications. MAJCOM applications are under the COMPES umbrella. The MANPER-M functions are being integrated into Operation's Operational Tasking and Priorities (OT&P) application. OT&P/MANPER-M operates in the GCCS environment. It uses a UNIX-based client-server architecture.

5.1.3. Base-Level Applications. Base-level applications (COMPES MANPER-B) operate on a stand-alone DOS-based personal computer with Clipper databases and applications. It communicates using Data Pattern Traffic (DPT) via a variety of communications avenues.

Before using any of these systems, make sure all defaults and configurations are properly set as specified in the systems documentation. Failure to do so may result in these systems not performing as described in [Chapter 4](#).

5.2. Description of Systems.

The following tables describe systems, users, suppliers and their products, system functions, and customers and the products they receive.

Table 5.1. HQ USAF Contingency Management Applications.

| Suppliers/Products | Functions | Customers/Products |
|--|---|--|
| 1. MAJCOMs (MANPER-M) – UTC MISCAP and MANFOR Information. 2. Supported Air Force Component Commands (MANPER-M) – Deliberate and Executing OPLANs. 3. HQ USAF/XPMI (HAF MDS) – Authorizations. | 1.HQ USAF MANFOR Management. 2.Resources to Requirements Comparison, Match, Analysis, and Reporting. | 1. MQ Staffs and Offices (HAF MANFOR/ MANPER) -- HQ USAF MANFOR Information. 2. HQ USAF/XPM, Air Staff agencies – Contingency-Related Analyses. |

Table 5.2. MAJCOM/FOA/DRU/Air Force Component Command Contingency Management Applications (MANPER-M).

| Suppliers/Products | Functions | Customers/Products |
|--|---|--|
| 1.AFPC (MDS/PAS System) -- Unit (PAS) Information. 2.AFMRF (Electronic Media) – MANFOR UTC Requirements. 3.Air Component Command Operators (JOPES, Manual) – Deployment (Plan) Requirements. 4.Sister MAJCOMs (MANPER-M, Manual) -- Deployment (Plan) Requirements. 5.MQs (MANPER-B, Manual) – Deployment (Plan) Requirements. 6.Internal (MDS) – Authorizations. 7.AFPC (PDS) -- People Assigned. | 1.MANFOR Requirements Management. 2.Deployment Requirements Management. 3.Resources to Requirements Comparison, Match, and Reporting. 4.Data Base Maintenance and Management | 1.MQs (MANPER-B), FAMs – Deployment (Plan) Requirements. 2.Internal/MQs (MDS), FAMs -- Wartime Planning and Execution Deployment Requirements. 3.Internal/MQs (MDS), FAMs -- Wartime Execution In-place Requirements. 4.Internal/MQs (MDS) -- Authorizations to Requirements Matches. 5.FAMs -- Authorizations to Requirements Analysis. |

Table 5.3. Base-Level Contingency Management Applications (MANPER-B).

| Suppliers/Products | Functions | Customers/Products |
|---|--|---|
| 1.AFPC (PAS System) -- Unit (PAS) Information. 2.AFMRF (Electronic Media) – MANFOR UTC Requirements. 3.IDO/MAJCOM (Manual) – Deployment Planning (Mobility) Requirements. 4.MAJCOM XPM (MANPER-M, Manual) -- Deployment (Plan) Requirements. 5.MAJCOM XPM, Internal (MDS) – Wartime Planning In-place Requirements. 6.FAMs (Manual) -- Wartime Execution Inplace and other Contingency Inplace Requirements. 7.Internal (MDS) -- Authorizations. 8.MPF (PDS) -- People Assigned. | 1.MANFOR Requirements Management. 2.Mobility Requirements Management. 3.Deployment Requirements Management. 4.Inplace Requirements Management. 5.Resources to Requirements Comparison, Match, and Reporting. 6.Data Base Maintenance and Management | 1.Unit Deployment Manager (DeMS) -- Mobility Requirements. 2.MAJCOM XPM (MANPER-M), Installation Deployment Officer (LOGMOD-B), Unit Deployment Manager (DeMS) -- Deployment (Plan) Requirements. 3.MAJCOM XPM (MDS), Internal (MDS), FAMs -- Wartime Planning and Execution Deployment Requirements. 4.MAJCOM XPM (MDS), Internal (MDS), FAMs -- Wartime Execution Inplace Requirements. 5.MAJCOM XPM (MDS), Internal (MDS) -- Authorizations to Requirements Matches. 6.FAMs -- Authorizations to Requirements Analysis. |

Table 5.4. MAJCOM and Base-Level Manpower Resource Management Applications (MDS).

| Suppliers/Products | Functions | Customers/Products |
|---|--|---|
| 1.AFPC (PAS System) -- Units (PAS). 2.HQ USAF/XPM (HAF MDS) – Resources Allocated. 3.Internal (MANPER) -- Wartime Planning and Execution Deployment Requirements. 4.Internal (MANPER) -- Wartime Execution In-place Requirements. 5.FAMs (Manual) – Relationships of Authorizations to Wartime Requirements. 6.Internal (Manual) -- Unit Structure. 7.FAMs (Manual) -- Peacetime Requirements. 8.Internal (Manual) -- Mobilization Status. | 1.Organization and Structure Management. 2.Allocated Manpower Resource Management. 3.Authorizations, Requirements, and Relationships Management. 4.Authorizations to Wartime Requirements Comparison and Match. 5.Data Base Maintenance and Management | 1.HQ USAF/XPM (HAF MDS), Internal (MANPER), AFPC (PDS), FAMs -- Authorizations. 2.AFPC (PDS), FAMs -- Peacetime Requirements. 3.Internal (MANPER), FAMs -- Wartime Planning Inplace Requirements. 4.Internal (MANPER), FAMs – Authorization to Wartime Requirements Matches. |

Chapter 6

MANPOWER & QUALITY READINESS EVALUATION PROGRAM

6.1. General. The Manpower and Organization readiness inspection program establishes standards of accomplishment, ensures consistency of performance, and generates an environment whereby our readiness processes evolve to effectively support the mission. The Air Force Director of Manpower and Organization owns these readiness processes. The inspection program described here is mandatory for implementation at each command level regardless of where the processes reside or who performs them.

6.2. Scope. Manpower and Organization readiness processes support Air Force operational missions from in-garrison and employment locations. They span pre-execution, execution, and employment phases of mission accomplishment. Manpower and Organization readiness processes are among the critical first steps to ensure Total Force accountability, both requirement and personnel.

6.2.1. Choose Evaluation Items. Choose an evaluation item(s) from the processes in **Chapter 4 (Table 4.1. -Table 4.8.)**.

6.2.2. Develop an Evaluation Plan. The evaluation plan has two parts: Part I contains the evaluation parameters and Part II contains the evaluation scenario(s). Only Part I is releasable to the participants. Part II is not releasable to the participants. An evaluation can range from a simple to a more difficult scenario. Always document each correspondence with “EXERCISE *Name of Exercise*” at the top and bottom of each page.

6.2.2.1. Part I contains the following:

6.2.2.1.1. Name (optional): Provide a unique name. Do not use a name or acronym of an exercise that is in use or has been used before.

6.2.2.1.2. OPR: The office conducting the evaluation.

6.2.2.1.3. Purpose: The broad goal of the evaluation.

6.2.2.1.4. Objective(s): Specific items to be evaluated.

6.2.2.1.5. Time of Evaluation: The start time and end time of the whole evaluation. The actual time might be held from the participants as in Example 1 below.

6.2.2.1.6. Participants: Who will be evaluated.

6.2.2.2. Part II contains the following:

6.2.2.2.1. Evaluation Scenario: State the evaluation item from the checklist that pertains to the appropriate organizational level.

6.2.2.2.2. Time Allotted: How long the scenario will take to complete.

6.2.2.2.3. Situation: A brief description of what situation is to cause the scenario.

6.2.2.2.4. Inject: When and how will the scenario be injected.

6.2.2.2.5. Expected Results: What is the expected answer.

6.2.2.2.6. Props Required: List what is needed to make this scenario work.

6.2.3. Conduct Evaluation:

6.2.3.1. Design, conduct, and evaluate exercises under "no-fault" conditions. In other words, don't grade individual or unit performance during exercises and don't report performance in after-action reports or exercise analyses. But, formal inspections may still be conducted during exercises and afterward deficiencies in training documented.

6.2.3.2. Conduct an evaluation annually or as needed to assure functional capabilities are ready to be used in support of mission execution.

6.2.3.3. Random exercise of Air Component Commands and/or MAJCOMs by Air Force Manpower Readiness Flight (AFMRF) on behalf of HQ USAF/XPMR will be performed on one or more evaluation items. A notice of an evaluation to the Air Component Commands and/or MAJCOMs will be sent before any evaluation is performed by HQ USAF/XPMR.

6.2.3.4. MAJCOMs are responsible for ensuring their Wings are performing their evaluations.

6.2.4. Write After Action Report. Write an after-action report to document findings and solutions. Send a copy to those agencies involved and those that can affect changes needed.

6.3. Responsibilities.

6.3.1. HQ USAF XPM.

6.3.1.1. Establish Manpower and Organization inspection criteria in Inspector General policies. AFI 90-201 contains baseline Manpower and Organization policy.

6.3.1.2. Appoint an OPR for oversight and management. AF/XPMR is the executive agent for program oversight with support from the Air Force Manpower Readiness Flight.

6.3.1.3. Designate core inspection areas (CIAs) and specify performance standards.

6.3.1.4. Monitor consistency of CIA application across the Air Force.

6.3.1.5. Establish training programs for readiness processes.

6.3.1.6. Approve/disapprove waivers.

Figure 6.1. Semi-annual Readiness Inspection Report Format.

NOTE:

Submitted electronically to AFMRF and include the following:

MAJCOM: MAJCOM submitting report. **POC:** Name, phone, and e-mail of person with in-depth information.

CIA/IOI: Specify the core inspection area or item of interest from [Table 6.1.](#) and [Table 6.2.](#) Report command-unique IOI that may be of broader interest to the career field.

Process: Identify process examined. Include sufficient detail to answer “what” was tested.

Type: Identify the type of inspection; UCI, ORI, etc.

Standard: Report command-unique performance standards. Otherwise not required.

Quantity: State how many evaluations are covered by this item, whether multiple MOs or multiple test events of the same process in a single MO.

Results: State how personnel did in relation to the standard.

Comments: Address systemic factors leading to negative results, if identified; and actions taken to mitigate them, if any. Address MO-initiated process enhancements or other lessons learned. Are standards reasonable?

6.3.2. Air Component Command Manpower and Organization.

Figure 6.2. Evaluation Plan of Example Scenario 2.

| |
|--|
| <p>Part I:</p> <p>Name: Force Projection 01 (FP01)</p> <p>OPR: HQ USAFE/XPM</p> <p>Purpose: Test the HQ USAFE capability in building a centralize DRMD</p> <p>Objective(s): Create line-level detail requirements (DRMD) in the AF command and control system</p> <p>Time of Evaluation: 1000 15 May through 1000 16 May</p> <p>Participants: HQ ACC and HQ AMC.</p> <p>Part II:</p> <p>Evaluation Item: Maintaining the OPLAN</p> <p>Time Allotted: 24 hours</p> <p>Situation: The HQ USAFE/XPM is required to maintain a centralize DRMD for OPLAN XXXX. An execution order is received and your Supporting MAJCOM is tasked to deploy. The TPFDD contains 100 valid UTCs. The complete size of the DRMD is 900 records. <i>(Describe how the Supporting MAJCOMs are to provide the DRMD information back to the HQ USAFE/XPM.)</i> This MSEL item is the same for both Supporting MAJCOMs.</p> <p>Inject: At 1000 15 May, a simulated classified message is sent to the two Supporting MAJCOMs announcing the situation, what is required, and a copy is provided to HQ USAFE/XPM by 1000 16 May.</p> <p>Expected Results: The Supporting MAJCOMs should provide the Air Component Command with their DRMD information. The Air Force Component Command will compare what was received to what was expected for evaluation.</p> <p>Props Required:</p> <p>TPFDD built in JOPES (Classified OPLAN XXXX)</p> <p>Inject Message</p> <p>Air Component Command needs to build the expected return DRMD information for comparison.</p> |
|--|

6.3.2.1. Assess effectiveness of Manpower and Organization CIA processes supporting operations in the area of responsibility.

6.3.2.2. Establish data collection mechanisms to ensure CIA feedback from employed locations is documented for analysis and action.

6.3.2.3. Identify performance trends, problems, or enhancements, to AF/XPMR for further evaluation and action.

6.3.3. Air Force Manpower Readiness Flight (AFMRF).

Figure 6.3. Evaluation Plan of Example Scenario 3.

| |
|---|
| <p>Part I:</p> <p>Name: N/A</p> <p>OPR: HQ USAF/XPM</p> <p>Purpose: To test if the Appendix J of a deliberate OPLAN is accurate.</p> <p>Objective(s): Are the AFCC/XPMs filling in Appendix J to include establishing Provisional PAS.</p> <p>Time of Evaluation: 0800 15 Nov through 0800 16 Nov</p> <p>Participant: HQ USAFE/XPM</p> <p>Part II:</p> <p>Evaluation Item: Establish and Document Organizational Structures</p> <p>Time Allotted: 24 hours.</p> <p>Situation: A deliberate plan has just been completed. HQ USAF/XPM wants USAFE to provide them with an organization chart for PID XXXX. The organization chart needs to contain the provisional PASs, number of O/A/C/T, and name of wing(s) groups, squadrons, and flights. HQ USAFE/XPM will need to respond within 24 hours.</p> <p>Inject: At 0800 15 Nov, send a message to USAFE/XPM requesting an organization chart be sent to HQ USAF/XPM for PID XXXX by 0800 16 Nov.</p> <p>Expected Results: An organization chart for PID XXXX, based on attached PAS information in the DRMD, which matches a predetermined organizational chart.</p> <p>Props Required:</p> <p>A deliberate plan TPFDD (Classified XXXX OPLAN)</p> <p>A message to USAFE/XPM</p> <p>An organization chart to be used as the answer .</p> |
|---|

6.3.3.1. Develop and implement training programs for readiness processes. Utilize the AFMIA Training Branch and the Career Field Enlisted Council (CFEC) for issues related to the Specialty Training Standard (STS) and formal courses.

6.3.3.2. Create and maintain a readiness inspection web site or page.

6.3.3.3. Identify inspection trends and present issues to the Manpower and Organization Readiness Council (MORC) for resolution.

6.3.3.4. Review command readiness inspection programs for consistency of interpretation and application of the CIAs.

6.3.3.5. Process waiver requests.

6.3.4. Example 4. Creating the Mobilization Requirements Document, the HQ USAF/CAT-MPRC wants to know if the right people are being mobilized to satisfy deployable and inplace requirements. Refer to [Figure 6.4.](#) for an Evaluation Plan to implement this example.

Figure 6.4. Evaluation Plan of Example Scenario 4.

| |
|---|
| <p>Part I:</p> <p>Name: Mobilization Tracking Test 1 (MTT1)</p> <p>OPR: HQ AMC/XPM</p> <p>Purpose: To assess if the right AFSC and quantity are being identified for mobilization.</p> <p>Objective(s): How effectively can some of AMC's wings track their mobilized forces</p> <p>Time of Evaluation: 0800 5 Sep through 0800 6 Sep</p> <p>Participants: Charleston AFB and Andrews AFB.</p> <p>Part II:</p> <p>Evaluation Item: Creating the Mobilization Requirements Document</p> <p>Time Allotted: 24 hours.</p> <p>Situation: PSRC is approved with a Mobilization Force List. HQ AMC/XPM wants to ensure we are not mobilizing the wrong AFSC and quantity to the AOR</p> <p>Inject: At 0800 5 Sep, send a message to Charleston AFB and Andrews AFB requesting a list of mismatches by requirement and mobilized resource and what still needs to be mobilized and provide it to the HQ AMC/XPM for PID XXXX by 0800 6 Sep.</p> <p>Expected Results: A report that shows the mismatches and what still needs to be mobilized.</p> <p>Props Required:</p> <p>A TPFDD (<i>simulated or real</i>) Classified XXXX OPLAN</p> <p>A message to Charleston AFB and Andrews AFB</p> <p>A line level detail of what needs to be organized (Mobilization Requirement Manning Document, MRMD)</p> <p>PSRC Mobilization Force List</p> <p>A mobilization resource file (<i>simulated or real</i>).</p> |
|---|

6.3.5. Example 5. Relates to Maintaining the OPLAN, an example of an XPMR evaluation, AFMRF wants to exercise the Air Component Command's ability to provide deployment tasking data on a particular OPLAN. Refer to [Figure 6.5.](#) for an Evaluation Plan to implement this example.

Figure 6.5. Evaluation Plan of Example Scenario 5.

Part I:
 Name: N/A
 OPR: HQ USAF/XPMR and AFMRF
 Purpose: To test if the Air Component Command can provide deployment tasking data for the whole OPLAN.
 Objective(s): Can the Air Component Command provide the requirements information within a duty day.
 Time of Evaluation: 0900 16 Jul
 Participants: HQ PACAF/XPM
 Part II:
 Evaluation Item: Relates to Maintaining the OPLAN
 Time Allotted: 4 hours.
 Situation: A situation occurred which caused the HQ USAF/CAT to be activated. The CAT is requesting requirement information from AFMRF on PID XXXX (*a real world or simulated TPFDD can be used*). For AFMRF to respond to these questions, they need to get the information from the Air Component Command within four hours.
 Inject: At 0900 16 Jul, call HQ PACAF/XPM asking them to provide their requirement data for PID XXXX by 1300.
 Expected Results: The requirement information is received by AFMRF within four hours. What is provided to AFMRF matches what is expected.
 Props Required:
 A TPFDD (*simulated or real*) Classified XXXX OPLAN
 A phone script
 What is expected from HQ PACAF/XPM

6.4. (ADDED)Implementation.**6.4.1. MAJCOM/FOA/DRU Inspection Programs.**

6.4.1.1. Each command develops and publishes its own inspection checklists/guides to assess the Manpower and Organization CIAs, performance standards, and IOI. Development guidance and help is available through the Inspector General staff.

6.4.1.2. Initially published, and all revisions to, inspection checklists/guides will be forwarded to AFMRF.

6.4.1.3. Provide inspection checklists/guides to inspected units at the earliest opportunity to facilitate preparation for their next regularly scheduled higher headquarters inspection. Higher headquarters evaluation of base-level Manpower and Organization readiness processes will commence with the first regularly scheduled Inspector General event/inspection occurring after 1 January 2003.

6.4.1.4. Inspected units will participate in no less than two training events/exercises annually. One of these should emphasize combined operations with the Personnel Readiness Flight (PRF) and/or local PERSCO teams. Ideally, every deployable Manpower UTC should be covered by at least one field training opportunity annually. Training events/exercises will be designed to demonstrate sufficient facets of the CIAs to ensure all personnel are capable of performing their duties. Unit-level

leadership must ensure all deployable personnel can execute UTC mission capability standards and the operating requirements in [Attachment 5](#). For guidance on preparing an exercise program see AFI 10-204, Participation in the Military Exercise Program and contact the local Inspector General staff.

6.4.1.5. Create a trend analysis and feedback mechanism to capture successes and problems. Ensure inspections make allowances for, and document, exceptional process deviation that enhances mission performance. Similarly, failure, or unsatisfactory findings, must attempt to capture contributing environmental issues such as training or procedural flaws. The subsequent analysis of systemic factors affecting process performance will allow adjustments to processes and/or training as warranted. The goal is always to find the best possible way of accomplishing the mission while encouraging process consistency across the career field.

6.4.1.6. Maintain historical inspection results for each inspected unit to document recurring problems and facilitate corrective actions.

6.4.1.7. MAJCOMs/FOAs/DRUs submit sanitized semi-annual inspection reports to AFMRF for posting to the readiness inspection website. See [Figure 6.1](#). for format. Reports should document, by CIA, what problems or successes have been identified, systemic factors that are implicated or affected, and any mitigating command actions. Issues requiring immediate higher headquarters attention should be reported at any time.

6.4.2. AFMRF.

6.4.2.1. Post and maintain command inspection checklists/guides to the readiness inspection website.

6.4.2.2. Analyze reports, identify trends, and develop recommendations for the MORC, CFEC, or others as required to address readiness program issues.

6.5. (ADDED) Core Inspection Areas.

