

27 APRIL 2009

Manpower and Organization

DETERMINING MANPOWER REQUIREMENTS



COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY

ACCESSIBILITY: This publication is available on the e-Publishing website at www.e-publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: NGB/A1M (SMSgt R. Keefer)

Certified by: NGB/A1M (Lt Col Mary Burrus)
Pages: 8

This instruction applies to all Air National Guard (ANG) units supported by the ANG Manpower, Organization, and Resources Division (NGB/A1M). This instruction outlines ANG processes and procedures to comply with Air Force Instruction (AFI) 38-201, *Determining Manpower Requirements*. The procedures contained in this instruction govern the development, implementation and subsequent management of ANG Manpower Standards (MS) for determination of full-time manpower requirements within the ANG. This instruction also outlines the procedures for determining military manpower requirements in the ANG. Finally, this instruction provides guidance for the development and management of ANG Unit Manpower Documents (UMDs). Additional references: AFMAN 38-208 Vol I, *Air Force Management Engineering Program (MEP) Processes*, and Vol II, *Air Force (MEP) Quantification Tools*. AFI 38-204, *Programming USAF Manpower*. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/rims.cfm>.

1. ANG MS Development, Staffing and Approval.

1.1. NGB/A1M signs study contract and approves finalized manpower standards for application.

1.2. Management Engineering Branch (NGB/A1MM) will:

1.2.1. Maintain the ANG Management Engineering Standards Development Schedule by:

1.2.1.1. Prioritizing a new Manpower study request following feasibility analysis and briefing the findings and recommendations to the NGB/A1M.

1.2.1.2. Identifying necessary standard revisions based upon any program changes.

1.2.1.3. Scheduling studies identified by NGB/A1MR as obsolete through currency reviews.

1.2.2. Prepare a study contract for functions scheduled for standards development and include the milestones for each major phase of the study.

1.2.2.1. Research, Familiarization, and Functional Office of Primary Responsibility (OPR) In-brief. This phase includes researching governing regulations and work center(s) responsibilities, and obtaining current UMD baseline. Conduct site familiarization visits if necessary as determined by the study lead.

1.2.2.2. Process Oriented Description (POD) Development: This phase includes the preparation of a POD detailing all valid “direct” tasks for the appropriate work center(s).

1.2.2.3. Measurement and Data Collection: This phase includes conducting work measurement, collecting workload data, work unit counts, and Potential Workload Factors (WLF).

1.2.2.4. Data Computation and Analysis: This phase includes task analysis and resolving data inconsistencies. Correlation and regression analysis will be conducted using measurement data and potential workload factors to select one or more logical man-hour equations with the best statistical attributes. This phase also includes determining Manpower Standard Variances for mission, technical, or mission unique reasons along with the determination of appropriate Air Force Specialty Code (AFSC) and skill level mixes. These and other techniques can be found in AFMAN 38-208, Volume I & II.

1.2.2.5. Final Report Preparation: This phase documents the study results by including an introduction and overview, the proposed manpower standard(s), the computation and analyses results, and the impact of the proposed standard(s). AFMAN 38-208 will be used as a guide for all final reports.

1.2.2.6. Staffing and Approval: During this phase, the study results are coordinated and approved for implementation. At a minimum, brief NGB/A1M, NGB/A1MM, NGB/A1MR, Functional OPR, and obtain coordination from the Functional OPR at the conclusion of the briefing.

1.2.3. Notify NGB/A1MR, state Director of Staff-Air, and the Human Resource Officer (HRO) of the study start date and approved study milestones. The notification will include the functional area, Functional Account Code (FAC), and Program Element Code (PEC) along with a statement that UMD requirements in the function under study will be frozen until the study is completed.

1.2.4. Ensure a Quality Assurance review is conducted at the conclusion of all standards determination and management advisory studies.

1.2.5. Obtain NGB/A1M and Functional Office of Primary Responsibility (OPR) approval and signatures.

1.2.6. Forward copy of the approved manpower standard to NGB/A1MR for implementation.

1.2.7. Format the manpower standard for publication to comply with publishing guidelines. Distribute approved ANG MS by various media and place on the appropriate National Guard Bureau website.

1.3. The Functional OPR will:

1.3.1. Coordinate study contracts and obtain the appropriate signatures.

1.3.2. Function as the study OPR, liaison and workshop arbitrator.

1.3.3. Identify and ensure availability of Subject Matter Experts (SMEs) for participation in the study.

1.3.4. Schedule, coordinate, and fund TDY for SMEs participating in study meetings and workshop.

1.3.5. Develop and format work center Process Oriented Descriptions (PODs) with guidance from NGB/A1MM.

1.3.6. Provide NGB/A1MM all applicable regulatory references and source documents that govern work center processes and substantiate workload.