6.5.1. The five CIAs correlate to the primary Manpower and Organization readiness mission areas. They are foundational in that they are anticipated to have a regular or recurring frequency, are important to the success of the overall mission, i.e. will have an adverse impact if performed improperly or not at all; and have a persistent methodology/rationale for accomplishment. [Table 6.1](#). depicts the CIAs for the readiness inspection program.

Table 6.1. Manpower and Organization Core Inspection Areas.

| Core Inspection Area | Description |
|----------------------------|--|
| 1. Change Requests | Both organization and requirements changes. |
| 2. Plans Management | Operations accountability within the designated Air Force command control (C2) system. |
| 3. MEFPAK/MANFOR Processes | Baseline data support element. |
| 4. Automated Systems | Operation and management of the C2 system (MANPER-B). |
| 5. Office Operations | Employment location operations. |

6.5.2. There are also four recognized readiness process areas with varying levels of implementation, or importance, throughout the career field. Aspects of these processes may be suitable for inspection as command Items of Interest to assess compliance with command policy or procedure. **Table 6.2.** contains the IOI.

Table 6.2. Manpower and Organization Items of Interest.

| Items of Interest | Description |
|---|---|
| 1. Unit Type Codes (UTCs) | Pilot unit maintenance, distribution and notification processes, and general UTC management requirements. |
| 2. Designed Operational Capability Statements (DOC) | Review and coordination processes linked to change requests. |
| 3. Base Support Planning (BSP) | As required/requested. |
| 4. Resource Augmentation Duty Program (READY) | As required/requested. |

6.6. (ADDED) Inspections and Phases.

6.6.1. The CIAs have differing levels of importance and performance depending upon type of inspection and the phase of operations being executed. All readiness processes can be assessed using Unit Compliance Inspections (UCI). Only the CIAs should be assessed using Operational Readiness Inspections (ORI). **Table 6.3.** shows by phase where readiness processes reside and which type inspection lends itself to proper evaluation.

Table 6.3. Applying CIAs and IOIs to Inspections and Phases.

| CIA / IOI | Inspection Type | | Inspection Phase | | | |
|-------------------|-----------------|-----|------------------|-----------|----------|-------------|
| | UCI | ORI | Pre-execution | Execution | Employed | In-garrison |
| Change Requests | X | X | | | X | X |
| Force Management | X | X | X | X | X | |
| MEFPAK/ MANFOR | X | X | X | X | X | X |
| Automated Systems | X | X | X | X | X | X |
| Office Operations | X | X | | | X | |
| UTCs | X | | | | | X |
| DOC Statements | X | | | | | X |
| BSP | X | | | | | X |
| READY Program | X | | | | | X |

6.6.2. Inspected units should use the Inspection Phase information in [Table 6.3](#). to prepare locally-initiated training events and exercises. Understanding when certain elements of core processes are to be performed and whom they serve is as important as knowing how to do them.

6.7. (ADDED) Process and Performance Standards.

All readiness processes are subject to inspection, however, only CIAs have processes and performance standards that are mandatory for assessment. The following section stipulates those processes and specific performance standards. Commands are encouraged to evaluate all readiness processes and may establish their own performance standards provided they are not less than the standard for measured CIAs. Ensure inspection reports include command-driven performance standards for evaluation as emerging requirements.

6.7.1. Change Requests. These include organization and requirement changes.

6.7.1.1. Inspections should address change request evaluation, impact analysis, analytical skills, procedural adherence, coordination/communication skills, and administrative compliance.

6.7.1.2. It is mandatory that in-garrison requirement change requests be evaluated against UTCs tasked to the unit, either on a DOC statement or through the command UTC availability. Ensure evaluations consider the ability to properly address UTC MISCAP requirements, especially critical AFSCs, the implications of skill/grade substitution, and supporting units and their total taskings. AFI 10-201 provides a central information source for critical AFSCs.

6.7.1.3. See [Attachment 5](#) for other mandatory performance standards regarding this CIA.

6.7.2. Force Management. This CIA deals with every aspect of Manpower's role in applying the capabilities of the base-level MANPER-B software. AFCSM 10-626, Volume 2 is the basis for employed MO MANPER-B capabilities and processes. AFMRF is the career field OPR for MANPER functionality and processes.

6.7.2.1. Evaluate all aspects of MANPER processes and procedures described in AFI 38-205, [Chapter 4](#), [Table 4.2](#). and AFCSM 10-626, Volume 2. These include: operator ability to import, export, and perform data processing, management, and manipulation duties; operator ability to assess mission supportability through comparison of requirements to resources; effective utilization of system data for analytic management purposes and the ability to logically deduce appropriate actions/solutions; the distribution of products and effectiveness of operations with other installation readiness functions like Installation Deployment Officers, Unit Deployment Managers and Personnel Readiness Flights, to include PERSCO teams under field conditions; the identification and resolution of data errors including faulty levy information, bad or corrupt data files, and improper data structures; utilization of Red-Mini system procedures; and the performance of organization charting from resident UTC and requirements document data.

6.7.2.2. The following items are mandatory:

6.7.2.2.1. MANPER operators must demonstrate proficiency at operating the COMPES software to accomplish Manpower work.

6.7.2.2.2. Deployable and deployed systems will have the total deployment requirement/manpower document (plan) for their location and it must be current, complete, and up to date. See [Attachment 5](#) for additional standards.

6.7.2.2.3. In-garrison systems must document the locally determined worst-case scenario. This information is obtainable from the Installation Deployment Officer or plans function.

6.7.3. MEFPAK/MANFOR Processes. Timeliness and accuracy of the response to queries should be measured as an indicator of system competence. AFMRF is the career field OPR for MANFOR processes.

6.7.3.1. The following items are mandatory: See [Attachment 5](#) for additional standards.

6.7.3.1.1. Every deployable MANPER-B system will have a current and complete copy of the MANFOR.

6.7.3.1.2. Assess operator ability to generate standard products as well as the ability to research abstract data and generate locally defined reports.

6.7.3.1.3. Assess operator ability to identify and react to the impact of changes from/to the MANFOR. Inspections will assess impacts to tasked UTCs, the local UMD/ERMD and operational planning considerations, particularly those covered by the Status of Resources and Training System.

6.7.4. Automated Systems. This CIA addresses any aspect of the base-level MANPER system and automated processes or system functions not addressed in Force Management and MANPER-B software operations. AFMRF is the career field OPR for all system requirements.

6.7.4.1. The following items are mandatory for all MANPER systems:

6.7.4.1.1. Adherence to initial set-up, functionality checks and compliance with inventory and system reporting standards. See [Attachment 5](#) for additional standards.

6.7.4.1.2. System inventories must be performed and maintained for in-garrison systems. They must be accurate and up to date. See AFCSM 10-626, Volume 2 for additional standards.

6.7.4.1.3. All required software and programs must be present and operating properly and operators must demonstrate proficiency at updating a resident piece of software.

6.7.4.1.4. The most current software releases/versions must be loaded, to include anti-virus and other system protection devices.

6.7.4.1.5. Assess operator proficiency at assembling and disassembling of all hardware components of the deployable system. See [Attachment 5](#) for additional standards.

6.7.4.1.6. Operators must perform field maintenance and care functions such as changing cards, cables, drives, ink cartridges, filters, fuses, batteries, and others as identified. Not all maintenance activities are required to be inspected, but commands must ensure sufficient competency is demonstrated.

6.7.4.1.7. A current and accurate system accreditation must be on file for in-garrison operations. Is the system located where it's licensed?

6.7.4.1.8. Proper security markings must be present and in good repair.

6.7.4.1.9. Demonstrate proficiency at field outage reporting procedures and formats.

6.7.4.1.10. Perform virus scan and corrupt file response activities.

6.7.4.1.11. Perform data "wipe" and classified data cleansing activities.

6.7.5. Office Operations. Office operations include everything in the employed environment not already covered elsewhere. Initial status reporting, event logs, briefings, bugout procedures and more. See [Attachment 5](#) for specifics regarding this CIA.

6.7.6. Items of Interest. Career field IOI should be evaluated within each command's scope of performance or importance. There are few broad standards associated with IOI. Commands performing IOI inspections should ensure the units are meeting them.

6.7.6.1. Unit Type Code Processes. The base Manpower function will not typically engage in UTC processes except as a matter of local planning or at execution. Only when a base has been assigned pilot unit development and maintenance responsibilities does the base Manpower Office gain duties in this area. The following pilot unit support standards apply.

6.7.6.1.1. Ensure the pilot unit coordination and distribution processes are accomplished whenever "owned" UTC changes affect multiple units, either locally or across multiple bases/commands. Has the MO ensured the pilot unit coordinated UTC changes amongst all users prior to updating the MANFOR? This would normally include documentary evidence of coordination.

6.7.6.1.2. Complete annual reviews of the MFEL with the pilot unit for accuracy.

6.7.6.2. DOC Statements. Base involvement in the SORTS process is minimal. A number of Manpower processes potentially impact unit ability to meet the requirements of their tasked DOC statement. Consider availability of all unit DOC statements, the Manpower Office role in monitoring organization and requirements changes that impact skills, grades, and AFSCs—especially critical AFSCs.

6.7.6.3. Base Support Planning. Manpower's role in BSP has the potential to be extensive. Commanders drive the BSP process and commands should consider whether the approach used by the base Manpower Office is consistent with analytical processes and methodologies routinely employed in the career field.

6.7.6.4. Resource Augmentation Duty Program (READY). Commands should examine the ability of their units to perform resource/requirement analyses in the context of readiness operations or necessity. Whether in garrison or deployed, Manpower has the skill set to review, assess, and recommend courses of action that will sustain the mission through adversity.

6.8. (ADDED) Waivers. Requests for waivers to readiness process and performance standards will be submitted by the commands to AFMRF for evaluation. AFMRF submits their recommendation to AF/XPMR within 5 working days. Waivers requiring action by the MORC are submitted to AF/XPMR no later than 5 working days before the meeting. XPMR submits a final recommendation to AF/XPM. Approved waivers are returned to the affected command/unit and posted to the readiness inspection website. Command-wide waivers are renewed bi-annually on the AF/XPM approval anniversary. Unit-specific waivers apply to the current ORI inspection cycle and must be renewed once the unit is assessed. No waiver will extend more than two years without undergoing revalidation and reapproval.

6.9. (ADDED) How To.

6.9.1. Choose Evaluation Items. Choose an evaluation item(s) from the processes in AFI 38-205, [Chapter 4 \(Table 4.1.-Table 4.8.\)](#). Include mandatory aspects from AFI 38-205, [Chapter 6](#), [Attachment 5](#), and other policy affecting operations.

6.9.2. Develop an Evaluation Plan. The evaluation plan has two parts: Part I contains the evaluation parameters and Part II contains the evaluation scenario(s). Part I is releasable to the participants. Part II is not releasable to the participants. An evaluation can range from simple to more difficult scenarios. Always document each correspondence with “EXERCISE *Name of Exercise*” at the top and bottom of each page.

6.9.2.1. Part I contains the following:

6.9.2.1.1. Name (optional): Provide a unique name. Do not use a name or acronym of an exercise that is in use or has been used before.

6.9.2.1.2. OPR: The office conducting the evaluation.

6.9.2.1.3. Purpose: The broad goal of the evaluation.

6.9.2.1.4. Objective(s): Specific items to be evaluated.

6.9.2.1.5. Time of Evaluation: The start time and end time of the whole evaluation. The actual time might be held from the participants as in Example 1 below.

6.9.2.1.6. Participants: Who is to be evaluated?

6.9.2.2. Part II contains the following:

6.9.2.2.1. Evaluation Scenario: State the evaluation item from the checklist that pertains to the appropriate organizational level.

6.9.2.2.2. Time Allotted: How long the scenario will take to complete.

6.9.2.2.3. Situation: A brief description of what situation is to cause the scenario.

6.9.2.2.4. Inject: When and how will the scenario be injected.

6.9.2.2.5. Expected Results: What is the expected answer.

6.9.2.2.6. Props Required: List what is needed to make this scenario work.

6.9.3. Conducting Local Evaluations: Design, conduct, and evaluate unit-initiated training/exercise events under "no-fault" conditions. In other words, don't grade individual or unit performance. Commands should direct after-action report or exercise analyses as required.

DUNCAN J. McNABB, Lieutenant General, USAF
DCS/Plans and Programs

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Joint Strategic Capabilities Plan (JSCP).

Defense Planning Guidance (DPG).

USAF War and Mobilization Plan (WMP), Volume I:

Basic Plan

**Annex Z (Manpower and Organization).*

AFPD 10-1, Mission Directives.

***AFPD 10-2, Readiness.**

***AFI 10-201, Status Of Resources And Training System (SORTS).**

AFI 10-204, Participation in the Military Exercise Program.

AFMAN 10-206, Operational Reporting.

AFI 10-216, Evacuating and Repatriating Air Force Family Members and Other US Noncombatants.

***AFI 10-217, Resource Augmentation Duty (READY) Program.**

AFPAM 10-219, Volume I, Contingency and Disaster Planning.

AFPD 10-3, Air Reserve Component Forces.

AFI 10-301, Responsibilities of Air Reserve Component (ARC) Forces.

***AFPD 10-4, Operations Planning.**

***AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation.**

AFI 10-402, Mobilization Planning.

***AFI 10-403, Deployment Planning.**

***AFI 10-404, Base Support Planning.**

AFH 10-416, Personnel Readiness and Mobilization.

AFPD 31-4, Information Security.

AFI 36-507, Mobilization of the Civilian Work Force.

***AFPD 38-1, Organization.**

***AFI 38-101, Air Force Organization.**

***AFPD 38-2, Manpower.**

***AFI 38-201, Determining Manpower Requirements.**

***AFI 38-204, Programming USAF Manpower.**

***AFMAN 38-208, Volume I, Air Force Management Engineering Program (MEP) - Processes.**

AFPD 38-5, *Unit Designations*.

***AFCSM 10-626 Volume 2**, *War Planning, Deliberate Crisis Action Planning and Execution (DCAPES), Base level Manpower and Personnel (MANPER-B) Module: A200/MB Software Users Manual*.

***AFMS 108A**, *Air Force Manpower Standard for MQ Office (FAC 108A)*.

NOTE:

References marked with an asterisk (*) are required for an MQ Office. Refer to [Attachment 5, Figure A5.1](#).

Abbreviations and Acronyms

AFCQMI—Air Force Center for Quality and Management Innovation

AFCSM—Air Force Computer Systems Manual

AFFOR—Air Force Forces

AFH—Air Force Handbook

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMRF—Air Force Manpower Readiness Flight

AFMS—Air Force Manpower Standard

AFPAM—Air Force Pamphlet

AFPC—Air Force Personnel Center

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AJCC—Alternate Joint Communications Center

AMPRC—Alternate Manpower & Personnel Readiness Center

ANG—Air National Guard

ANGRC—Air National Guard Readiness Center

AOR—area of responsibility

ARC—Air Reserve Component

ARPC—Air Reserve Personnel Center

BSP—Base Support Planning

BSPC—Base Support Planning Council

CAPE—Crisis Action Planning and Execution

CAT—crisis action team

CINC—commander in chief

CJCS—Chairman of the Joint Chiefs of Staff
CME—Contract Man-year Equivalent
COMPES—Contingency Operation/Mobility Planning and Execution System
CONOPS—Concept of Operations
CONUS—Continental United States
COOP-DAF—Continuity of Operations Plan for the Department of the Air Force
CPF—Civilian Personnel Flight
DeMS—Deployment Management System
DEPID—Deployment Indicator Code
DOC—Designed Operational Capability
DOD—Department of Defense
DP—Deliberate Planning
DPG—Defense Planning Guidance
DPT—Data Pattern Traffic
DRI—Date Required Inplace
DRMD—Deployment Requirements/Manning Document
DRU—Direct Reporting Unit
EAB—Emergency Action Book
ERMD—Employment Requirements/Manning Document
ETL—Estimated Tour Length
FAC—Functional Account Code
FAM—Functional Area Manager
FOA—Field Operating Agency
FORSIZE—Force Sizing Exercise
GCCS—Global Command and Control System
GCSS—Global Combat Support System
GEOLOC—Geographic Location
GMAJCOM—Gaining Major Command
HAF—Headquarters Air Force
HNS—Host Nation Support
HQ USAF—Headquarters US Air Force
IDO—Installation Deployment Officer

IHQ—Intermediate Headquarters
IMA—Individual Mobilization Augmentee
IRR—Individual Ready Reserve
ISS—Inter-Service Support Agreement
JCS—Joint Chiefs of Staff
JFACC—Joint Forces Air Component Commander
JMA—Joint Mobilization Augmentee
JOPEs—Joint Operation Planning and Execution System
JSCP—Joint Strategic Capabilities Plan
JTMD—Joint Table of Mobilization Distribution
LOGFOR—Logistics Force Detail
LOGMOD-B—Base-Level Logistics Module of COMPES
MAF—Man-hour Availability Factor
MAJCOM—Major Command (USAF)
MANFOR—Manpower Force Packaging System
MANPER—Manpower and Personnel Modules of COMPES
MANPER-B—Manpower and Personnel Module of COMPES -- Base-Level
MANPER-M—Manpower and Personnel Module of COMPES -- MAJCOM Level
MDS—Manpower Data System
MEFPAK—Manpower and Equipment Force Packaging System
MEP—Management Engineering Program
MISCAP—Mission Capability Statement
MPF—Military Personnel Flight
MPRC—Manpower and Personnel Readiness Center
MRMD—Mobilization Requirements Manning Document
MSEL—Master Scenario Events Listing
MTT—Mobile Training Team
MQ—Manpower & Quality Office
NAF—Numbered Air Force
NCA—National Command Authorities
NIPRNET—Non-Secure Internet Protocol Router Network
OCC—Occupational Series Code

OCONUS—Other than CONUS
OPLAN—Operation Plan
OSC—Organizational Structure Code
OT&P—Operations Tasking and Priorities
PAA—Primary Authorized Aircraft
PAS—Personnel Accounting Symbol
PCS—Permanent Change of Station
PDS—Personnel Data System
PERSCO—Personnel Support for Contingencies
PID—Plan Identifier
PIM—Pretrained Individual Manpower
PNC—Position Number Cross Reference Field
POM—Program Objective Memorandum
PPBS—Planning, Programming and Budgeting System
PRC—Personnel Readiness Center
PSRC—Presidential Selected Reserve Call-up
PT—PERSCO Team
RC—Reserve Components
RCS—Report Control Sequence
RDD—Required Delivery Date
READY—Resource Augmentation Duty
SDD—Secure Data Device
SEI—Special Experience Identifier
SIPRNET—Secret Internet Protocol Router Network
SORTS—Status of Resources and Training System
SSN—Social Security Number
TDY—Temporary Duty
TPFDD—Time-Phased Force and Deployment Data
TUCHA—Type Unit Characteristics File
UDM—Unit Deployment Manager
ULC—Unit Level Code
ULN—Unit Line Number

USAFR—United States Air Force Reserve

UTC—Unit Type Code

WMP—War and Mobilization Plan

Terms

Requirements-Related Terms:—

Employment Requirement—This requirement identifies the unit and work center in need of a capability, the capability needed, the location of the unit in need, and the time frame needed. Employment requirements are to contingency management as authorizations are to peacetime management; they are positions to be filled by people.

Augmentation Requirement—This requirement is an employment requirement that can't be satisfied by in-place forces. It is the basis for deployment requirements.

Slicing an Augmentation Requirement—An augmentation requirement is sliced to allow it to be filled by more than one person, each for a period of time. The result of slicing an augmentation requirement is a deployment requirement.

Note: At the inception of an operation and before rotation or replacement of forces is considered, the time frames of augmentation and deployment requirements will be the same.

Deployment Requirement—They are tasked to a MAJCOM, unit, and individual to satisfy the augmentation requirement for a specified period of time. It drives a personnel fill action in the crisis action planning and execution scenario. Deployment requirements and personnel fill actions are categorized as follows:

Initial—An initial deployment requirement/fill action refers to the first deployment/fill action of an augmentation requirement.

Rotational—A rotational deployment requirement/fill action refers to a subsequent deployment/fill of an augmentation requirement based on rotational policies.

Replacement—A replacement deployment requirement/fill action refers to a subsequent deployment/fill action of an augmentation requirement on a case-by-case basis for reasons other than rotation, for example, replacing a casualty.

Notional Requirement—A notional requirement is an augmentation requirement that may be needed at some unknown time. Before a notional requirement can be levied for personnel fill action, its effective and through dates must be established, thereby becoming a deployment requirement. These are usually in the TPFDD and called "on standby."

Augmentation Requirement Information:—

Requirement Identification—This identifies the specific requirement. Attributes are Plan Identifier (PID), Unit Line Number (ULN), and ULN Line Number and Suffix. The suffix is usually blank.

Employment—This identifies where the capability is needed. Attributes are Attached Unit (PAS), Employment FAC, Employment Location, and Employment Country/State. The Employment Location and Country/State must reflect the location and country/state of the Attached PAS.

Capability—This identifies the type of individual required. Attributes include specialty (military Air

Force Specialty Code or civilian Occupational Series Code), Special Experience Identifier, Grade (required for officers only), and UTC. Note that there are additional attributes that may be used to further define required capability

Timing or Time Frame—This identifies when the capability is needed. Attributes are Effective and Through dates.

Associated Information—There are several other pieces of information necessary for requirement management: classification, type of tasking, and encoded Plan Identifier.

Deployment Requirement Information—Each deployment requirement corresponds to an augmentation requirement.

Requirement, Employment and Capability Identification—Attribute information is inherited from the corresponding augmentation requirement.

Timing or Time Frame—Timing or time frame information identifies when the MAJCOM, unit, and individual is tasked to satisfy the corresponding requirement. The time frame of a deployment requirement/personnel fill action must be within the time frame of the augmentation requirement. Attributes are Date Required Inplace/Required Delivery Date and Estimated Tour Length

Tasking/Sourcing Information:—

MAJCOM—MAJCOM tasking/sourcing information identifies the MAJCOM tasked to satisfy the augmentation requirement. The attribute is Tasked MAJCOM

Unit—Unit tasking/sourcing information identifies the unit tasked to fill a requirement. Tasking a unit implies tasking its MAJCOM. The attribute is Tasked PAS

Individual—Individual Tasking/Sourcing information identifies the person tasked to fill the requirement. Tasking an individual implies tasking its assigned unit and parent MAJCOM. The attribute is Social Security Number (SSN)

Associated Information—There are several other pieces of information necessary for personnel fill action management. Line remarks reflect more specific personnel requirements.

Note: To distinguish an augmentation/initial deployment requirement from a rotational/replacement deployment requirement, refer to the ULN line number suffix. It is typically blank (“slick”) on the former and is typically a sequential character on the latter, indicating sequential rotations.

Attachment 2

JOINT, AIR FORCE, AND MANPOWER & QUALITY OPERATIONS

A2.1. Organization and Operation of the US Military. This attachment describes the world around us, the environment in which we operate, the terrain through which we must navigate, and lays the groundwork for the business practices we use to accomplish our mission.

A2.1.1. Organization. We need to understand the relationship between the National Command Authorities, military departments -- particularly the Air Force -- and the unified combatant commands.

A2.1.1.1. The National Command Authorities (NCA). The President is the Commander in Chief of the Armed Forces. The President delegates responsibility for national defense matters to the Secretary of Defense. The President and the Secretary of Defense are the National Command Authorities and exercise command over the US armed forces.

A2.1.1.2. The Military Departments -- Organize, Train, Equip, and Provide Forces. The services organize, train, equip, and provide military forces. The services are organized under three departments, generally along the lines of the mediums of warfare: air, land, and sea. Each department is charged with the development and cultivation of specialized competence in one of the mediums of warfare. The military departments are also charged with the responsibility for defining the future requirements of war fighting and deterrence with respect to the associated mediums of warfare. When appropriate authorities approve requirements, military departments are responsible for acquiring, testing, and fielding war-fighting systems.

A2.1.1.3. Combatant Commands -- Employ Forces. Forces are provided by the services to commanders of unified combatant commands through service component commanders. Service component commanders remain responsible for continued training, administration, and logistic support of assigned forces. Commanders of unified combatant commands are charged with broad mission responsibilities and are empowered with operational authority to employ forces provided by the military departments. Operational control of the U.S. combat forces is assigned to the unified combatant commands. The chain of command runs from the President to the Secretary of Defense to the unified combatant commanders in chief (CINCs). Orders and other communications from the President or Secretary are transmitted through the Chairman of the Joint Chiefs of Staff.

A2.1.1.4. Operational Relationships. The following recaps the operational relationships between the NCA, JCS, unified combatant commands, and the Air Force:

A2.1.1.4.1. The NCA exercises command over U.S. armed forces.

A2.1.1.4.2. The JCS transmits orders and other communications between the NCA and CINCs.

A2.1.1.4.3. Unified combatant commands have operational control over the forces assigned to them to perform operational military missions.

A2.1.1.4.4. The Air Force organizes, trains, and equips forces and provides them to unified combatant commands to perform operational military missions.

A2.1.1.4.5. Forces not operationally assigned to a unified combatant command remain with the Air Force.

A2.1.2. The Total Force. Active duty military are not the only resources available to perform our missions. We rely on the total force.

A2.1.2.1. Components. There are two components of the total force: the active component and the air reserve component.

A2.1.2.1.1. Active Duty. The active duty component consists of active duty military members, Department of the Air Force civilians, and other types of manpower such as contractors and host-nation civilians.

A2.1.2.1.2. Reserve Component. There are several elements to the reserve component: the Air National Guard of the United States (ANG), the United States Air Force Reserve (USAFR), the Individual Ready Reserve (IRR), and the Pretrained Individual Manpower (PIM). Individuals in the reserve component can only be called to active duty by presidential or congressional authority.

A2.1.2.1.2.1. ANG. ANG personnel are managed by the Air National Guard Readiness Center (ANGRC). All ANG personnel are in a unit-based program; that is they organize, train, and equip as a unit to employ as a unit.

A2.1.2.1.2.2. USAFR. USAFR personnel are in either the unit or individual program.

A2.1.2.1.2.3. Unit Program. USAFR personnel in the unit program are managed by the Air Force Reserve Command (AFRC). Personnel in the unit-based program organize, train, and equip as a unit to employ as a unit.

A2.1.2.1.2.4. Individual Mobilization Augmentee (IMA) Program. USAFR personnel in the individual program are managed by the Air Reserve Personnel Center (ARPC). USAFR personnel in the individual program organize, train, and equip with an active duty unit to employ with an active duty unit. They are called Individual Mobilization Augmentees (IMAs). While not required, IMAs usually train with the unit they are to augment during contingencies.

A2.1.2.1.2.5. IRR. The IRR consists of those individuals that have recently separated from the Air Force and still have a service commitment. They are a portion of the Ready Reserve consisting of individuals assigned to various sub-sections and training categories managed by HQ ARPC. They present a pool of resources, providing the Air Force an added manning capability for needs which can be anticipated.

A2.1.2.1.2.6. PIM. The PIM consists of the IRR, active duty retirees, standby reserves, and retired reserve.

A2.1.2.2. Force Structure. Requirements are established and authorizations are provided for structuring the active duty component as well as the ANG, USAFR, and IMAs, providing the force structure of the Air Force.

A2.1.2.3. Categories. There are two broad categories of manpower, each with sub categories:

A2.1.2.3.1. Military. The military category is further broken out into commissioned officers and enlisted personnel.

A2.1.2.3.2. Civilian. The civilian category is further broken out into Department of the Air Force civilians (inservice), contractors, and foreign nationals.

A2.1.3. Force Perspectives. We can view the world from a force providing or a force employing perspective.

A2.1.3.1. Force Providing View. Force providers respond to requirements by organizing, training, equipping, and providing forces. This view focuses on the origin of forces and responding to requirements. There are two types of requirements. Deployment requirements reflect a need to provide forces to go somewhere else to work. Inplace requirements reflect a need to stay at home and work.

A2.1.3.2. Force Employing View. Force employers determine requirements for forces to perform missions. This view focuses on the destination of forces and placing a demand on resources. All requirements are employment (inplace) requirements which may be satisfied locally by assigned forces (employer's inplace requirements) or by forces deployed in (someone else's deployment requirements).

A2.1.3.3. Supported vice Supporting. Force providers support force employers. In common usage, Air Force Component Commands (force employers) are often called *supported commands* and Air Force MAJCOMs that provide forces (force providers) are often called *supporting MAJCOMs*.

A2.1.3.4. Peacetime Management -- A Special Case. From a peacetime management standpoint, the force provider is the same as the force employer and all requirements are inplace requirements.

A2.1.4. Controls. When managing forces, it is important to understand who controls what and when.

A2.1.4.1. Types of Controls. There are two types of controls significant to resources and contingency requirements management: operational control and administrative control.

A2.1.4.2. Organizations. For deployment situations, force employers operationally control organizations and its resources, to include non-judicial authority IAW AFI 51-202. Force providers retain administrative control.

A2.2. National Strategy. National strategy is the art and science of developing and using the political, economic, and military powers of the United States of America to secure its national objectives. Its military must be structured to provide national leaders with an effect military tool.

A2.2.1. Defense Planning Guidance (DPG). The Secretary of Defense publishes the DPG. It provides defense strategy, planning, and programming guidance to which the services must structure the military to meet. The DPG requires the Air Force to submit a Program Objective Memorandum (POM) in terms of forces and manpower.

A2.2.2. Joint Strategic Capabilities Plan (JSCP). The JSCP assigns CINC's the task of preparing operation plans. It apportions CINC's major combat forces and strategic transportation to use in developing each operation plan.

A2.2.3. Joint Operations Planning and Execution System (JOPES). JOPES is a command and control system for national and theater level commanders and their staff. It's designed to satisfy their information needs in the conduct of joint planning and operations. JOPES provides the guidance on how to document the CINC's assessment, concepts and requirements to support the strategy and com-

municates his desires to all levels of command. It also provides the mechanism for the Joint Chiefs of Staff to approve/disapprove the concepts.

A2.3. Key USAF Planning Documents.

A2.3.1. Operational Guidance. Operational guidance provides mission-oriented information on how to plan and execute, and assumptions and factors to be used in determining manpower requirements to support contingencies.

A2.3.1.1. AFMAN 10-401. This manual describes how the Air Force plans and executes, and how it interfaces with the joint community. The guidance is primarily procedural and enduring between planning cycles. The most important chapter to reference for determining manpower requirements and managing resources is Chapter 10.

A2.3.1.2. USAF War and Mobilization Plan, Volume I (WMP 1), Basic Plan. This plan gives planning cycle specific guidance on how the Air Force plans and executes. Manpower guidance is contained in Annex Z.

A2.3.1.3. Other Operational Documents. HQ USAF/XOPW and MAJCOMs provide guidance that specifies each base's planned wartime mission and activity levels. HQ USAF/XOPW and HQ USAF/XPMR also provide programming guidance to be used in sizing the force (FORSIZE).

A2.3.2. Functional Guidance. Functional guidance provides function-oriented information on how to plan and execute and assumptions and factors to be used in determining manpower requirements to support contingencies.

A2.3.2.1. AFMAN 10-401, Functional Chapters. Each functional area has a chapter. Manpower guidance is contained in chapter 20. It contains enduring guidance.

A2.3.2.2. WMP 1, Functional Annexes. Each functional area has an annex. Manpower guidance is contained in Annex Z. It contains planning cycle specific guidance and should provide sufficient information to apply assumptions and factors to determine in-place contingency requirements.

A2.3.2.3. Other Functional Documents. Air Staff and MAJCOM FAMs may publish additional guidance in their functional publications or memorandums.

A2.4. The Elements of Manpower Management. To be able to manage manpower, you must understand the pieces, or elements, of manpower management. AFMRF has a Power Point slide show depicting the Manpower Management Model that presents the following information in a graphic form.

A2.4.1. Mission. The mission is the basis for manpower management. Without a mission there is no need for organizations and resources. All we do must lead to getting the right number and type of people to the right place at the right time to accomplish the mission.

A2.4.2. Environment. The following environmental factors affect the number and type of people required to perform a given mission:

A2.4.2.1. Standard of living enjoyed by work centers.

A2.4.2.2. Levels of service provided to customers.

A2.4.2.3. Standard Workweek. This relates to man-hour availability factors (MAFs). The more hours per month each individual is available to work, the fewer people are needed to perform a given workload.

A2.4.2.4. Physical limitations.

A2.4.2.5. Technological limitations and advantages.

A2.4.3. Organizations. (Reference: AFD 38-1, AFI 38-101) Organizations are formed and structured to perform missions. Requirements are determined, authorizations are established, and people assigned and/or attached to perform an organization's mission.

A2.4.3.1. Types of Organizations. There are two types of organizations: permanent and provisional.

A2.4.3.1.1. Permanent organizations. Permanent organizations are permanent and have a history. They can have requirements, authorizations, and people assigned and/or attached.

A2.4.3.1.2. Provisional organizations. Provisional organizations are temporary and have no permanent history. They can have requirements and people attached. Some provisional units upon inactivation will have their lineage and honors bestowed upon the unit which provided the major portion of that provisional units forces. They cannot have authorizations or people assigned.

A2.4.3.2. Organizational Structure. Organizations have external and internal structure. The external structure defines a unit's parent unit as well as subordinate units, if any. The internal structure defines the work centers performing specific functions within the organization. Work centers are identified by organizational structure codes (OSC) and functional account codes (FACs).

A2.4.3.3. Provisional Organizations for Contingency Operations. Provisional organizations are established when temporary organizations are needed for contingency operations and during deliberate planning and execution if necessary. These organizations receive Personnel Account Symbols (PASs) when established but the organizations are activated only when actually needed. Documents that contain a PAS must be treated as classified if combined with an operations plan (OPLAN) title or number, mission, name, destination, etc.

A2.4.3.3.1. Establishing Provisional Organizations during Deliberate Planning. The Air Component Command MQ staff identifies organizational structures for each planned employment location in their area of responsibility (AOR) and establishes provisional organizations as needed. Provisional organizational structures at and below the wing level must fit within the objective wing structure.

A2.4.3.3.2. Establishing Provisional Organizations during Execution. While provisional organizations established during planning are used during execution, provisional organizations may be established during execution if the need arises. In this situation, time is of the essence: the organization must be established and registered in the PAS system quickly so the information can be used immediately.

A2.4.4. Requirements. Requirements state what is needed to perform assigned/planned missions in actual/anticipated environments.

A2.4.4.1. Deliberate Planning Requirements. The deliberate planning process is conducted based on the Joint Strategic Capabilities Plan. The end result of this process is an OPLAN, with or without a TPFDD, detailed to meet each CINC's requirement. In deliberate planning, unlike crisis planning and programming scenarios, these scenarios focus on force employment.

A2.4.4.1.1. Employment Requirements. These are forces necessary to support the contingency missions or in support of exercises. They consist of in-place requirements plus augmentation requirements to equal total requirements.

A2.4.4.1.1.1. Inplace Requirements. Inplace requirements are those needed to perform contingency missions at existing installations.

A2.4.4.1.1.2. Augmentation Requirements. These are a portion of your employment force. It's your total requirements less your in-place requirements. This defines 'what' is required at the employment location to satisfy its 'heightened' mission.

A2.4.4.1.1.3. Deployment Requirements. This mirrors the augmentation required: these two terms essentially have the same meaning, yet different terms are used to identify 'supporting' and 'supported' organizations. An employment location has an augmentation requirement, and what a MAJCOM sends to fill that augmentation requirement, is defined as the MAJCOM's deployment requirement. The forces to be deployed are chosen based on current sourcing policies. Augmentation requirements and deployment requirements are synonymous in deliberate planning.

A2.4.4.1.2. Mobilization Requirements. Mobilization requirements consist of: reserve component (RC) deployers; RC forces needed to move the force; RC forces to assist in mobilization, deployment, and sustainment; and RC forces for backfill both on the CONUS and OCONUS.

A2.4.4.1.3. Relationships between Deliberate Plans:. They may be mutually exclusive, simultaneous, first go/second go (sequential), or a subset.

A2.4.4.2. Wartime Planning and Programming Requirements. The wartime planning and programming scenarios focus on providing forces. Requirements in these scenarios state the capability units must organize, train, and equip for to satisfy mission requirements.

A2.4.4.2.1. In-place Requirements. In-place requirements reflect what is needed to perform continuing missions in the CONUS after deployment of tasked forces.

A2.4.4.2.2. Deployment Requirements. Deployment requirements state what a unit must organize, train, and equip to for potential deployment. This should reflect a unit's maximum simultaneous tasking. These should be synonymous with what is in WMP 3 and what is used for deployment planning (formally know as mobility) and SORTS reporting.

A2.4.4.2.3. ANG/USAFR Requirements. RC requirements consist of two types, the sum of which comprise their total requirements:

A2.4.4.2.3.1. Gaining MAJCOM Requirements. These requirements are needed by the MAJCOM gaining the forces to perform its assigned missions; they are focused on execution as opposed to organizing, training, and equipping.

A2.4.4.2.3.2. "Round Out" Requirements. Requirements stated by the gaining MAJCOM may not include all requirements needed to organize, train, and equip the forces needed at

execution. These may include a commander, first sergeant, training section, supply section, etc. This term is unique to the ANG and AFRC, who quantify and own such additional requirements.

A2.4.4.2.4. IMA Requirements. These are requirements needed to satisfy wartime and mobilization tasking that could not be met with existing peacetime resources. They are identified by a peacetime-to-wartime analytical assessment and validated using USAF criteria. Once identified as an approved IMA requirement, MAJCOMs may acquire funding and personnel to file the IMA requirement and begin their training.

A2.4.4.2.5. Joint Augmentation Requirements. Unified combatant commands may levy requirements upon the services to augment their staffs during contingencies. These are documented in a Joint Table of Manpower Distribution (JTMD). The Air Force has its share of these augmentation requirements. The Air Force determines whether to use active duty personnel or IMAs to satisfy them. Active duty personnel used to satisfy these requirements are known as Joint Mobilization Augmentees (JMAs) and the requirements they satisfy are known as JMA requirements. Specific authorizations are designated to satisfy these requirements and the individual assigned to the authorizations train to satisfy the requirements during a contingency.

A2.4.4.3. Crisis Action Planning and Execution Requirements. The crisis action planning process is real-time; it's carried out in response to specific situation(s) as they occur. The end result of this process is a statement of requirements that satisfy a crisis. Like deliberate planning, these scenarios focus on force employment.

A2.4.4.3.1. Employment Requirements. These are the total requirements necessary to support the current and continuing mission(s) of the crisis. It consists of in-place requirements plus augmentation requirements to equal the total requirements.

A2.4.4.3.1.1. In-place Requirements. These are a portion of your employment force. It's the requirements needed to perform the current peacetime mission.

A2.4.4.3.1.2. Augmentation Requirements. These are a portion of your employment force. It's your total requirements less your in-place requirements. This defines 'what' is required at the employment location to satisfy its 'heightened' situation.

A2.4.4.3.1.3. Deployment Requirements. This mirrors the augmentation required: these two terms essentially have the same meaning, yet different terms are used to identify 'supporting' and 'supported' organizations. An employment location has an augmentation requirement, and what a MAJCOM sends to fill that augmentation requirement, is defined as the MAJCOM's deployment requirement. The forces to be deployed are chosen based on current sourcing policies.

A2.4.4.3.2. Mobilization Requirements. Mobilization requirements are a subset of total requirements – deployment and in-place -- which are to be satisfied by the RC. They are stated on a Force List. These requirements must be prioritized in case the authority to mobilize all requested forces is not granted.

A2.4.4.3.3. Joint Augmentation Requirements. When the unified combatant commander needs staff augmentation, the individuals assigned to the authorizations specified to satisfy the requirements are specifically tasked to provide augmentation.

A2.4.4.4. Peacetime Organize, Train, and Equip. Focus on force providing viewpoint. All requirements are considered in-place.

A2.4.4.5. Relating Requirements to Organizations. A *tasked unit* is the unit that is required to provide resources to satisfy requirements. Only permanent units may be tasked. An *attached unit* is the unit that resources are assigned or attached to satisfy requirements. The attached unit is also known as the employing unit.

A2.4.5. Resources. Resources are used to satisfy requirements.

A2.4.5.1. Manpower Resources. Manpower resources are used in the deliberate planning, war-time planning, wartime programming, and peacetime organize, train, and equip scenarios. Manpower resources are authorizations (budgetary authorization to employ military and inservice civilians) as well as other sources of labor such as contract man-year equivalents (CMEs), inter-service support (ISS), and host nation support (HNS).