1.3.7. Identify potential Workload Factors (WLFs) with definition and specific source for NGB/A1MM validation.

1.3.8. Serve as OPR for ensuring resolution of issues concerning measurement input data.

1.3.9. Review final report and provide acknowledgement. Disagreements must be substantiated with complete rationale. Disagreement based solely on manpower reductions cannot be accommodated.

1.4. NGB/A1MR will:

1.4.1. Provide NGB/A1MM with a current UMD baseline prior to initiating study.

1.4.2. Notify NGB/A1MM of any manpower actions which may impact manpower studies in progress.

1.4.3. Provide one manpower analyst to assist during standard development workshops.

1.4.4. Conduct an impact application of new or revised manpower standard within one fiscal quarter of receiving a newly approved ANGMS.

1.4.5. In conjunction with the Functional OPR, brief the ANG Corporate Structure on the manpower standard impact application results and resource impact.

2. Unit Manpower Document Development and Maintenance.

2.1. To determine full-time manpower requirements A1MR will:

2.1.1. Develop and maintain a schedule for the annual application of approved manpower standards to determine full-time manpower requirements. Standard application schedule will be posted on the NGB/A1M page on the AF Portal.

2.1.2. Perform currency reviews in conjunction with annual application of manpower standards.

2.1.2.1. NGB/A1MR will notify affected Functional Area Manager (FAM) in writing one quarter prior to standard application and attach a copy of the latest manpower standard for their review.

2.1.2.2. The FAM will review the POD for currency. The FAM must identify new work, work no longer performed, or work processes that have changed since the standard was developed. The FAM must justify all proposed changes with regulatory references and supporting documentation.

2.1.2.3. The FAM must review each workload factor definition and source of count and certify that they are still accurate. If they are no longer valid, the FAM must provide a written explanation of changes.

2.1.2.4. If the FAM identifies significant changes since the standard was developed, NGB/A1MR will provide a copy of the FAMs concerns to NGB/A1MM. The FAM,

NGB/A1MM, and NGB/A1MR should together decide if the standard is still valid or requires update.

2.1.2.5. If a standard requires major revision and is no longer a valid method of determining accurate manpower requirements, NGB/A1MM will schedule the function for standards development or standards maintenance.

2.1.3. Apply most current approved manpower standards annually using historical workload data from previous fiscal year.

2.1.3.1. NGB/A1MR will analyze the workload data for extremes or trends and resolve data anomalies with the functional OPR. There may be approved program changes that will result in data that will be significantly different than historical workload data averages. In these cases, it is more appropriate to use projected workload for determining manpower requirements or less than a full year of workload data. For example, if a manpower standard uses flying hours to determine manpower requirements and a unit is approved to add 2000 hour in the next few months, do not use the historical average.

2.1.3.2. Notify the affected State, units, and affected FAM one fiscal quarter before a scheduled ANG MS application. The notification should include all workload reporting requirements and any other information required to apply the ANG MS.

2.1.3.3. Obtain FAM coordination on the standard application results prior to implementation.

2.1.3.4. Coordinate all standard application results impacting resources with Chief, Program Development Branch (NGB/A1MP) before notifying the affected states or units of the results. If a standard application reduces requirements, unfunded positions will be removed before funded. If requirements increase, requirements will be added as unfunded until resources are identified. Excess resources will be returned to the ANG Corporate Structure to be applied to ANG corporate priorities.

2.1.3.5. All manpower standards will be applied during the first and second quarters (Oct – Apr) of each fiscal year. Changes resulting from ANG MS applications will be projected on the UMD at least two quarters in advance and will be effective on 1 October of the next fiscal year.

2.1.4. Perform out-of-cycle reapplication of standards as determined by the Chief, Requirements Branch due to short notice mission changes, force structure changes, flying hour changes, significant shifts in population, etc.

2.1.5. Use the approved ANG Man-hour Availability Factor (MAF) plus the applicable overload factor, rounding up for standards application.

2.1.6. Ensure authorized military grades on full-time positions are compatible with AFSC and skill level requirements in the ANG MS when specified and Career Progression Group (CPGs) limitations.

2.1.7. Determine manpower requirements using alternative methods such as staffing patterns and post manning when no ANG MS is applicable.