A2.4.5.2. Personnel Resources. Personnel resources are people; they are used in the crisis action planning and execution scenario as well as to fill authorizations, contracts, and other agreements in the peacetime organize, train, and equip scenario. Military personnel and inservice civilians are typically placed into one or more of the following categories:

A2.4.5.2.1. Assigned. Permanent Party in PCS Status.

A2.4.5.2.2. Attached. People in TDY Status.

A2.4.5.2.3. Available. Present for duty.

A2.4.5.3. Relating Resources to Organizations. We plan and program with authorizations; we execute with people. People are *assigned* to units when in a permanent party status. Only permanent units may have people assigned to them. People are *attached* to units when in a temporary duty status.

A2.5. Time. Requirements and resources are not valid, needed, funded, and/or available all the time. Time phasing allows us to project requirements and resources over time. We use two types of time phasing: absolute and relative. Absolute references specific calendar dates. Relative reference days, plus or minus, computed from an unknown start date.

A2.5.1. Employment Requirements Phasing. As weapon systems and missions change over time, manpower needs change. We use the effective date to show when the need begins and the through date to show when the need ends. These dates are relative for deliberate planning; they are absolute for peacetime, programming, wartime planning, and execution scenarios.

A2.5.2. Authorization Phasing. We also use effective and through dates to show the duration of manpower authorizations. These dates are always absolute.

A2.5.3. Deployment Requirements Phasing. We use date required in-place (DRI) or required delivery date (RDD) to show when an individual is needed to satisfy a specific employment requirement and estimated tour length (ETL) to show how many days that individual is expected to satisfy that requirement. The DRI/RDD is an absolute date although it may be derived using the start date of a contingency (C-Date) and a day relative to the start of the contingency (C-Day).

A2.6. Comparing and Matching Resources to Requirements. It is necessary to compare requirements to resources to assess how well a population of resources can satisfy a statement of requirements. Comparing is always done in context of a scenario – either one of those defined in this document or a scenario defined for a specific purpose. These scenarios are usually subsets of those defined in this document or for performing what-if analysis.

A2.6.1. Comparison Elements. The primary elements by which requirements and resources are compared are specialty, grade, category, work center, MAJCOM, unit, location, component, and time. The following describes each of the comparison elements and the significance of comparing them.

A2.6.1.1. Specialty. Commanders need capability and specialty is the basic indicator of capability. We normally use the Air Force Specialty Code (AFSC) to identify the specialty needed (requirement) or provided (resource). We can use occupational series code (OCC) when dealing with civilians. Be aware that if the required specialty is stated as an AFSC, it must be translated to an OCC before a civilian resource identified by OCC can be compared.

A2.6.1.2. Grade. Grade indicates a level of experience and responsibility needed (requirement) and available (resource). We usually specify grades required for officers. Enlisted grades are sometimes omitted, relying on the skill level of the AFSC to indicate experience and responsibility needed or provided.

A2.6.1.3. Category. Category indicates whether military (officer or enlisted) or civilian (of specific variety) is needed (requirement) and available (resource).

A2.6.1.4. Work Center. The FAC title identifies the specific functions performed in the work center. The AFSC required to perform that FAC workload is listed on the UMD in that work center. When conducting a comparison analysis or contingency match, you should match/assign a resource (authorization) from a work center that has the stated mission requirement. Remember, USAF Functional Account Codes (FAC) are four-to-six character codes that identify a work center mission capability. Hence, when conducting an Air Force analysis/match, ignore the last two digits of the FAC - they are MAJCOM specific and therefore irrelevant for use across MAJCOM lines.

A2.6.1.5. MAJCOM. MAJCOM indicates an air component command/MAJCOM needing a capability (supported); a MAJCOM tasked to provide the capability (supporting/tasked), and a MAJCOM with available capability it can provide. We use two-digit MAJCOM codes to identify air component commands and MAJCOMs. From a comparison standpoint, tasked MAJCOM is considered a requirement attribute and MAJCOM with available capability is considered a resource attribute.

A2.6.1.6. Unit. Unit indicates the unit needing a capability (attached unit), the unit tasked to provide the capability (tasked unit), and the unit with available capability it can provide. We use the Personnel Accounting Symbol (PAS) to identify units. From a comparison standpoint, tasked unit is considered a requirement attribute and unit with available capability is considered a resource attribute.

A2.6.1.7. Location. Location indicates where the unit needing a capability (destination/TDY location) and the unit tasked to provide the capability (origin/home station) are geographically located. We use four-digit installation codes to identify locations. From a comparison standpoint, origin of the tasked unit is considered a requirement attribute and origin of the unit with available capability is considered a resource attribute.

A2.6.1.8. Component. Component indicates a component (active, ANG, USAFR) tasked to provide the capability and a component with available capability it can provide. From a comparison standpoint, tasked component is considered a requirement attribute and component with available capability is considered a resource attribute.

A2.6.1.9. Time. Time is an indicator when a capability is needed (requirement) or available (resource).

A2.6.2. Less-Than-Perfect Matches. We rarely have all perfect matches and certain less-than-perfect matches are acceptable. There are two techniques used to identify less-than perfect matches: masking and substituting.

A2.6.2.1. Masking. Certain elements of resources may be masked to allow acceptable less-than-perfect matches. These, in order of typical application, are work center, unit, category, location, MAJCOM, and component.

A2.6.2.1.1. Work Center (FAC). While it is desirable for the resource to come from the same type of work center it is needed in, it is not always possible. The FAC is typically masked digit-by-digit in reverse order. Often, the last two positions are masked for comparison as these are MAJCOM specific and deployment requirements normally have only four-digit FACs. If a resource cannot be found in the work center (four digits), within the same branch (three digits) or same functional area (two digits) are almost as good. Masking the last five digits is generally of little value. Masking all digits completely disregards the FAC, not restricting matching by function.

A2.6.2.1.2. Unit (PAS). Obviously, the unit tasked to provide resources should provide them. But when it cannot, the next best place to look is at the same location. Masking the PAS allows this to happen. Note that by not masking the MAJCOM, the resources looked at will belong to the MAJCOM of the tasked unit.

A2.6.2.1.3. Category. Masking the category allows, for example, a civilian to satisfy a military requirement. This inherently masks the grade as well. Care must be taken to appropriately apply category masking.

A2.6.2.1.4. Location. Once a MAJCOM has matched its resources to its requirements as best it can within location, it should look at all of its unmatched resources to try to match to all of its unmatched requirements. Masking the location allows this to happen.

A2.6.2.1.5. MAJCOM. Again, it is obvious the MAJCOM tasked to provide resources should provide them. But when it cannot, resources from any MAJCOM – assuming other MAJCOMs considered have already matched their resources to their requirements as best as they can – will do. Masking the MAJCOM allows this to happen. Note that by not masking the location, the resources looked at will be at the location of the tasked unit.

A2.6.2.1.6. Component. Once all requirements tasked to the various components are satisfied as well as possible, other components should be considered. Masking the component allows this to happen. Doing this has implications, however. If done during deliberate planning, war-time planning, or programming, tasking should be shifted to the component providing resources. If done during execution, mobilization may be needed to be able to use the resources.

A2.6.2.2. **Skill, Grade, and Specialty Substituting.** Certain elements of resources may be substituted to allow acceptable less-than-perfect matches. These are enlisted skill levels (usually one up and two down), officer grades (usually one up and one down), and specialties (AFSC). Skill level and grade substitution is usually applied to all resources regardless of UTC while specialty substitution is applied within specific UTCs and may be further limited by work center (FA9C).

A2.6.3. Iterations. Masking and substituting are sequentially applied, relaxing the criteria each iteration or cycle. It typically takes ten to fifteen iterations to step through masking and substitution in performing a comparison. Be aware that masking and substituting may be applied in any order and in any combinations. It is up to the one performing the comparison to apply them in a logical fashion.

A2.6.4. Results. The results of comparing resources to requirements is a series of resources matched to requirements. The fall out is unmatched requirements – shortages – and unmatched resources – overages. We must assist our customers in dealing with these shortages and overages.

A2.6.5. Resolving Overages and Shortages. This is where the real manpower management takes place. Once overages and shortages are identified, we look for options to resolve the mismatches. Examples of options are identifying overage resources for use elsewhere, identifying alternate sources of resources, or simply identifying and documenting a problem area to be resolved at a later time.

A2.7. Determining Contingency Requirements. Determining contingency requirements is a Management Engineering responsibility. The primary difference between the traditional peacetime and contingency procedures is accuracy – it's harder to quantify to "four significant digits" workload you may not be able to see being performed in the appropriate environment.

A2.7.1. Basis. The basis for contingency requirements are:

A2.7.1.1. The mission to be performed. This comes from operational and functional guidance.

A2.7.1.2. The environment in which the mission is performed. This information comes from operational and functional guidance and assumptions.

A2.7.2. Procedures. The following are several methods that may be used to determine contingency requirements. Note that the functional annexes in WMP 1 should have sufficient guidance to lead the MQ and functional planner to a fair estimation of requirements.

A2.7.2.1. **Wartime Manpower Standards.** Review the standard for applicability and use it, if possible.

A2.7.2.2. **Modified Peacetime Manpower Standards:**

A2.7.2.2.1. Review the processes performed in peacetime. For those performed in the contingency environment, estimate a contingency effort factor (for example: suggestion-related workload will decrease by 50%, a factor of .5). For those not performed in the contingency environment, delete associated hours (factor of 0). For contingency-only processes, estimate the associated effort.

A2.7.2.2.2. Determine the contingency workload and apply the modified standard.

A2.7.2.3. **Functional Estimates.** FAMs often have a good feel for what it takes to perform during contingencies. Combining your Manpower expertise with the FAMs estimate, come up with a good estimation based on the mission and environment.

A2.7.2.4. Skill and Grade Mix. The skill and grade mix should generally be the same as for peacetime operations.

A2.7.2.5. Stating Requirements for Deployment. Requirements for deployments need to be stated in the form of a standard UTC (see paragraph A2.8.). Choose the best fit. If none apply, the FAM should request a new UTC (see AFMAN 10-401, Chapter 6, and paragraph 3.2.1. and Table 4.1. of this document).

A2.8. Manpower and Equipment Force Packaging (MEFPAK).

A2.8.1. The Unit Type Code (UTC).

A2.8.1.1. Purpose. To provide Joint and Air Force planners, at all levels of command, a standard force capability; documenting manpower requirements for operations and force planning, execution, and readiness measurement. This is achieved through the development of an Air Force level approved, standard master database of force packages available in Joint and Air Force Command and Control Systems. AFMAN 10-401, Chapter 6, is the source.

A2.8.1.2. Structure. A force package, UTC, is represented by a 5-character alphanumeric code controlled by JCS. Force package and UTC are often used synonymously. The assignment of a UTC is a categorization into a class or kind of unit having common distinguishing characteristics. The first character of the UTC and the function it represents are provided in Joint Pub 1-03.21, Table 6. Common Air Force UTC designators for deployment capability are listed in AFMAN 10-401, Chapter 6, Table 6.1. The term "UTC Package" is often used synonymously with the term "force package." In COMPES (DCAPES), the MANPER and LOGMOD systems at both the MAJCOM and base levels include a 6th character, or suffix, to the UTC. The suffix denotes various stages of development for the force package. Definitions for UTC suffixes are in Table 6.2 of AFMAN10-401.

A2.8.1.3. Usage. War planners use force packages to document total Air Force manpower and logistics requirements needed to support the national military strategy during deliberate and execution planning. These requirements are documented in JOPES TPFDDs and within COMPES (DCAPES). The TPFDD listing is identified in Annex A, Appendix 1 of the OPLAN and lists total requirements (expressed in UTCs) and units tasked to fill those requirements. Chapter 4 of this manual and the Preface to WMP 3, part 2, Support Forces, provide instructions on how force packages are used in OPLAN and TPFDD development. As a rule, only force packages with a DEPID of 1, 2, 3, 6, 9, E, or P are used in TPFDD files. A force package will not be used in TPFDD development for deliberate or execution planning until the force package is registered in the TUCHA, WMP 3 availability for the force package is provided to HQ USAF/XOPW, and the MEFPAK responsible command has coordinated with all other commands providing forces to the force package, ensuring that it can be postured.

A2.8.2. MEFPAK Commands. The Air Staff FAM designates a MAJCOM/FOA to be responsible for each of its functional UTCs. The MEFPAK command maintains the mission capability statement and the logistics and manpower detail for all UTCs for which it is responsible.

A2.8.3. Pilot Units. The MEFPAK command may designate a unit to maintain UTCs the unit provides. The pilot unit coordinates changes with other units that provide the UTCs.

A2.8.4. UTC Management. Refer to AFMAN 10-401, Chapter 6, and paragraph 3.2.1. and Table 4.1. of this document.

A2.9. Manpower and Quality (MQ) Roles and Readiness Programs Supported:**A2.9.1. Deliberate Planning:****A2.9.1.1. MQ Roles.** To assist in:

- A2.9.1.1.1. Determining need for provisional contingency organizations.
- A2.9.1.1.2. Determining manpower requirements.
- A2.9.1.1.3. Assessing the feasibility of tasking based on authorizations.

A2.9.1.2. Programs Supported:

- A2.9.1.2.1. OPLAN Development and Management – AFMAN 10-401.
- A2.9.1.2.2. UTC Management – AFMAN 10-401.
- A2.9.1.2.3. Base Support Planning (BSP) – AFI 10-404.
- A2.9.1.2.4. Resource Augmentation Duty (READY) – AFI 10-217.

A2.9.2. Wartime Planning:**A2.9.2.1. MQ Roles.** To assist in:

- A2.9.2.1.1. Determining manpower requirements.
- A2.9.2.1.2. Making the best use of current authorizations to satisfy these requirements.

A2.9.2.2. Programs Supported:

- A2.9.2.2.1. Day-to-day manpower management.
- A2.9.2.2.2. Deployment Planning (formerly known as Mobility) – AFI 10-402.
- A2.9.2.2.3. Designed Operational Capability (DOC) Statement Review.
- A2.9.2.2.4. Civilian Mobilization – AFI 36-507.
- A2.9.2.2.5. BSP.
- A2.9.2.2.6. Status of Resources and Training System (SORTS) – AFI 10-201.
- A2.9.2.2.7. READY.

A2.9.3. Wartime Programming:**A2.9.3.1. MQ Roles.** To assist in:

- A2.9.3.1.1. Determining manpower requirements.
- A2.9.3.1.2. Making the best use of out-year authorizations to satisfy these requirements.

A2.9.3.2. Programs Supported:

- A2.9.3.2.1. Force Sizing (FORSIZE) – AFMAN 10-401.
- A2.9.3.2.2. Planning, Programming, and Budgeting System (PPBS).

A2.9.4. Crisis Action Planning and Execution . This scenario is based on actual current mission requirements and assumptions stated in the DPG and other supporting documents. It focuses on actual current threats and current force structure from a force employing perspective. The primary agencies

involved in managing forces in this scenario are supported Air Component Commands, supporting MAJCOMs, and their bases.

A2.9.4.1. MQ Roles. To assist in:

A2.9.4.1.1. Determining need for provisional contingency organizations.

A2.9.4.1.2. Determining actual requirements.

A2.9.4.1.3. Exploiting various pools of resources to satisfy requirements.

A2.9.4.2. Programs Supported:

A2.9.4.2.1. Deployment Execution – AFMAN 10-401, AFI 10-403.

A2.9.4.2.2. Employment Reception.

A2.9.4.2.3. Contingency Sustainment.

A2.9.5. Peacetime Organize, Train, and Equip:

A2.9.5.1. MQ Roles. To assist in:

A2.9.5.1.1. Determining need for permanent organizations and their structures.

A2.9.5.1.2. Determining manpower requirements.

A2.9.5.1.3. Making the best use of current and projected authorizations to satisfy these requirements.

A2.9.5.2. Programs Supported:

A2.9.5.2.1. Day-to-day manpower management.

A2.9.5.2.2. Planning, Programming, and Budgeting System (PPBS).

Attachment 3

MANPOWER AND PERSONNEL READINESS CENTER (MPRC) NETWORK

A3.1. This attachment describes the MPRC Network. The MPRC network has been established to facilitate the flow of contingency MQ and Personnel information between various staff agencies to enhance force management and force accountability during crisis action planning and execution scenarios.

A3.2. MPRC Network Operation. HQ USAF/CAT-MPRC is in charge of the MPRC network and activates it as necessary. Upon activation, HQ USAF/DPFJ operates the HQ USAF MPRC and HQ USAF/XPM augments the HQ USAF MPRC staff. MQ and Personnel staffs above wing/center level typically should staff and operate an MPRC as a part of a network during CAT activation or when activated by the HQ USAF MPRC. Additionally, the Air Reserve Personnel Center (ARPC) and Military Personnel Flights (MPFs) staff and operate Personnel Readiness Centers (PRCs). The Alternate HQ USAF MPRC (AMPRC) is operated by AFMRF at the Alternate Joint Coordination Center (AJCC), Site R, PA. The Alternate HQ USAF Personnel Readiness Center (APRC) is operated by HQ AFPC/DPWR at Randolph AFB, TX. Upon activating the Continuity of Operations Plan for the Department of the Air Force (COOP-DAF), the HQ USAF/CAT-MPRC relocates to the AMPRC facility and continues operation. At this time, the APRC assumes responsibility for initiating all DCS/P Emergency Action Book (EAB) items.

A3.3. MPRC Network Communication Infrastructure. The MPRC network uses standard command and control as well as administrative means of communications to convey information. While the MPRC network operates in context of the following methods of communications, the methods are available and active whether or not the MPRC network is activated or used.

- A3.3.1. GCCS JOPES Applications.
- A3.3.2. GCCS OT&P/MANPER-M Applications.
- A3.3.3. GCCS News Groups.
- A3.3.4. GCCS Chat Rooms.
- A3.3.5. GCCS E-Mail.
- A3.3.6. Secure Telephone.
- A3.3.7. AUTODIN Text Messages
- A3.3.8. NIPRNET (INTERNET) E-Mail.
- A3.3.9. Administrative Telephone.
- A3.3.10. Regular Mail.

A3.4. MPRC Organization:

A3.4.1. MPRC Team Chief. The team chief reports operationally to the Chief, CAT; functionally to the Chief, Readiness and Joint Matters Division.

A3.4.2. MPRC Shift Chief. The shift chief reports operationally to the Chief, CAT; administratively to team chief.

A3.4.3. MPRC Members. Members reports operationally to shift chief; functionally through their respective functional chains.

A3.5. MPRC Functions:

A3.5.1. MPRC Management and Administration. This is a non-functional (that is neither MQ nor Personnel specific) function that deals with operating the MPRC and scheduling people for duty.

A3.5.2. Force Management. This is a MQ function. From a supported perspective, this includes organization and employment/augmentation requirements management. From a supporting perspective, this includes deployment requirement management. This function (on the headquarters and subordinate MQ staffs) works organizational and requirements changes.

A3.5.3. Personnel Accountability, Augmentation and Reporting. This is a Personnel function.

A3.5.4. Beddown Planning. This is a MQ function and applies to supported headquarters' MPRCs only. This function assists planners to determine requirements for new and realignments of existing beddown locations.

A3.5.5. Reports and Analysis. This is a common MQ and Personnel but discretely separate function. This function provides reports and analyses to the headquarters staff to assist them in force management.

A3.5.6. Information and Systems. This is a joint MQ and Personnel function. This function ensures information is accurate at headquarters and subordinate levels, and that software and hardware is up to date. This function also provides operational support to the MPRC operation.

Attachment 4

IHQ MQ STAFF OPERATIONS AND SAMPLE FORMATS

A4.1. This attachment is designed to assist MQ people operating at an IHQ.

A4.2. Items Required for an IHQ MQ Staff. The items needed for an IHQ MQ staff is essentially the same as for an employed MQ Office. Refer to [Attachment 5](#).

A4.3. Notifications. The IHQ MQ staff must notify various agencies, within 24 hours, of its activation and deactivation. Refer to [Figure A4.1.](#) and [Figure A4.2.](#) for sample notifications. Be sure to include AOR-specific policies and procedures.

A4.4. After-Action Report. After action reports are invaluable tool to pass on what is working and what needs to be improved. After action reports should be written at the end of a deployment by the senior MQ person and submitted to each MQ staff agency in the supported and supporting chain of command for review and action. Use the same format as that for employed MQ Offices. Refer to [Attachment 5](#), [Figure A5.8](#).

A4.5. Classification. Refer to [Attachment 5](#), paragraph [A5.9](#). for classification information.

Figure A4.1. Sample IHQ MQ Staff Activation Notification.

FROM: IHQ SOMEWHERE AB//XPM//

TO: SUPPORTED AIR COMPONENT COMMAND/MQ STAFF/XPM

ALL SUBORDINATE MQ OFFICES

HQ USAF WASH DC//XPMR//

AFMRF FT DETRICK MD//CC//

HQ AFPC RANDOLPH AFB TX//DPWRC//

SUBJECT: IHQ/XPM OFFICE ACTIVATION

1. THIS OFFICE IS NOW OPERATIONAL. IT IS RESPONSIBLE FOR PROVIDING MQ SERVICES TO THE IHQ STAFF AND UNITS SUPPORTING OPERATION VITTLES. ALL SUBORDINATE MQ OFFICES SHOULD DIRECT ALL FORCE MANAGEMENT ACTIONS TO THIS OFFICE.
2. MODES OF CONTACT:
 - A. ADMIN PHONE. DSN 316-234-9876.
 - B. SECURE PHONE. DSN 316-234-9876.
 - C. MAILING ADDRESS. IHQ/XPM, 345 TENT DRIVE, APO AE 04567
 - D. NIPRNET EMAIL. XPM@IHQ.OVERTHERE.MIL
 - E. SIPRNET EMAIL. XPM@IHQ.OVERTHERE.SMIL.MIL
3. MANPER-B EQUIPMENT. SYSTEM NUMBER ### DEPLOYED FROM HQ AMC/XPMEX, SCOTT AFB, IL. CUSTODIAN IS LT JONES.
4. IHQ/XPM CHIEF IS CMSGT MATT MATTHEWS.

Figure A4.2. Sample IHQ MQ Staff Deactivation Notification.

FROM: IHQ SOMEWHERE AB//XPM//

TO: SUPPORTED AIR COMPONENT COMMAND/MQ STAFF MAJCOM/XPM

ALL SUBORDINATE MQ OFFICES

HQ USAF WASH DC//XPMR//

AFMRF FT DETRICK MD//CC//

HQ AFPC RANDOLPH AFB TX//DPWRC//

SUBJECT: IHQ/XPM DEACTIVATION

1. THIS OFFICE IS NO LONGER OPERATIONAL. IHQ, SOMEWHERE AB, HAS BEEN INACTIVATED AND OPERATIONS TERMINATED. ALL SUBORDINATE MQ OFFICES SHOULD REDIRECT ALL FORCE MANAGEMENT ACTIONS TO THE AIR COMPONENT COMMAND XPM STAFF.
2. MANPER-B EQUIPMENT. SYSTEM NUMBER ### WAS RETURNED TO HQ AMC/XPMEX.
3. IHQ/XPM CHIEF IS CMSGT MATT MATTHEWS.

Attachment 5

EMPLOYED MQ OFFICE OPERATIONS AND SAMPLE FORMATS

A5.1. This attachment is designed to assist MQ people operating at an employed location.

A5.2. Predeployment Actions - Bare Base. There are critical first steps to be accomplished before departing your home station. Failure to accomplish these items will impact your ability to get the EMT up and running. When notified to deploy:

A5.2.1. Determine your final destination. Then, contact AFMRF and/or HQ AFPC/DPDPSS to establish appropriate MANPER routing address and user account requirements for Data Pattern Traffic (DPT) traffic to that location.

A5.2.2. **Table 5.2.** identifies the air component Manpower Offices, their Defense Messaging System addresses, as well as relevant e-mail accounts. Confirm the information in **Table A5.2.** is accurate for the theater you will deploy to by contacting the appropriate office.

A5.2.3. Conduct an inventory and operational check of all equipment tasked to be deployed.

A5.3. MQ Office Setup. The following actions are required to initially setup an MQ Office:

A5.3.1. Inventory equipment, supplies, and facilities to ensure all required items are present.

A5.3.2. Establish filing system.

A5.3.3. Set up computer(s) and peripherals, configure software, and establish/verify communications links. Also, verify hard drive, monitor, and printer links are operational. Prepare initial report IAW AFCSM 10-626 Vol 2 para A4.5.4. time constraints.

A5.3.4. Prepare and send activation notification message.

A5.3.5. Obtain and process all pending DPT.

A5.3.6. Begin normal operations.

A5.4. Office Set Up. The following actions are required to initially setup the EMT: **Table A5.1.** contains references and timelines.

A5.4.1. Inventory equipment, supplies, and facilities to ensure all required items arrived. Reference **Figure A5.1.**

A5.4.2. Establish filing system. Contact the RIMS manager or site Information Manager for assistance/guidance. Consider creating a preliminary file plan as part of the CSFAN capability that is ready to “unpack” on arrival. Guidance can be found in AFI 33-322, Air Force Records Management Program, AFI 37-123, Management of Records, and AFMAN 37-139, Disposition of Air Force Records - Disposition Standards.

A5.4.3. MANPER Operations. AFCSM 10-626, Volume 2 is the basis for in-garrison and deployed MANPER requirements. See AFCSM 10-626, Volume 2, Attachment 2 for detailed information.

A5.4.3.1. Set up computer(s), peripherals, and configure software (change geographic location code, etc.)

A5.4.3.2. Verify hard drive, monitor, and printer links are operational.

A5.4.3.3. Establish and verify communications links are working. Contact the site Communications function for assistance.

A5.4.3.4. Obtain all pending DPT through the Red Mini system at AFPC and process it. In the absence of DPT, or other plans information, it may be necessary to create requirements files directly from the orders of assigned personnel. Coordinate closely with PERSCO in this event.

A5.4.3.5. Prepare the MANPER initial system report within 48-hours after arrival.

A5.4.3.6. Report system outages within 24 hours after occurrence. Prompt reporting results in prompt outage resolution.

A5.4.3.7. System accountability begins with the home station equipment custodian and will be maintained throughout the deployment. The senior EMT member at the employed site is ultimately responsible. Problems pertaining to system accountability must be reported immediately, especially when replacement personnel do not overlap with those they are replacing.

A5.4.4. Office activation notification message. Sent within 24 hours after arrival. The date and time group of this message establishes your activation date and time. Refer to Figure A5.2. Follow-on personnel will also notify intermediate HQ/MO staff (if applicable) and supported Air Component Command/MO staff upon arrival at the deployed location via telephonic or electronic means within 24 hours after arrival. Permanent changes to areas reported in the activation notification message will be reported as soon as practicable using a modified version of Figure A5.2 and the subject "Operational Status Change."

A5.4.5. Begin normal operations.

A5.4.5.1. Operations Security. The EMT is in a critical position to know sensitive information regarding the movement of forces in and around the area of operations. Care must be taken to ensure the inadvertent release of harmful information does not occur. Canvas tents and careless conversations are deadly combinations when unidentified foreign/enemy agents are roaming forward bases as contractors and host nation support personnel.

A5.4.5.2. Communications Security. Recent operations reaffirmed the vulnerability of our forces when making telecommunications contact. The importance, or potential identity, of those calling can be readily assessed when personnel answering the telephone state their name, grade, and organization. Simply stating "unsecured line" or "unsecured line, this is Captain Jones" minimizes this threat to operations. It also affords the caller the opportunity to state they need to engage secure communications before any identifying information is exchanged.

A5.5. Mission Briefing. The host wing/center commander and other key people need to have a clear understanding of the responsibilities, capabilities, and services provided by the MQ Office. Refer to **Figure A5.4.** for a recommended briefing format and **Figure A5.5.** for a sample organizational chart for the briefing.

A5.6. Requesting Contingency Organizational and Requirements Changes. Refer to **Figure A5.6.** and **Figure A5.7.** for a sample organizational/requirements change requests.

A5.7. Events Log. An events log should be maintained during contingency operations or as directed by one's headquarters. Refer to **Figure A5.1.** for a sample events log. As a minimum, log the following events, including the particular information indicated in the event description:

A5.7.1. Changes in Operational Status. Include entries for activation, deactivation, team rotations, and events affecting operational status such as equipment or communications failure or limitations.

A5.7.2. Briefing Provided. Include person or agency briefed, purpose of briefing, and brief summary.

A5.7.3. Request for Organizational/Requirements Change. Indicate requesting agency (office, name, phone, e-mail address, etc.), change number, and suspense.

A5.7.4. Request for Information. Indicate requesting agency (office, name, phone, e-mail address, etc.), specific information requested, and suspense.

A5.8. Continuity Folder. The EMT will establish a mission continuity folder within the first week after activation. As a minimum, include the following information.

A5.8.1. Mission Narrative. Briefly address the operational mission of the supported base and include information regarding the entire base infrastructure as well as all unified command elements present. If you are a centrally located EMT, maintain a mission statement for all supported bases. This information may be sensitive and should be protected from unauthorized disclosure.

A5.8.2. Organization. Include a hard copy of the latest organization chart used to brief the commander. If you are a centrally located EMT, maintain charts of all supported bases. Ensure charts include the higher headquarters chain of command.

A5.8.3. Policy. Ensure a copy of every policy affecting office operations is included. There may need to be several sections to include local, component, Air Force, etc. New/replacement EMT Chiefs should always contact higher headquarters to verify policies are still in effect prior to beginning operations.

A5.8.4. Challenges. Identify areas requiring attention or factors potentially affecting EMT mission accomplishment. Factors might include experience-based suggestions on the best means to work with a member of leadership, such as likes, dislikes or specific "hot button" issues. Event log items only need to be addressed in order to provide additional information or to identify the location of supporting material.

A5.8.5. Logs. All logs are considered part of the continuity folder.

A5.8.6. Other. Anything relevant to your replacement or to sustain operations. And:

A5.8.6.1. Employed and higher HQ POC listing; with name, rank, section/office, classified and unclassified phone number and e-mail address, and physical location.

A5.8.6.2. MO Office Mission Briefing

A5.8.6.3. Position Descriptions, if applicable.

A5.8.6.4. Equipment listing.

A5.8.6.5. MO Office Activation Notification

A5.8.6.6. EMT Operational Requirement Checklist (**Table 5.1.**)

A5.9. Manual Files. MQ Offices must maintain the following manual files, as a minimum, for continuity and backup in case of loss of computer support:

A5.9.1. Organizational Charts, current and historical.

A5.9.2. Employment Requirements/Manning Document (ERMD), current. It may have changes annotated in pen and ink.

A5.9.3. Notifications Made.

A5.9.4. Mission Briefings.

A5.9.5. Organizational and Requirements Changes. Requests, Approvals, and Disapproval.

A5.9.6. Events Logs.

A5.9.7. DPT Logs.

A5.10. Classification. In contingency operations, some information may be classified. The supported CINC provides classification guidance. All documents containing classified information must have classification markings. As a minimum, mark each paragraph/page with the highest classification contained in each paragraph/page respectively. Each paragraph must contain a classification code (U-unclassified, C-confidential, S-secret, and T-top secret), in parentheses at the beginning of the paragraph, describing that paragraph's highest security content level. The highest classification of any paragraph on a page determines the overall classification of that page, and is marked at the top and bottom of each page. Subsequently, the highest classification of any page determines the overall classification of the entire document. For example, an entire message is classified SECRET if two paragraphs are unclassified and one is classified SECRET. Suggest you review AFI 31-401, Information Security Program Management, AFI 31-501, Personnel Security Program Management, and AFMAN 37-126, Preparing Official Communications, for complete security classification requirements. When lacking specific guidance on OPLAN classification, treat the following elements as SECRET:

A5.10.1. Plan identifier (PID).

A5.10.2. Attached unit name and code (Attached PAS).

A5.10.3. Location name and code (GEOLOC) of attached unit.

A5.10.4. Country/state name and code of attached unit.

A5.10.5. Required delivery date (RDD).

A5.11. After-Action Report. Sent within 10 days after departure. After action reports are invaluable tools to pass on what is working and what needs to be improved. After action reports should be written at the end of a deployment by the senior EMT person and submitted to each Manpower staff agency in the supported and supporting chain of command for review and action. Refer to Figure A5.10. for a sample after-action report format. Problems involving our readiness processes should be reported promptly any-time they occur.

A5.12. (ADDED) Office Closure. The following actions are required to cease operations and close the employed Manpower Office. [Table A5.1.](#) contains references and timelines.

Figure A5.1. Items Required for an MQ Office.

| |
|--|
| <p>Equipment:</p> <p>Deployable MANPER-B Notebook Computer. The MANPER-B computer must be properly configured with up-to-date software and standard data files (MANFOR and PAS) loaded and transported in the carrying cases provided.</p> <p>Hardware and Peripherals. MANPER-B Notebook Computer, Deployable MANPER-B Printer, and Secure Data Device (SDD).</p> <p>Software. Standard MANPER-B software as provided by AFPC/DPDMR. Windows 95 or Windows NT, Microsoft Office Professional (Includes Word, PowerPoint, Excel, and Access), Forms Generation Software (Jet Form, Perform Pro or Form Flow), Air Force Electronic Publications Library (AFEPL) CD ROM.</p> <p>MQ Employment Package:</p> <p>Non-Expendable Supplies:</p> <p>Stapler. Pencil Sharpener. Ruler, 12 inch. Punch, 3-Hole. Scissors. Expandable File Folder Holder. Fifty-Foot Grounded Extension Cord. Surge Protector/Power Strip, 6 Outlet. Flashlight.</p> <p>Expendable Supplies (15-day supply in parenthesis):</p> <p>Diskettes, 3.5" high density (2 boxes of 10). Paper, letter (12 reams). Staples (1 box of 5000). Pencils (2 dozen). Pens (2 dozen). Folders. Pocket (2 dozen) and File (2 dozen). Flashlight batteries (1 dozen). Publications. References marked with an asterisk (*) in Attachment One of this document are required for an MQ Office. Publications in electronic format (e.g.: AFEPL CD ROM) need not be also hardcopies.</p> <p>External Items. These items should be provided by the host wing/center:</p> <p>Office Space.</p> <p>Communications. Voice and Data; Secure and Unsecured.</p> <p>Power. 4 outlets rated at 20 amps each. Uninterrupted power supply (UPS) recommended.</p> <p>Classified Storage Area/Space. May be shared with other agencies.</p> |
|--|

Figure A5.2. Sample MQ Office Activation Notification.

```

FROM: ##### WING SOMEWHERE AB//MQ//
TO: INTERMEDIATE HEADQUARTERS/MQ STAFF (IF APPLICABLE)
    SUPPORTED AIR COMPONENT COMMAND/MQ STAFF
        MAJCOM/XPM
    HQ USAF WASH DC//XPMR//
    AFMRF FT DETRICK MD//CC//
    HQ AFPC RANDOLPH AFB TX//DPWRC//
SUBJECT: MQ OFFICE ACTIVATION
1. THIS OFFICE IS NOW OPERATIONAL. IT IS RESPONSIBLE FOR PROVIDING MQ SERVICES TO
THE ##### WING (P), SOMEWHERE AB.
2. MODES OF CONTACT:
A. ADMIN PHONE. DSN 316-234-9876.
B. SECURE PHONE. DSN 316-234-9876.
C. MAILING ADDRESS. ##### WING/MQ, 345 TENT DRIVE, APO AE 04567
D. NIPRNET EMAIL. MQ@#####WING.OVERTHERE.MIL
E. SIPRNET EMAIL. MQ@#####WING.OVERTHERE.SMIL.MIL
3. MANPER-B EQUIPMENT. SYSTEM NUMBER ### DEPLOYED FROM 62 AW/MQ, MCCHORD AFB, WA.
CUSTODIAN IS LT JONES.
4. MQ OFFICE CHIEF IS CMSGT MATT MATTHEWS.

```

Figure A5.3. Sample MQ Office Deactivation Notification.

```

FROM: ##### WING SOMEWHERE AB//MQ//
TO: INTERMEDIATE HEADQUARTERS/MQ STAFF (IF APPLICABLE)
    SUPPORTED AIR COMPONENT COMMAND/MQ STAFF
        MAJCOM/XPM
    HQ USAF WASH DC//XPMR//
    AFMRF FT DETRICK MD//CC//
    HQ AFPC RANDOLPH AFB TX//DPWRC//
SUBJECT: MQ OFFICE DEACTIVATION
1. THIS OFFICE IS NO LONGER OPERATIONAL. ##### WING (P), SOMEWHERE AB, HAS BEEN
INACTIVATED.
2. MANPER-B EQUIPMENT. SYSTEM NUMBER ### WAS RETURNED TO 62 AW/MQ, MCCHORD AFB, WA.
3. MQ OFFICE CHIEF IS CMSGT MATT MATTHEWS.

```

Figure A5.4. Recommended MQ Office Mission Briefing Outline.

- Responsibilities of the MQ Office:
 - Organizational Management.
 - Force Management:
 - Requirements Management.
 - Resource Options.
 - Primary Management Document – the DRMD.
 - The Organizational and Requirements Change Process.
 - Other MQ Services Provided.
 - Wing/Center Overview:
 - Command Structure.
 - Organizational Structure.
 - Current Required/Authorized by Unit.
 - Major Projected Changes:
 - Changes in Organizations.
 - Time-Phased Changes in Requirements.
 - Issues Currently Being Worked.
- Visual Aid: Organization chart depicting the wing/center, its parent headquarters (up to CINC level), and its subordinate units. Include required/authorized for wing/center and units below by category (officer, enlisted, other, total).
- Operational Status of the MQ Office:
 - Location.
 - Required/Authorized/Assigned/Attached.
 - Duty Hours.
 - After Duty Hours Contact Procedures.
 - Specific Needs Unsatisfied:
 - Office Space, Equipment, and Supplies.
 - Communications.
 - Computers.

Be sure to properly classify and mark briefing items

Figure A5.5. Sample Organizational Chart.

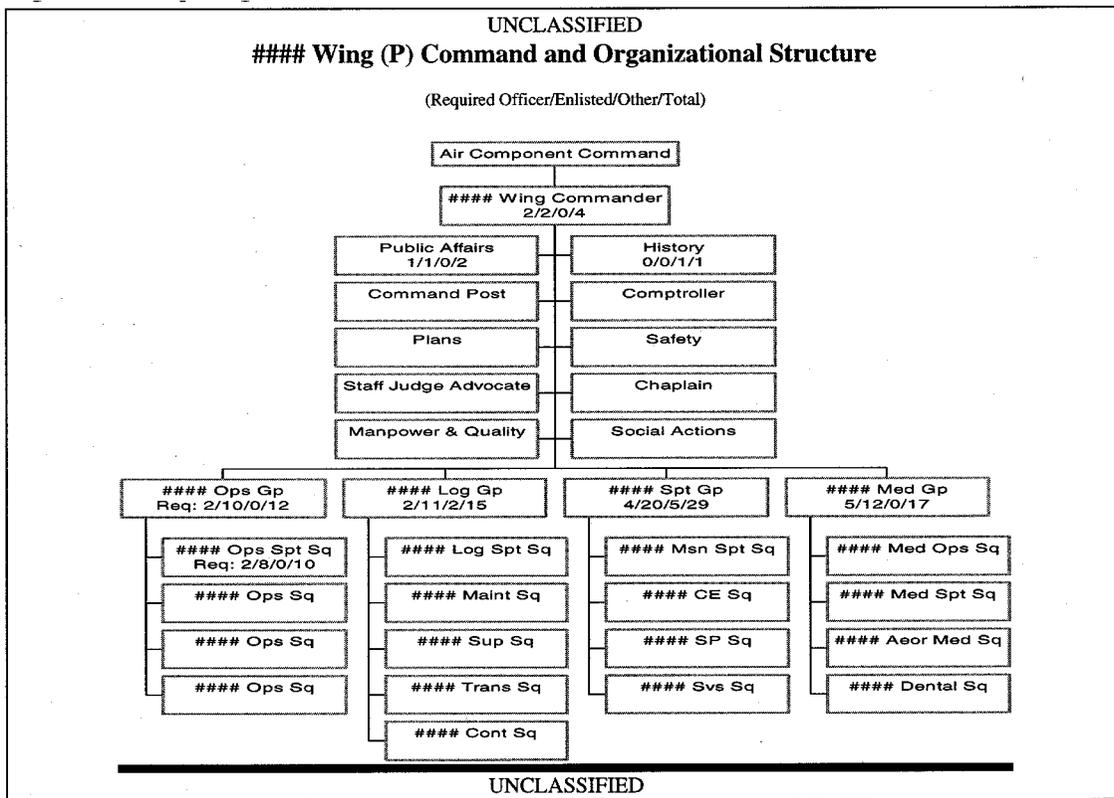


Figure A5.6. Sample Organizational/Requirements Change Request.