2.2. To determine military manpower requirement NGB/A1MR will:

2.2.1. Review New Unit Type Codes (UTCs) and DOC taskings during the initial development and staffing process to validate manpower requirements and determine ANG manpower impact.

2.2.2. Build UMDs in accordance with gaining MAJCOM (Major Command) approved UTCs and DOC taskings.

2.2.2.1. Changes must be projected on the UMD at least two fiscal quarters in advance.

2.2.2.2. Coordinate UMD changes with appropriate gaining MAJCOMs.

2.2.2.3. Create peacetime positions only when full-time requirements exceed UTC requirements or when an ANG approved mission or function is not UTC tasked.

2.2.3. Determine authorized military grades (GRD) by applying Career Progression Group limits and providing grade enhancement. Due to grade enhancement, the minimum authorized grade (GRD) on ANG UMDs is Staff Sergeant for enlisted and Major for officer positions. Required grades (RGR) will reflect the UTC requirement.

2.3. NGB/A1MR will reconcile funded UMD to allocated manpower resources

2.3.1. NGB/A1MP is responsible for manpower resources allocation per AFI 38-204.

2.3.2. NGB/A1MP is also responsible for control grades allocation.

3. Manpower Change Request (MCR) Process.

3.1. Requesting unit will:

3.1.1. Submit MCRs to NGB/A1M in accordance with this instruction. The most current MCR process and format are posted on the NGB/A1M page on the AF Portal.

3.1.2. Ensure wing level MCR are signed by the Wing Commander.

3.1.3. Ensure all MCRs impacting full-time manpower positions have the state HRO endorsement.

3.1.4. Ensure all MCRs impacting military manpower positions have Manpower Management Office (MPMO) endorsement.

3.1.5. Ensure all MCRs affecting State Joint Force Headquarters (JFHQ) are signed by the Assistant to the Adjutant General (ATAG) or Director of Staff (DOS).

3.1.6. Ensure all MCRs do not adversely impact UTC tasked manpower requirements.

3.1.6.1. Ensure all MCRs requesting realignment of full-time resources remain within valid full-time manpower requirements, allocated resources by Resource Identification Code (RIC) and authorized control grades.

3.1.6.2. MCRs requesting movement of resources between Program Element Codes (PECs) are cautionary and require additional NGB staffing and coordination.

3.2. NGB/A1M will:

3.2.1. Acknowledge receipt of MCR and provide requestor an MCR tracking number.

3.2.2. Process all MCRs within 30 days of receipt.

3.2.2.1. If approved, NGB/A1M will notify the requester and/or State HRO in writing and the requested changes will be made to the UMD.

3.2.2.2. If request is disapproved or incomplete, NGB/A1M will provide a written response to the requester and HRO explaining why the requested action was not taken.

3.2.3. Staff all MCRs requiring functional coordination with affected FAMs.

3.2.4. Staff all MCRs affecting control grades with NGB/A1MP.

3.2.5. Staff all MCRs requesting movement of manpower resources across PECs with NGB/A1MP and the affected NGB Program Element Monitors (PEMs).

4. Prescribed and Adopted Forms. None.

HARRY M. WYATT III
Lieutenant General, USAF
Director, Air National Guard

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 38-201, *Determining Manpower Requirements*, 30 December 2003

AFMAN 38-208 Vol I, *Air Force Management Engineering Program (MEP) Processes*, 29 March 2002

AFMAN 38-208 Vol II, *Air Force (MEP) Quantification Tools*, 19 November 2003

AFI 38-204, *Programming USAF Manpower*, 1 August 1999

Abbreviations and Acronyms

AFSC—Air Force Specialty Code

ANG—Air National Guard

ATAG—Assistant to the Adjutant General

CPG—Career Progression Group

DOS—Director of Staff

FAC—Functional Account Code

FAM—Functional Area Manager

GRD—Grade

HRO—Human Resource Officer

JFHQ—Joint Force Headquarters

MAF—Man-hour Availability Factor

MAJCOM—Major Command

MCR—Manpower Change Request

MEP—Management Engineering Program

MPMO—Manpower Management Office

MS—Manpower Standards

OPR—Office of Primary Responsibility

PEC—Program Element Code

PEM—Program Element Monitor

POD—Process Oriented Description

RGR—Required Grade

RIC—Resource Identification Code

SME—Subject Matter Experts

UMD—Unit Manning Document

UTC—Unit Type Code

WLF—Workload Factor