FROM: ##### WING SOMEWHERE AB//MQ//
 TO: INTERMEDIATE HQ OR SUPPORTED AIR COMPONENT COMMAND/MQ STAFF
 SUBJECT: ORGANIZATIONAL CHANGE REQUEST NUMBER XX-XX

1. THE COMMANDER OF THE XX SECURITY FORCES SQUADRON (P) HAS REQUESTED AN OPERATING LOCATION BE ESTABLISHED TO EFFECTIVELY MANAGE PERSONNEL PROVIDING SECURITY AT A LOCATION 50 MILES AWAY. THE PERSONNEL ARE CURRENTLY BILLETED AT THAT LOCATION. THE REQUEST HAS BEEN APPROVED BY THE XX SUPPORT GROUP (P) COMMANDER AND THE XX WING (P) COMMANDER. WE CONCUR WITH THE REQUEST.

2. TO IMPLEMENT THIS CHANGE:

A. REQUEST ACTIVATION OF THE FOLLOWING PROVISIONAL UNIT:

| | | | | | | | |
|----------------|----------|------|----|-----|----|------|------|
| IDENTIFICATION | NEW INFO | | | | | | |
| PAS | NBR | KIND | TY | DET | OL | PPAS | GLOC |
| **** | XX | SEP | SQ | | A | HSPS | ZZZZ |

B. REQUEST CHANGING THE FOLLOWING EMPLOYMENT REQUIREMENTS:

| | | | | | | |
|----------------|----------|----------|----------|------|----------|---------------|
| IDENTIFICATION | OLD INFO | NEW INFO | | | | |
| PID | ULN | UTC | ATCH | PAS | GLOC | ATCH PAS GLOC |
| XXXXX | XXXXX | QFEB20 | XX3XHSPS | XXXX | XX3X**** | ZZZZ |

3. MQ POINT OF CONTACT IS TSGT JONES, DSN XXX-XXXX. SF POINT OF CONTACT IS MAJ SMITH, DSN XXX-XXXX.

Figure A5.7. Sample Requirements Change Request.

FROM: ##### WING SOMEWHERE AB//MQ//
 TO: INTERMEDIATE HQ OR SUPPORTED AIR COMPONENT COMMAND/MQ STAFF
 SUBJECT: REQUIREMENTS CHANGE REQUEST NUMBER XX-XX

1. THE COMMANDER OF THE XX SECURITY FORCES SQUADRON (P) HAS REQUESTED AN ADDITIONAL SECURITY FORCE SQUAD (UTC QFEB2) TO PROVIDE ADDITIONAL SECURITY DUE TO INCREASED SECURITY VIGILANCE. THE REQUEST HAS BEEN APPROVED BY THE XX SUPPORT GROUP (P) COMMANDER AND THE XX WING (P) VICE COMMANDER. WE CONCUR WITH THE REQUEST.

2. TO IMPLEMENT THIS CHANGE, REQUEST ADDITION OF THE FOLLOWING EMPLOYMENT REQUIREMENTS:

| | | | | | | |
|----------------|----------|--------|----------|--------|------------|---------|
| IDENTIFICATION | NEW INFO | | | | | |
| PID | ULN | UTC | ATCH | PAS | EFF/RDD | TRU/ETL |
| XXXXX | **** | QFEB20 | XX3XHSPS | 971001 | 999999/999 | |

3. MQ POINT OF CONTACT IS TSGT JONES, DSN XXX-XXXX. SF POINT OF CONTACT IS MAJ SMITH, DSN XXX-XXXX.

Table A5.1. Sample MQ Office Events Log.

| DateTime | Description of Event | POCPhone | Action Taken | SuspenseStatus |
|------------------|--|-----------------------|-----------------------------|-----------------------|
| 4-Apr-95 0705 | Additional Support required for local security | Capt. Jones 2-3333 | ACR add UTC(s) QFEB & QFEXX | 5-Apr-95 Completed |
| 4-Apr-95 0855 | AFSC Change to ULN XXXXXX | Lt Jackson 2-3444 | ACR | 4-Apr-95 Completed |

Table A5.2. (ADDED) Air Component Command Manpower Office Contact List.

COMPONENT: PACAF/XPMX

| | |
|-------------------------|--|
| OFFICE STU/STE: | 315-449-4258 |
| CAT STU/STE: | 315-449-4329 |
| DMS ADDRESS: | OU1=KNMD1;OU2=PACAFXPM;O=HI1;A=DMS;C=US;DDA:MSXCX500=C:US,O:U.S. Government,OU:DoD,OU:AF,OU:Organizations,L:HICKAM AFB HI,OU:PACAF(n),OU:XPM(n) |
| UNCLAS E-MAIL: | mailto:pacaf.xpmx@hickam.af.mil |
| CLAS E-MAIL: | mailto:PACAF.XPMX@dms.hickam.af.smil.mil |
| CLAS CAT E-MAIL: | mailto:POSC.A5MX@cidss.hickam.af.smil.mil |

COMPONENT: USAFE TASC/A-1

| | |
|-------------------------|---|
| OFFICE STU/STE: | 314-480-8287 |
| CAT STU/STE: | 314-480-2623 |
| DMS ADDRESS: | mailto:utasc.dms@ramstein.af.mil (CLAS: mailto:utasc.dms@ramstein.af.smil.mil) |
| UNCLAS E-MAIL: | mailto:usafe.a1m@ramstein.af.mil |
| CLAS E-MAIL: | mailto:usafe.a1m@ramstein.af.smil.mil |
| CLAS CAT E-MAIL: | mailto:usafe.catmsg@ramstein.af.smil.mil |

COMPONENT: CENTAF/MO

| | |
|-------------------------|---|
| OFFICE STU/STE: | 965-3313 / 3565 |
| COC STU/STE: | 965-2715 / 2716 CENTAF Operations Center (COC) |
| DMS ADDRESS: | mailto:9af.momds@shaw.af.mil |
| UNCLAS E-MAIL: | mailto:9af.mo@shaw.af.mil |
| CLAS E-MAIL: | mailto:centaf.mo@shaw.af.smil.mil |
| CLAS CAT E-MAIL: | mailto:centafops.dir@shaw.af.smil.mil (attention Manpower in subject) |

COMPONENT: SOUTHAF

| | |
|-------------------------|---|
| OFFICE STU/STE: | 228-7025 (Call UNCLAS 228-2079 first) |
| SOC STU/STE: | 228-1769 SOUTHAF Operations Center (SOC) |
| DMS ADDRESS: | USSOUTHAF DAVIS-MONTHAN AFB AZ//MO// |
| UNCLAS E-MAIL: | mailto:12af.mo@dm.af.mil |
| CLAS E-MAIL: | mailto:12af.mo@DavisMonthan.af.smil.mil |
| CLAS SOC E-MAIL: | mailto:12af.soc@DavisMonthan.af.smil.mil (attention Manpower in subject) |

COMPONENT: ACC/DOXF (FORCES COMMAND)

| | |
|-------------------------|---|
| OFFICE STU/STE: | 764-0445 |
| CAT STU/STE: | 575-1042 |
| DMS ADDRESS: | |
| UNCLAS E-MAIL: | mailto:acc.doxf@langley.af.mil (attention Manpower in subject) |
| CLAS E-MAIL: | mailto:lf9jxpmx@langley.af.smil.mil (attention Manpower in subject) |
| CLAS CAT E-MAIL: | mailto:lf9jxpmx@langley.af.smil.mil (attention Manpower in subject) |

Figure A5.8. Sample After Action Report Format.

```

FROM: EMPLOYED MQ TEAM CHIEF'S UNIT
TO: HQ USAF/XPMR
      SUPPORTED AIR COMPONENT COMMAND/MQ STAFF
      INTERMEDIATE HEADQUARTERS /MQ STAFF (IF APPLICABLE)
      MAJCOM/XPM
      AFMRF FT DETRICK MD //CC//
SUBJECT: AFTER ACTION EMPLOYMENT REPORT
1. THE FOLLOWING IS SUBMITTED FOR YOUR INFORMATION AND ACTION.
A. OPERATION NAME.
B. ATTACHED ORGANIZATION, LEVEL OF COMMAND, AND LOCATION.
C. DATES OF EMPLOYMENT.
D. MQ TEAM MEMBERS:
      GRADE, NAME, ASSIGNED ORGANIZATION/OFFICE AND LOCATION FOR EACH MEMBER
E. OBSERVATIONS AND RECOMMENDATIONS. DESCRIBE AREAS OF CONCERN THAT IMPACTED YOUR
      ABILITY TO PERFORM YOUR ASSIGNED MISSION AND GIVE RECOMMENDATIONS TO CORRECT THE
      SITUATION. EXAMPLES OF AREAS TO CONSIDER ARE:
      (1) TIMING OF ARRIVAL AND DEPARTURE OF ROTATIONAL TEAMS.
      (2) AVAILABILITY AND ADEQUACY OF OFFICE SPACE, COMMUNICATIONS (VOICE AND DATA),
      POWER, AND CLASSIFIED STORAGE AREA/SPACE.
      (3) AVAILABILITY AND ADEQUACY OF ITEMS IN THE MQ EMPLOYMENT PACKAGE.
      (4) COMPUTER OPERATIONS INCLUDING HARDWARE AND SOFTWARE ADEQUACY.
      (5) ACCURACY AND TIMELINESS OF REQUIREMENTS INFORMATION RECEIVED FROM AIR COMPONENT
      COMMAND.
      (6) APPLICABILITY AND USEFULNESS OF THIS DOCUMENT (AFI 38-205).
      (7) APPLICABILITY AND USEFULNESS OF MQ READINESS TRAINING RECEIVED PRIOR TO
      DEPLOYMENT.
2. POINT OF CONTACT IS EMPLOYED MQ TEAM CHIEF, DSN XXX-XXXX, E-MAIL XXX@XXX.XX.MIL.

```

A5.12.1. Deactivation Message. Sent within 24 hours before departure. Refer to [Figure A5.3](#).

A5.12.2. MANPER-B. Addressed in the deactivation message. At least one week prior to termination of operations, contact the air component Manpower Office for system disposition instructions. Be sure to address items such as preservation or elimination of resident data, particularly classified data. Also, obtain shipping instructions. See AFCSM 10-626, Volume 2, for inventory, shipping and reporting instructions, and the hardware relocation report. NEVER ABANDON A SYSTEM WITHOUT WIP-

ING (sanitizing or deleting) ALL DATA FROM ITS MEMORY. Utilize provided software for this purpose.

A5.12.3. Disposition of Records & Logs. Addressed in the deactivation message. Records and logs serve a valuable historical purpose and should be disposed of according to guidance provided by the air component Manpower function. In the absence of specific guidance, ship all records and logs to AFMRF for review and disposition.

A5.12.4. Disposition of Office Equipment & Supplies. Addressed in the deactivation message. The supported air component should provide guidance for disposing unexpended supplies and other office equipment or furniture. Inventory and dispose as required. Remember, some items are accountable while others may be reconstituted as a deployable capability.

A5.13. (ADDED) Emergency Procedures.

A5.13.1. Relocation. Emergency relocation, or bugout, may be necessary to preserve life and sustain operations. In an emergency, EMT personnel will relocate to a designated area with an operational MANPER-B system, manual files, a secure data device, and required chemical gear. Other items required to sustain operations may be taken at the discretion of the EMT chief, however, speed and mobility are the primary factors. Office gear should fit easily into a rucksack or aviator's style briefcase for quick assemblage and movement. The EMT chief will conduct an emergency relocation briefing not later than 6 hours after arriving the first day. Periodically repeat this briefing and consider practicing bugout procedures to ensure assigned personnel stay prepared to respond immediately. Specifically:

A5.13.1.1. Define the emergency relocation site and procedures.

A5.13.1.2. Address force protection considerations and potential NBC threats, if not already briefed.

A5.13.1.3. Emergency relocation procedures must address rendering abandoned property unusable to the enemy.

A5.13.2. Self Aid & Buddy Care (SA/BC). Consider a weekly opportunity to discuss/practice SA/BC topics.

A5.13.3. Mission Oriented Protective Posture (MOPP). Consider a weekly opportunity to discuss and practice MOPP procedures.

Attachment 6 (ADDED)

MANPOWER OFFICE READINESS INSPECTION GUIDE

This guide is extracted from [Chapter 6](#) and [Attachment 5](#). It represents policy areas lending themselves to the “yes/no” form of review used during readiness inspections. Each MAJCOM should use this guide in the preparation of their own inspection checklist/guides for evaluating the health of base-level Manpower readiness processes.

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|---|--------------------------|
| ALL | Has the Manpower Office implemented the command readiness inspection program? | 6.1. |
| ALL | Does the Manpower Office plan for and participate in local IG exercises? | 6.4.1.4. |
| ALL | Do the local IG exercises address the core inspection areas and command items of interest? | 6.4.1.1. |
| ALL | Has the Manpower Office chief established internal training or exercise events? | 6.4.1.4. |
| ALL | Are all deployable and in-garrison personnel trained to perform appropriate readiness processes? | 6.4.1.4. |
| ALL | Have readiness process enhancements or problems been identified to higher headquarters for review or corrective action? | 6.3.2.3. |
| ALL | Has the Manpower Office participated in at least two training events/exercises annually? | 6.4.1.4. |
| ALL | Has at least one annual training exercise/event included combined operations with the Personnel Readiness Flight or local PERSCO team? | 6.4.1.4. |
| ALL | Are all deployable Manpower personnel capable of performing duties in accordance with the Unit Type Code mission capability and the standards of AFI 38-205, Attachment 5 ? | 6.4.1.4. |
| ALL | Does the unit utilize a command trend analysis and feedback mechanism to capture and report successes and problems? | 6.4.1.5. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|--|-----------------------|
| ALL | Does the Manpower Office assess manpower requirement changes for impact to unit-tasked UTCs and/or DOC statements? | 6.7.1.2. |
| ALL | Do personnel accurately determine and properly apply skill/grade substitution rules? | 6.7.1.2. |
| ALL | Are critical AFSCs correctly identified and applied to all change request analyses? | 6.7.1.2. |
| IN-GARRISON | When changes affect DOC statements with support UICs, do personnel consider the impact to the supporting unit and include its total UTC commitment? | 6.7.1.2. |
| EMPLOYED | In the absence of an Air Component Command guide for submitting change requests, does the EMT properly fill out and submit the sample format in AFI 38-205, Figure A5.6. and A5.7. ? | A5.6. |
| EMPLOYED | Has the EMT logged all change requests into the event log during the shift in which it was received? | A5.7. |
| EMPLOYED | Have all logged change requests been acted upon within 48 hours of log entry? | 6.7.5. |
| ALL | Can MANPER operators accomplish Manpower work using the COMPES software? | 6.7.2.2.1. |
| ALL | Do deployable/deployed MANPER systems contain the total DRMD plan file for their location and is it current? | 6.7.2.2.2. |
| EMPLOYED | Does the EMT download and process DPT from the Red Mini every 6 hours? | 6.7.2.1. |
| EMPLOYED | If the DPT download frequency has been changed, has it been annotated in the Events Log and Local Policy Folder? | 6.7.5. |
| EMPLOYED | Is the printed copy of the ERMD no more than one week old? | 6.7.5. A5.8.3. |
| EMPLOYED | If the ERMD print frequency has been changed, has it been annotated in the Events Log and Local Policy folder? | A5.8.3. 6.7.5. |
| EMPLOYED | Has the EMT created a DPT log? | A5.8.5. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|---|--|
| EMPLOYED | Does the DPT log reflect every RCS: HAF DPM(AR)7302, HAF DPM(AR)7101, MANFOR, and AF PAS update transaction? | A5.8.6.6. |
| IN-GARRISON | Does the in-garrison system document the locally determined worse case scenario as defined by the IDO, plans function, or base commander? | 6.7.2.2.3. |
| ALL | Does every deployable MANPER system have the current and complete MANFOR? | 6.7.3.1.1. |
| ALL | Can MANPER operators generate standard MANFOR related products? | 6.7.3.1.2. |
| ALL | Can MANPER operators generate abstract queries for MANFOR data—locally defined reports? | 6.7.3.1.2. |
| ALL | Do MANPER operators identify MANFOR changes when updates are provided? | 6.7.3.1.3. |
| ALL | Do personnel properly react to changes from/to the MANFOR as they impact resident MANPER system data such as plans files, the local UMD/ERMD, and UTCs; or unit DOC statements? | 6.7.3.1.3. |
| ALL | Can personnel successfully complete MANPER assembly and disassembly requirements? | 6.7.4.1.5. |
| ALL | Do personnel accurately perform MANPER functionality checks? | 6.7.4.1.1. |
| EMPLOYED | Do personnel complete MANPER system inventories and initial reporting? | 6.7.4.1.1. 6.7.4.1.2. |
| ALL | Is the in-garrison MANPER system inventory complete and current? | 6.7.4.1.2. |
| ALL | Is all required software present and operating properly on all MANPER systems? | 6.7.4.1.3. |
| ALL | Can personnel properly upgrade resident software? | 6.7.4.1.4. |
| ALL | Are the current software releases/versions loaded to the MANPER systems, including anti-virus and other system protection devices? | 6.7.4.1.4. |
| EMPLOYED | Do personnel properly reconfigure the MANPER software settings for the deployed location? | A5.4.3.1. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|--|-------------------------|
| | | |
| EMPLOYED | Can personnel establish/verify MANPER communications links? | A5.4.3.3. |
| EMPLOYED | On initial setup, did Personnel download and process all pending DPT from the Red Mini? | A5.4.3.4. |
| EMPLOYED | Was the initial MANPER system report prepared and submitted within 48 hours after arrival? | A5.4.3.5. |
| EMPLOYED | Are system outages reported with 24 hours after occurrence? | 6.7.4.1.9. A5.4.3.6. |
| EMPLOYED | Do personnel have the knowledge for wiping all system data from the MANPER? | 6.7.4.1.11. |
| ALL | Can personnel perform system field maintenance activities? | 6.7.4.1.6. |
| IN-GARRISON | Is a current and correct MANPER system accreditation on file? | 6.7.4.1.7. |
| ALL | Are all MANPER system components, diskettes, etc., properly marked for classification? | 6.7.4.1.8. |
| ALL | Do MANPER operators properly perform virus scanning activities? | 6.7.4.1.10. |
| ALL | Do MANPER operators properly execute virus warning/corruption prompts to resolution? | 6.7.4.1.10. |
| ALL | Do MANPER operators successfully perform data “wipe” and classified data cleansing activities? | 6.7.4.1.11. |
| ALL | Are unit-initiated training/exercises conducted under “no fault” conditions? | 6.9.3. |
| EMPLOYED | Is every CSFAN UTC tasked to the unit completely stocked and ready for immediate deployment? | A5.4.2. |
| EMPLOYED | Did the unit verify deployment destination and verify MANPER system routing and user account requirements? | A5.2.1. |
| | | |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|--|--|
| EMPLOYED | Did the unit confirm data in Table A5.2. was accurate upon notification of deployment? | A5.2.2. |
| EMPLOYED | Did the unit conduct an inventory and operational check of all deploying equipment? | A5.2.3. |
| EMPLOYED | Did the EMT inventory all equipment, supplies and facility requirement after arrival using Table A5.1. ? | A5.4.1. |
| EMPLOYED | Was a filing system created IAW Air Force policy? | A5.4.2. |
| EMPLOYED | Was the office activation notification accomplished within 24 hours after arrival using the format in Figure A5.2. ? | A5.4.4. |
| EMPLOYED | Do follow-on personnel notify the appropriate offices of arrival within 24 hours after arrival? | A5.4.4. |
| EMPLOYED | Does the EMT send an Operational Status Change notification when required? | A5.4.4. |
| EMPLOYED | Does the EMT employ proper OPSEC practices at all times? | A5.4.5.1. |
| EMPLOYED | Does the EMT employ proper COMSEC practices at all times? | A5.4.5.2. |
| EMPLOYED | Was the EMT mission briefing prepared within 48 hours after office activation using the formats in Figure A5.4. and Figure A5.5. (per the date time group of the activation message A5.4.4)? | A5.5. |
| EMPLOYED | Was the mission briefing prepared using the MANPER organization charting capability? | A5.8.2. |
| EMPLOYED | Did the EMT establish a hard copy Event Log using Figure A5.8. ? | A5.8.5. |
| EMPLOYED | Did the Event Log contain the minimum required items and information detail? | A5.8.5. |
| EMPLOYED | Did the EMT establish a Continuity Folder within the first week after activation? | A5.8. |
| EMPLOYED | Did the Continuity Folder contain the minimum required items and information detail? | A5.8.1. thru A5.8.6.6. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|--------------------------|--|--|
| EMPLOYED | Are manual files kept and do they include the minimum required items and information detail? | A5.9. |
| EMPLOYED | Have classified documents been properly marked and stored? | 6.7.4.1.8. |
| EMPLOYED | Was the deactivation message submitted within 24 hours before departure using Figure A5.3. ? | A5.12. |
| EMPLOYED | Did the deactivation message address all other closure issues? | A5.12.2. thru A5.12.4. |
| EMPLOYED | Was an emergency relocation briefing conducted not later than 6 hours after arrival on the first day? | A5.13.1. |
| EMPLOYED | Did the EMT conduct a bugout with the minimally required items to sustain operations? | A5.13.1. |
| | | |

Attachment 7

IC 2002-1 TO AFI 38-205, MANPOWER & QUALITY READINESS AND CONTINGENCY MANAGEMENT

18 JUNE 2002

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2002-1. This change renames AFI 38-205, Manpower and Quality Readiness and Contingency Management, to AFI 38-205, Manpower and Organization Readiness and Contingency Management. It adds checklists to **Attachment 5** for Employed Manpower Teams and manpower contact information for each component. It also revises **Chapter 6** to include specific responsibilities for USAF/XPM, Air Component Command, AF Manpower Readiness Flight, MAJCOM/FOA/DRU/XPM, and base-level manpower functions. Example Scenarios, paragraph **6.4.**, has been updated to reflect new scenarios and renumbered paragraph 6.10 as a result of additions. **Attachment 6** is added as the guide for Manpower Readiness Inspections. See the last attachment of the publication, IC 02-1, for the complete IC. A bar “|” indicates revision from the previous edition.

6.1. General. The Manpower and Organization readiness inspection program establishes standards of accomplishment, ensures consistency of performance, and generates an environment whereby our readiness processes evolve to effectively support the mission. The Air Force Director of Manpower and Organization owns these readiness processes. The inspection program described here is mandatory for implementation at each command level regardless of where the processes reside or who performs them.

6.2. Scope. Manpower and Organization readiness processes support Air Force operational missions from in-garrison and employment locations. They span pre-execution, execution, and employment phases of mission accomplishment. Manpower and Organization readiness processes are among the critical first steps to ensure Total Force accountability, both requirement and personnel.

6.3. Responsibilities.

6.3.1. HQ USAF XPM.

6.3.1.1. Establish Manpower and Organization inspection criteria in Inspector General policies. AFI 90-201 contains baseline Manpower and Organization policy.

6.3.1.2. Appoint an OPR for oversight and management. AF/XPMR is the executive agent for program oversight with support from the Air Force Manpower Readiness Flight.

6.3.1.3. Designate core inspection areas (CIAs) and specify performance standards.

6.3.1.4. Monitor consistency of CIA application across the Air Force.

6.3.1.5. Establish training programs for readiness processes.

6.3.1.6. Approve/disapprove waivers.

6.3.2. Air Component Command Manpower and Organization.

6.3.2.1. Assess effectiveness of Manpower and Organization CIA processes supporting operations in the area of responsibility.

6.3.2.2. Establish data collection mechanisms to ensure CIA feedback from employed locations is documented for analysis and action.

6.3.2.3. Identify performance trends, problems, or enhancements, to AF/XPMR for further evaluation and action.

6.3.3. Air Force Manpower Readiness Flight (AFMRF).

6.3.3.1. Develop and implement training programs for readiness processes. Utilize the AFMIA Training Branch and the Career Field Enlisted Council (CFEC) for issues related to the Specialty Training Standard (STS) and formal courses.

6.3.3.2. Create and maintain a readiness inspection web site or page.

6.3.3.3. Identify inspection trends and present issues to the Manpower and Organization Readiness Council (MORC) for resolution.

6.3.3.4. Review command readiness inspection programs for consistency of interpretation and application of the CIAs.

6.3.3.5. Process waiver requests.

6.4. (ADDED)Implementation.

6.4.1. MAJCOM/FOA/DRU Inspection Programs.

6.4.1.1. Each command develops and publishes its own inspection checklists/guides to assess the Manpower and Organization CIAs, performance standards, and IOI. Development guidance and help is available through the Inspector General staff.

6.4.1.2. Initially published, and all revisions to, inspection checklists/guides will be forwarded to AFMRF.

6.4.1.3. Provide inspection checklists/guides to inspected units at the earliest opportunity to facilitate preparation for their next regularly scheduled higher headquarters inspection. Higher headquarters evaluation of base-level Manpower and Organization readiness processes will commence with the first regularly scheduled Inspector General event/inspection occurring after 1 January 2003.

6.4.1.4. Inspected units will participate in no less than two training events/exercises annually. One of these should emphasize combined operations with the Personnel Readiness Flight (PRF) and/or local PERSCO teams. Ideally, every deployable Manpower UTC should be covered by at least one field training opportunity annually. Training events/exercises will be designed to demonstrate sufficient facets of the CIAs to ensure all personnel are capable of performing their duties. Unit-level leadership must ensure all deployable personnel can execute UTC mission capability standards and the operating requirements in Attachment 5. For guidance on preparing an exercise program see AFI 10-204, Participation in the Military Exercise Program and contact the local Inspector General staff.

6.4.1.5. Create a trend analysis and feedback mechanism to capture successes and problems. Ensure inspections make allowances for, and document, exceptional process deviation that enhances mission performance. Similarly, failure, or unsatisfactory findings, must attempt to capture contributing environmental issues such as training or procedural flaws. The subsequent analysis of systemic factors affecting process performance will allow adjustments to processes and/or training as warranted. The goal is always to find the best possible way of accomplishing the mission while encouraging process consistency across the career field.

6.4.1.6. Maintain historical inspection results for each inspected unit to document recurring problems and facilitate corrective actions.

6.4.1.7. MAJCOMs/FOAs/DRUs submit sanitized semi-annual inspection reports to AFMRF for posting to the readiness inspection website. See **Figure 6.1.** for format. Reports should document, by CIA, what problems or successes have been identified, systemic factors that are implicated or affected, and any mitigating command actions. Issues requiring immediate higher headquarters attention should be reported at any time.

Figure 6.1. Semi-annual Readiness Inspection Report Format.

NOTE:

Submitted electronically to AFMRF and include the following:

MAJCOM: MAJCOM submitting report. **POC:** Name, phone, and e-mail of person with in-depth information.

CIA/IOI: Specify the core inspection area or item of interest from **Table 6.1.** and **Table 6.2.** Report command-unique IOI that may be of broader interest to the career field.

Process: Identify process examined. Include sufficient detail to answer “what” was tested.

Type: Identify the type of inspection; UCI, ORI, etc.

Standard: Report command-unique performance standards. Otherwise not required.

Quantity: State how many evaluations are covered by this item, whether multiple MOs or multiple test events of the same process in a single MO.

Results: State how personnel did in relation to the standard.

Comments: Address systemic factors leading to negative results, if identified; and actions taken to mitigate them, if any. Address MO-initiated process enhancements or other lessons learned. Are standards reasonable?

6.4.2. AFMRF.

6.4.2.1. Post and maintain command inspection checklists/guides to the readiness inspection website.

6.4.2.2. Analyze reports, identify trends, and develop recommendations for the MORC, CFEC, or others as required to address readiness program issues.

6.5. (ADDED) Core Inspection Areas.

6.5.1. The five CIAs correlate to the primary Manpower and Organization readiness mission areas. They are foundational in that they are anticipated to have a regular or recurring frequency, are important to the success of the overall mission, i.e. will have an adverse impact if performed improperly or not at all; and have a persistent methodology/rationale for accomplishment. **Table 6.1.** depicts the CIAs for the readiness inspection program.

Table 6.1. Manpower and Organization Core Inspection Areas.

| Core Inspection Area | Description |
|----------------------------|--|
| 1. Change Requests | Both organization and requirements changes. |
| 2. Plans Management | Operations accountability within the designated Air Force command control (C2) system. |
| 3. MEFPAK/MANFOR Processes | Baseline data support element. |
| 4. Automated Systems | Operation and management of the C2 system (MANPER-B). |
| 5. Office Operations | Employment location operations. |

6.5.2. There are also four recognized readiness process areas with varying levels of implementation, or importance, throughout the career field. Aspects of these processes may be suitable for inspection as command Items of Interest to assess compliance with command policy or procedure. **Table 6.2.** contains the IOI.

Table 6.2. Manpower and Organization Items of Interest.

| Items of Interest | Description |
|---|---|
| 1. Unit Type Codes (UTCs) | Pilot unit maintenance, distribution and notification processes, and general UTC management requirements. |
| 2. Designed Operational Capability Statements (DOC) | Review and coordination processes linked to change requests. |
| 3. Base Support Planning (BSP) | As required/requested. |
| 4. Resource Augmentation Duty Program (READY) | As required/requested. |

6.6. (ADDED) Inspections and Phases.

6.6.1. The CIAs have differing levels of importance and performance depending upon type of inspection and the phase of operations being executed. All readiness processes can be assessed using Unit Compliance Inspections (UCI). Only the CIAs should be assessed using Operational Readiness Inspections (ORI). **Table 6.3.** shows by phase where readiness processes reside and which type inspection lends itself to proper evaluation.

Table 6.3. Applying CIAs and IOIs to Inspections and Phases.

| CIA / IOI | Inspection Type | | Inspection Phase | | | |
|-------------------|-----------------|-----|------------------|-----------|----------|-------------|
| | UCI | ORI | Pre-execution | Execution | Employed | In-garrison |
| Change Requests | X | X | | | X | X |
| Force Management | X | X | X | X | X | |
| MEFPAK/ MANFOR | X | X | X | X | X | X |
| Automated Systems | X | X | X | X | X | X |
| Office Operations | X | X | | | X | |
| UTCs | X | | | | | X |
| DOC Statements | X | | | | | X |
| BSP | X | | | | | X |
| READY Program | X | | | | | X |

6.6.2. Inspected units should use the Inspection Phase information in **Table 6.3.** to prepare locally-initiated training events and exercises. Understanding when certain elements of core processes are to be performed and whom they serve is as important as knowing how to do them.

6.7. (ADDED) Process and Performance Standards.

All readiness processes are subject to inspection, however, only CIAs have processes and performance standards that are mandatory for assessment. The following section stipulates those processes and specific performance standards. Commands are encouraged to evaluate all readiness processes and may establish their own performance standards provided they are not less than the standard for measured CIAs. Ensure

inspection reports include command-driven performance standards for evaluation as emerging requirements.

6.7.1. Change Requests. These include organization and requirement changes.

6.7.1.1. Inspections should address change request evaluation, impact analysis, analytical skills, procedural adherence, coordination/communication skills, and administrative compliance.

6.7.1.2. It is mandatory that in-garrison requirement change requests be evaluated against UTCs tasked to the unit, either on a DOC statement or through the command UTC availability. Ensure evaluations consider the ability to properly address UTC MISCAP requirements, especially critical AFSCs, the implications of skill/grade substitution, and supporting units and their total taskings. AFI 10-201 provides a central information source for critical AFSCs.

6.7.1.3. See [Attachment 5](#) for other mandatory performance standards regarding this CIA.

6.7.2. Force Management. This CIA deals with every aspect of Manpower's role in applying the capabilities of the base-level MANPER-B software. AFCSM 10-626, Volume 2 is the basis for employed MO MANPER-B capabilities and processes. AFMRF is the career field OPR for MANPER functionality and processes.

6.7.2.1. Evaluate all aspects of MANPER processes and procedures described in AFI 38-205, chapter 4, Table 4.2 and AFCSM 10-626, Volume 2. These include: operator ability to import, export, and perform data processing, management, and manipulation duties; operator ability to assess mission supportability through comparison of requirements to resources; effective utilization of system data for analytic management purposes and the ability to logically deduce appropriate actions/solutions; the distribution of products and effectiveness of operations with other installation readiness functions like Installation Deployment Officers, Unit Deployment Managers and Personnel Readiness Flights, to include PERSCO teams under field conditions; the identification and resolution of data errors including faulty levy information, bad or corrupt data files, and improper data structures; utilization of Red-Mini system procedures; and the performance of organization charting from resident UTC and requirements document data.

6.7.2.2. The following items are mandatory:

6.7.2.2.1. MANPER operators must demonstrate proficiency at operating the COMPES software to accomplish Manpower work.

6.7.2.2.2. Deployable and deployed systems will have the total deployment requirement/manpower document (plan) for their location and it must be current, complete, and up to date. See [Attachment 5](#) for additional standards.

6.7.2.2.3. In-garrison systems must document the locally determined worst-case scenario. This information is obtainable from the Installation Deployment Officer or plans function.

6.7.3. MEFPAK/MANFOR Processes. Timeliness and accuracy of the response to queries should be measured as an indicator of system competence. AFMRF is the career field OPR for MANFOR processes.

6.7.3.1. The following items are mandatory: See [Attachment 5](#) for additional standards.

6.7.3.1.1. Every deployable MANPER-B system will have a current and complete copy of the MANFOR.

6.7.3.1.2. Assess operator ability to generate standard products as well as the ability to research abstract data and generate locally defined reports.

6.7.3.1.3. Assess operator ability to identify and react to the impact of changes from/to the MANFOR. Inspections will assess impacts to tasked UTCs, the local UMD/ERMD and operational planning considerations, particularly those covered by the Status of Resources and Training System.

6.7.4. Automated Systems. This CIA addresses any aspect of the base-level MANPER system and automated processes or system functions not addressed in Force Management and MANPER-B software operations. AFMRF is the career field OPR for all system requirements.

6.7.4.1. The following items are mandatory for all MANPER systems:

6.7.4.1.1. Adherence to initial set-up, functionality checks and compliance with inventory and system reporting standards. See [Attachment 5](#) for additional standards.

6.7.4.1.2. System inventories must be performed and maintained for in-garrison systems. They must be accurate and up to date. See AFCSM 10-626, Volume 2 for additional standards.

6.7.4.1.3. All required software and programs must be present and operating properly and operators must demonstrate proficiency at updating a resident piece of software.

6.7.4.1.4. The most current software releases/versions must be loaded, to include anti-virus and other system protection devices.

6.7.4.1.5. Assess operator proficiency at assembling and disassembling of all hardware components of the deployable system. See [Attachment 5](#) for additional standards.

6.7.4.1.6. Operators must perform field maintenance and care functions such as changing cards, cables, drives, ink cartridges, filters, fuses, batteries, and others as identified. Not all maintenance activities are required to be inspected, but commands must ensure sufficient competency is demonstrated.

6.7.4.1.7. A current and accurate system accreditation must be on file for in-garrison operations. Is the system located where it's licensed?

6.7.4.1.8. Proper security markings must be present and in good repair.

6.7.4.1.9. Demonstrate proficiency at field outage reporting procedures and formats.

6.7.4.1.10. Perform virus scan and corrupt file response activities.

6.7.4.1.11. Perform data "wipe" and classified data cleansing activities.

6.7.5. Office Operations. Office operations include everything in the employed environment not already covered elsewhere. Initial status reporting, event logs, briefings, bugout procedures and more. See [Attachment 5](#) for specifics regarding this CIA.

6.7.6. Items of Interest. Career field IOI should be evaluated within each command's scope of performance or importance. There are few broad standards associated with IOI. Commands performing IOI inspections should ensure the units are meeting them.

6.7.6.1. Unit Type Code Processes. The base Manpower function will not typically engage in UTC processes except as a matter of local planning or at execution. Only when a base has been assigned pilot unit development and maintenance responsibilities does the base Manpower Office gain duties in this area. The following pilot unit support standards apply.

6.7.6.1.1. Ensure the pilot unit coordination and distribution processes are accomplished whenever "owned" UTC changes affect multiple units, either locally or across multiple bases/commands. Has the

MO ensured the pilot unit coordinated UTC changes amongst all users prior to updating the MANFOR? This would normally include documentary evidence of coordination.

6.7.6.1.2. Complete annual reviews of the MFEL with the pilot unit for accuracy.

6.7.6.2. DOC Statements. Base involvement in the SORTS process is minimal. A number of Manpower processes potentially impact unit ability to meet the requirements of their tasked DOC statement. Consider availability of all unit DOC statements, the Manpower Office role in monitoring organization and requirements changes that impact skills, grades, and AFSCs—especially critical AFSCs.

6.7.6.3. Base Support Planning. Manpower's role in BSP has the potential to be extensive. Commanders drive the BSP process and commands should consider whether the approach used by the base Manpower Office is consistent with analytical processes and methodologies routinely employed in the career field.

6.7.6.4. Resource Augmentation Duty Program (READY). Commands should examine the ability of their units to perform resource/requirement analyses in the context of readiness operations or necessity. Whether in garrison or deployed, Manpower has the skill set to review, assess, and recommend courses of action that will sustain the mission through adversity.

6.8. (ADDED) Waivers. Requests for waivers to readiness process and performance standards will be submitted by the commands to AFMRF for evaluation. AFMRF submits their recommendation to AF/XPMR within 5 working days. Waivers requiring action by the MORC are submitted to AF/XPMR no later than 5 working days before the meeting. XPMR submits a final recommendation to AF/XPM. Approved waivers are returned to the affected command/unit and posted to the readiness inspection website. Command-wide waivers are renewed bi-annually on the AF/XPM approval anniversary. Unit-specific waivers apply to the current ORI inspection cycle and must be renewed once the unit is assessed. No waiver will extend more than two years without undergoing revalidation and reapproval.

6.9. (ADDED) How To.

6.9.1. Choose Evaluation Items. Choose an evaluation item(s) from the processes in AFI 38-205, [Chapter 4 \(Table 4.1.-Table 4.8.\)](#). Include mandatory aspects from AFI 38-205, [Chapter 6, Attachment 5](#), and other policy affecting operations.

6.9.2. Develop an Evaluation Plan. The evaluation plan has two parts: Part I contains the evaluation parameters and Part II contains the evaluation scenario(s). Part I is releasable to the participants. Part II is not releasable to the participants. An evaluation can range from simple to more difficult scenarios. Always document each correspondence with “EXERCISE *Name of Exercise*” at the top and bottom of each page.

6.9.2.1. Part I contains the following:

6.9.2.1.1. Name (optional): Provide a unique name. Do not use a name or acronym of an exercise that is in use or has been used before.

6.9.2.1.2. OPR: The office conducting the evaluation.

6.9.2.1.3. Purpose: The broad goal of the evaluation.

6.9.2.1.4. Objective(s): Specific items to be evaluated.

6.9.2.1.5. Time of Evaluation: The start time and end time of the whole evaluation. The actual time might be held from the participants as in Example 1 below.

6.9.2.1.6. Participants: Who is to be evaluated?

6.9.2.2. Part II contains the following:

6.9.2.2.1. Evaluation Scenario: State the evaluation item from the checklist that pertains to the appropriate organizational level.

6.9.2.2.2. Time Allotted: How long the scenario will take to complete.

6.9.2.2.3. Situation: A brief description of what situation is to cause the scenario.

6.9.2.2.4. Inject: When and how will the scenario be injected.

6.9.2.2.5. Expected Results: What is the expected answer.

6.9.2.2.6. Props Required: List what is needed to make this scenario work.

6.9.3. Conducting Local Evaluations: Design, conduct, and evaluate unit-initiated training/exercise events under "no-fault" conditions. In other words, don't grade individual or unit performance. Commands should direct after-action report or exercise analyses as required.

A5.2. Predeployment Actions - Bare Base. There are critical first steps to be accomplished before departing your home station. Failure to accomplish these items will impact your ability to get the EMT up and running. When notified to deploy:

A5.2.1. Determine your final destination. Then, contact AFMRF and/or HQ AFPC/DPDPSS to establish appropriate MANPER routing address and user account requirements for Data Pattern Traffic (DPT) traffic to that location.

A5.2.2. **Table A5.2.** identifies the air component Manpower Offices, their Defense Messaging System addresses, as well as relevant e-mail accounts. Confirm the information in **Table A5.2.** is accurate for the theater you will deploy to by contacting the appropriate office.

A5.2.3. Conduct an inventory and operational check of all equipment tasked to be deployed.

A5.4. Office Set Up. The following actions are required to initially setup the EMT: **Table A5.1.** contains references and timelines.

A5.4.1. Inventory equipment, supplies, and facilities to ensure all required items arrived. Reference **Figure A5.1.**

A5.4.2. Establish filing system. Contact the RIMS manager or site Information Manager for assistance/guidance. Consider creating a preliminary file plan as part of the CSFAN capability that is ready to "unpack" on arrival. Guidance can be found in AFI 33-322, Air Force Records Management Program, AFI 37-123, Management of Records, and AFMAN 37-139, Disposition of Air Force Records - Disposition Standards.

A5.4.3. MANPER Operations. AFCSM 10-626, Volume 2 is the basis for in-garrison and deployed MANPER requirements. See AFCSM 10-626, Volume 2, Attachment 2 for detailed information.

A5.4.3.1. Set up computer(s), peripherals, and configure software (change geographic location code, etc.)

A5.4.3.2. Verify hard drive, monitor, and printer links are operational.

A5.4.3.3. Establish and verify communications links are working. Contact the site Communications function for assistance.

A5.4.3.4. Obtain all pending DPT through the Red Mini system at AFPC and process it. In the absence of DPT, or other plans information, it may be necessary to create requirements files directly from the orders of assigned personnel. Coordinate closely with PERSCO in this event.

A5.4.3.5. Prepare the MANPER initial system report within 48-hours after arrival.

A5.4.3.6. Report system outages within 24 hours after occurrence. Prompt reporting results in prompt outage resolution.

A5.4.3.6. System accountability begins with the home station equipment custodian and will be maintained throughout the deployment. The senior EMT member at the employed site is ultimately responsible. Problems pertaining to system accountability must be reported immediately, especially when replacement personnel do not overlap with those they are replacing.

A5.4.4. Office activation notification message. Sent within 24 hours after arrival. The date and time group of this message establishes your activation date and time. Refer to **Figure A5.2**. Follow-on personnel will also notify intermediate HQ/MO staff (if applicable) and supported Air Component Command/MO staff upon arrival at the deployed location via telephonic or electronic means within 24 hours after arrival. Permanent changes to areas reported in the activation notification message will be reported as soon as practicable using a modified version of **Figure A5.2**. and the subject "Operational Status Change."

A5.4.5. Begin normal operations.

A5.4.5.1. Operations Security. The EMT is in a critical position to know sensitive information regarding the movement of forces in and around the area of operations. Care must be taken to ensure the inadvertent release of harmful information does not occur. Canvas tents and careless conversations are deadly combinations when unidentified foreign/enemy agents are roaming forward bases as contractors and host nation support personnel.

A5.4.5.2. Communications Security. Recent operations reaffirmed the vulnerability of our forces when making telecommunications contact. The importance, or potential identity, of those calling can be readily assessed when personnel answering the telephone state their name, grade, and organization. Simply stating "unsecured line" or "unsecured line, this is Captain Jones" minimizes this threat to operations. It also affords the caller the opportunity to state they need to engage secure communications before any identifying information is exchanged.

A5.8. Continuity Folder. The EMT will establish a mission continuity folder within the first week after activation. As a minimum, include the following information.

A5.8.1. Mission Narrative. Briefly address the operational mission of the supported base and include information regarding the entire base infrastructure as well as all unified command elements present. If you are a centrally located EMT, maintain a mission statement for all supported bases. This information may be sensitive and should be protected from unauthorized disclosure.

A5.8.2. Organization. Include a hard copy of the latest organization chart used to brief the commander. If you are a centrally located EMT, maintain charts of all supported bases. Ensure charts include the higher headquarters chain of command.

A5.8.3. Policy. Ensure a copy of every policy affecting office operations is included. There may need to be several sections to include local, component, Air Force, etc. New/replacement EMT Chiefs should always contact higher headquarters to verify policies are still in effect prior to beginning operations.

A5.8.4. Challenges. Identify areas requiring attention or factors potentially affecting EMT mission accomplishment. Factors might include experience-based suggestions on the best means to work with a

member of leadership, such as likes, dislikes or specific “hot button” issues. Event log items only need to be addressed in order to provide additional information or to identify the location of supporting material.

A5.8.5. Logs. All logs are considered part of the continuity folder.

A5.8.6. Other. Anything relevant to your replacement or to sustain operations. And:

A5.8.6.1. Employed and higher HQ POC listing; with name, rank, section/office, classified and unclassified phone number and e-mail address, and physical location.

A5.8.6.2. MO Office Mission Briefing

A5.8.6.3. Position Descriptions, if applicable.

A5.8.6.4. Equipment listing.

A5.8.6.5. MO Office Activation Notification

A5.8.6.6. EMT Operational Requirement Checklist ([Table 5.1.](#))

A5.11. After-Action Report. Sent within 10 days after departure. After action reports are invaluable tools to pass on what is working and what needs to be improved. After action reports should be written at the end of a deployment by the senior EMT person and submitted to each Manpower staff agency in the supported and supporting chain of command for review and action. Refer to Figure A5.10. for a sample after-action report format. Problems involving our readiness processes should be reported promptly any-time they occur.

A.5.12. (ADDED) Office Closure. The following actions are required to cease operations and close the employed Manpower Office. [Table A5.1.](#) contains references and timelines.

A5.12.1. Deactivation Message. Sent within 24 hours before departure. Refer to [Figure A5.3.](#)

A5.12.2. MANPER-B. Addressed in the deactivation message. At least one week prior to termination of operations, contact the air component Manpower Office for system disposition instructions. Be sure to address items such as preservation or elimination of resident data, particularly classified data. Also, obtain shipping instructions. See AFCSM 10-626, Volume 2, for inventory, shipping and reporting instructions, and the hardware relocation report. NEVER ABANDON A SYSTEM WITHOUT WIPING (sanitizing or deleting) ALL DATA FROM ITS MEMORY. Utilize provided software for this purpose.

A5.12.3. Disposition of Records & Logs. Addressed in the deactivation message. Records and logs serve a valuable historical purpose and should be disposed of according to guidance provided by the air component Manpower function. In the absence of specific guidance, ship all records and logs to AFMRF for review and disposition.

A5.12.4. Disposition of Office Equipment & Supplies. Addressed in the deactivation message. The supported air component should provide guidance for disposing unexpended supplies and other office equipment or furniture. Inventory and dispose as required. Remember, some items are accountable while others may be reconstituted as a deployable capability.

A.5.13. (ADDED) Emergency Procedures.

A5.13.1. Relocation. Emergency relocation, or bugout, may be necessary to preserve life and sustain operations. In an emergency, EMT personnel will relocate to a designated area with an operational MANPER-B system, manual files, a secure data device, and required chemical gear. Other items required to sustain operations may be taken at the discretion of the EMT chief, however, speed and mobility are the primary factors. Office gear should fit easily into a rucksack or aviator's style briefcase for quick assembly and movement. The EMT chief will conduct an emergency relocation briefing not later than 6 hours after arriving the first day. Periodically repeat this briefing and consider practicing bugout procedures to ensure assigned personnel stay prepared to respond immediately. Specifically:

A5.13.1.1. Define the emergency relocation site and procedures.

A5.13.1.2. Address force protection considerations and potential NBC threats, if not already briefed.

A5.13.1.3. Emergency relocation procedures must address rendering abandoned property unusable to the enemy.

A5.13.2. Self Aid & Buddy Care (SA/BC). Consider a weekly opportunity to discuss/practice SA/BC topics.

A5.13.3. Mission Oriented Protective Posture (MOPP). Consider a weekly opportunity to discuss and practice MOPP procedures.

Table A5.2. (ADDED) Air Component Command Manpower Office Contact List.

COMPONENT: PACAF/XPMX

| | |
|-------------------------|--|
| OFFICE STU/STE: | 315-449-4258 |
| CAT STU/STE: | 315-449-4329 |
| DMS ADDRESS: | OU1=KNMD1;OU2=PACAFXPM;O=HI1;A=DMS;C=US;DDA:MSXCX500=C:US,O:U.S. Government,OU:DoD,OU:AF,OU:Organizations,L:HICKAM AFB HI,OU:PACAF(n),OU:XPM(n) |
| UNCLAS E-MAIL: | mailto:pacaf.xpmx@hickam.af.mil |
| CLAS E-MAIL: | mailto:PACAFXPMX@dms.hickam.af.smil.mil |
| CLAS CAT E-MAIL: | mailto:POSC.A5MX@cidss.hickam.af.smil.mil |

COMPONENT: USAFE TASC/A-1

| | |
|-------------------------|---|
| OFFICE STU/STE: | 314-480-8287 |
| CAT STU/STE: | 314-480-2623 |
| DMS ADDRESS: | mailto:utasc.dms@ramstein.af.mil (CLAS: mailto:utasc.dms@ramstein.af.smil.mil) |
| UNCLAS E-MAIL: | mailto:usafe.a1m@ramstein.af.mil |
| CLAS E-MAIL: | mailto:usafe.a1m@ramstein.af.smil.mil |
| CLAS CAT E-MAIL: | mailto:usafe.catmsg@ramstein.af.smil.mil |

COMPONENT: CENTAF/MO

| | |
|-------------------------|---|
| OFFICE STU/STE: | 965-3313 / 3565 |
| COC STU/STE: | 965-2715 / 2716 CENTAF Operations Center (COC) |
| DMS ADDRESS: | mailto:9af.momds@shaw.af.mil |
| UNCLAS E-MAIL: | mailto:9af.mo@shaw.af.mil |
| CLAS E-MAIL: | mailto:centaf.mo@shaw.af.smil.mil |
| CLAS CAT E-MAIL: | mailto:centafops.dir@shaw.af.smil.mil (attention Manpower in subject) |

COMPONENT: SOUTHAF

| | |
|-------------------------|---|
| OFFICE STU/STE: | 228-7025 (Call UNCLAS 228-2079 first) |
| SOC STU/STE: | 228-1769 SOUTHAF Operations Center (SOC) |
| DMS ADDRESS: | USSOUTHAF DAVIS-MONTHAN AFB AZ//MO// |
| UNCLAS E-MAIL: | mailto:12af.mo@dm.af.mil |
| CLAS E-MAIL: | mailto:12af.mo@DavisMonthan.af.smil.mil |
| CLAS SOC E-MAIL: | mailto:12af.soc@DavisMonthan.af.smil.mil (attention Manpower in subject) |

COMPONENT: ACC/DOXF (FORCES COMMAND)

| | |
|-------------------------|---|
| OFFICE STU/STE: | 764-0445 |
| CAT STU/STE: | 575-1042 |
| DMS ADDRESS: | |
| UNCLAS E-MAIL: | mailto:acc.doxf@langley.af.mil (attention Manpower in subject) |
| CLAS E-MAIL: | mailto:lf9jxpmx@langley.af.smil.mil (attention Manpower in subject) |
| CLAS CAT E-MAIL: | mailto:lf9jxpmx@langley.af.smil.mil (attention Manpower in subject) |

Attachment 6 (Added)**MANPOWER OFFICE READINESS INSPECTION GUIDE**

This guide is extracted from **Chapter 6** and **Attachment 5**. It represents policy areas lending themselves to the “yes/no” form of review used during readiness inspections. Each MAJCOM should use this guide in the preparation of their own inspection checklist/guides for evaluating the health of base-level Manpower readiness processes.

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|--------------------------|--|------------------------------|
| ALL | Has the Manpower Office implemented the command readiness inspection program? | 6.1. |
| ALL | Does the Manpower Office plan for and participate in local IG exercises? | 6.4.1.4. |
| ALL | Do the local IG exercises address the core inspection areas and command items of interest? | 6.4.1.1. |
| ALL | Has the Manpower Office chief established internal training or exercise events? | 6.4.1.4. |
| ALL | Are all deployable and in-garrison personnel trained to perform appropriate readiness processes? | 6.4.1.4. |
| ALL | Have readiness process enhancements or problems been identified to higher headquarters for review or corrective action? | 6.3.2.3. |
| ALL | Has the Manpower Office participated in at least two training events/exercises annually? | 6.4.1.4. |
| ALL | Has at least one annual training exercise/event included combined operations with the Personnel Readiness Flight or local PERSCO team? | 6.4.1.4. |
| ALL | Are all deployable Manpower personnel capable of performing duties in accordance with the Unit Type Code mission capability and the standards of AFI 38-205, Attachment 5 ? | 6.4.1.4. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|--|---|
| ALL | Does the unit utilize a command trend analysis and feedback mechanism to capture and report successes and problems? | 6.4.1.5. |
| ALL | Does the Manpower Office assess manpower requirement changes for impact to unit-tasked UTCs and/or DOC statements? | 6.7.1.2. |
| ALL | Do personnel accurately determine and properly apply skill/grade substitution rules? | 6.7.1.2. |
| ALL | Are critical AFSCs correctly identified and applied to all change request analyses? | 6.7.1.2. |
| IN-GARRISON | When changes affect DOC statements with support UICs, do personnel consider the impact to the supporting unit and include its total UTC commitment? | 6.7.1.2. |
| EMPLOYED | In the absence of an Air Component Command guide for submitting change requests, does the EMT properly fill out and submit the sample format in AFI 38-205, Figure A5.6. and A5.7. ? | A5.6. |
| EMPLOYED | Has the EMT logged all change requests into the event log during the shift in which it was received? | A5.7. |
| EMPLOYED | Have all logged change requests been acted upon within 48 hours of log entry? | 6.7.5. |
| ALL | Can MANPER operators accomplish Manpower work using the COMPES software? | 6.7.2.2.1. |
| ALL | Do deployable/deployed MANPER systems contain the total DRMD plan file for their location and is it current? | 6.7.2.2.2. |
| EMPLOYED | Does the EMT download and process DPT from the Red Mini every 6 hours? | 6.7.2.1. |
| EMPLOYED | If the DPT download frequency has been changed, has it been annotated in the Events Log and Local Policy Folder? | 6.7.5. |
| EMPLOYED | Is the printed copy of the ERMD no more than one week old? | 6.7.5. A5.8.3. |
| EMPLOYED | If the ERMD print frequency has been changed, has it been annotated in the Events Log and Local Policy folder? | A5.8.3. 6.7.5. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|---|--|
| EMPLOYED | Has the EMT created a DPT log? | A5.8.5. |
| | | |
| EMPLOYED | Does the DPT log reflect every RCS: HAF DPM(AR)7302, HAF DPM(AR)7101, MANFOR, and AF PAS update transaction? | A5.8.6.6. |
| | | |
| IN-GARRISON | Does the in-garrison system document the locally determined worse case scenario as defined by the IDO, plans function, or base commander? | 6.7.2.2.3. |
| | | |
| ALL | Does every deployable MANPER system have the current and complete MANFOR? | 6.7.3.1.1. |
| | | |
| ALL | Can MANPER operators generate standard MANFOR related products? | 6.7.3.1.2. |
| | | |
| ALL | Can MANPER operators generate abstract queries for MANFOR data—locally defined reports? | 6.7.3.1.2. |
| | | |
| ALL | Do MANPER operators identify MANFOR changes when updates are provided? | 6.7.3.1.3. |
| | | |
| ALL | Do personnel properly react to changes from/to the MANFOR as they impact resident MANPER system data such as plans files, the local UMD/ERMD, and UTCs; or unit DOC statements? | 6.7.3.1.3. |
| | | |
| ALL | Can personnel successfully complete MANPER assembly and disassembly requirements? | 6.7.4.1.5. |
| | | |
| ALL | Do personnel accurately perform MANPER functionality checks? | 6.7.4.1.1. |
| | | |
| EMPLOYED | Do personnel complete MANPER system inventories and initial reporting? | 6.7.4.1.1. 6.7.4.1.2. |
| | | |
| ALL | Is the in-garrison MANPER system inventory complete and current? | 6.7.4.1.2. |
| | | |
| ALL | Is all required software present and operating properly on all MANPER systems? | 6.7.4.1.3. |
| | | |
| ALL | Can personnel properly upgrade resident software? | 6.7.4.1.4. |
| | | |
| ALL | Are the current software releases/versions loaded to the MANPER systems, including anti-virus and other system protection devices? | 6.7.4.1.4. |
| | | |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|--------------------------|--|------------------------------|
| EMPLOYED | Do personnel properly reconfigure the MANPER software settings for the deployed location? | A5.4.3.1. |
| EMPLOYED | Can personnel establish/verify MANPER communications links? | A5.4.3.3. |
| EMPLOYED | On initial setup, did Personnel download and process all pending DPT from the Red Mini? | A5.4.3.4. |
| EMPLOYED | Was the initial MANPER system report prepared and submitted within 48 hours after arrival? | A5.4.3.5. |
| EMPLOYED | Are system outages reported with 24 hours after occurrence? | 6.7.4.1.9. A5.4.3.6. |
| EMPLOYED | Do personnel have the knowledge for wiping all system data from the MANPER? | 6.7.4.1.11. |
| ALL | Can personnel perform system field maintenance activities? | 6.7.4.1.6. |
| IN-GARRISON | Is a current and correct MANPER system accreditation on file? | 6.7.4.1.7. |
| ALL | Are all MANPER system components, diskettes, etc., properly marked for classification? | 6.7.4.1.8. |
| ALL | Do MANPER operators properly perform virus scanning activities? | 6.7.4.1.10. |
| ALL | Do MANPER operators properly execute virus warning/corruption prompts to resolution? | 6.7.4.1.10. |
| ALL | Do MANPER operators successfully perform data “wipe” and classified data cleansing activities? | 6.7.4.1.11. |
| ALL | Are unit-initiated training/exercises conducted under “no fault” conditions? | 6.9.3. |
| EMPLOYED | Is every CSFAN UTC tasked to the unit completely stocked and ready for immediate deployment? | A5.4.2. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|-------------------|--|-----------------------|
| EMPLOYED | Did the unit verify deployment destination and verify MANPER system routing and user account requirements? | A5.2.1. |
| EMPLOYED | Did the unit confirm data in Table A5.2. was accurate upon notification of deployment? | A5.2.2. |
| EMPLOYED | Did the unit conduct an inventory and operational check of all deploying equipment? | A5.2.3. |
| EMPLOYED | Did the EMT inventory all equipment, supplies and facility requirement after arrival using Table A5.1. ? | A5.4.1. |
| EMPLOYED | Was a filing system created IAW Air Force policy? | A5.4.2. |
| EMPLOYED | Was the office activation notification accomplished within 24 hours after arrival using the format in Figure A5.2. ? | A5.4.4. |
| EMPLOYED | Do follow-on personnel notify the appropriate offices of arrival within 24 hours after arrival? | A5.4.4. |
| EMPLOYED | Does the EMT send an Operational Status Change notification when required? | A5.4.4. |
| EMPLOYED | Does the EMT employ proper OPSEC practices at all times? | A5.4.5.1. |
| EMPLOYED | Does the EMT employ proper COMSEC practices at all times? | A5.4.5.2. |
| EMPLOYED | Was the EMT mission briefing prepared within 48 hours after office activation using the formats in Figure A5.4. and Figure A5.5. (per the date time group of the activation message A5.4.4)? | A5.5. |
| EMPLOYED | Was the mission briefing prepared using the MANPER organization charting capability? | A5.8.2. |
| EMPLOYED | Did the EMT establish a hard copy Event Log using Figure A5.8. ? | A5.8.5. |
| EMPLOYED | Did the Event Log contain the minimum required items and information detail? | A5.8.5. |
| EMPLOYED | Did the EMT establish a Continuity Folder within the first week after activation? | A5.8. |

| Inspection Phase: | Policy Area | AFI 38-205 Reference: |
|--------------------------|--|--|
| EMPLOYED | Did the Continuity Folder contain the minimum required items and information detail? | A5.8.1. thru A5.8.6.6. |
| EMPLOYED | Are manual files kept and do they include the minimum required items and information detail? | A5.9. |
| EMPLOYED | Have classified documents been properly marked and stored? | 6.7.4.1.8. |
| EMPLOYED | Was the deactivation message submitted within 24 hours before departure using Figure A5.3. ? | A5.12. |
| EMPLOYED | Did the deactivation message address all other closure issues? | A5.12.2. thru A5.12.4. |
| EMPLOYED | Was an emergency relocation briefing conducted not later than 6 hours after arrival on the first day? | A5.13.1. |
| EMPLOYED | Did the EMT conduct a bugout with the minimally required items to sustain operations? | A5.13.1. |
| | | |