



Administration  
& Management

## OFFICE OF THE SECRETARY OF DEFENSE

1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950

June 26, 2000

### ADMINISTRATIVE INSTRUCTION NO. 53

SUBJECT: Workforce Management

- References: (a) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," November 23, 1998  
(b) Administrative Instruction No. 53, "Temporary Staff Augmentations," June 24, 1996 (hereby canceled)  
(c) DoD Directive 1000.17, "Detail of DoD Personnel to Duty Outside the Department of Defense," February 24, 1997  
(d) DoD Directive 1100.4, "Guidance for Manpower Programs," August 20, 1954  
(e) through (g), see enclosure 1

#### 1. REISSUANCE AND PURPOSE

Consistent with the authority provided the Director, Administration and Management (DA&M, OSD), in DoD Directive 5105.53 (reference (a)), this Instruction revises and reissues reference (b), to implement the provisions of references (c) through (g) as they pertain to workforce management in the Office of the Secretary of Defense (OSD) and other organizations subject to workforce controls administered by the DA&M, OSD.

#### 2. APPLICABILITY AND SCOPE

2.1. This Instruction applies to:

2.1.1. OSD, the American Forces Information Service, the Defense Legal Services Agency, the Office of Economic Adjustment, and the Washington Headquarters Services (WHS) (hereafter referred to collectively as "Serviced Components").

2.1.2. Civilian and military personnel assigned or attached to the Serviced Components. This includes individual mobilization augmentees; Reserve and National Guard personnel on active duty, active duty for training, full-time training duty, or

inactive duty training; and temporary personnel, such as: Intergovernmental Personnel Act (IPA) personnel; detailees (reimbursable and non-reimbursable); developmental training assignees; and liaison personnel.

2.2. This Instruction does not apply to:

2.2.1. The detail of Serviced Component employees to other Federal Agencies, which is governed by reference (c), or the assignment of Serviced Component employees to organizations outside the Federal Government under the IPA Program.

2.2.2. Intermittent and part-time representation on ad hoc committees or working groups.

2.2.3. Annual training assignments of 15 days or fewer for Reserve and National Guard personnel.

2.2.4. Temporary assignments made to a Serviced Component from the Presidential Management Intern Program, Cooperative Education Program, Summer Employment Program, Student Education Employment Program, Minority Institutions Faculty Fellows Program (including the Historically Black Colleges and Universities Program), Intermittent Consultant Program, Administrative Support and Assistance Personnel Program, Defense Leadership and Management Program, or other similar special programs.

### 3. DEFINITIONS

3.1. Authorized Staffing Level: The maximum number of full-time, permanent civilian and military personnel that may be employed in a Serviced Component at a given time.

3.2. Detail: Attachment of an individual (reimbursable or non-reimbursable) to a Serviced Component for a limited period of time with the individual remaining on his/her parent organization's personnel rolls.

3.3. Full-Time Equivalent (FTE) Workyear: For civilian employees, an FTE workyear is the total number of regular straight-time hours (not including overtime, Sunday premium, or holiday premium) worked by an employee, divided by the number of compensable hours applicable to each fiscal year (approximately 260 workdays or 2,087 hours). Annual leave, sick leave, compensatory time off and other approved leave categories are considered to be "hours worked" for purposes of determining a workyear. For military personnel, an FTE workyear is equivalent to one military member regardless of the number of hours worked.

3.4. Not-to-Exceed Date: The date that the authority for a temporary appointment, assignment, or detail terminates.

3.5. Service Year: A 365-calendar day period that begins with the effective date of an individual's appointment.

3.6. Temporary Staff Augmentation: Assignment of an individual to a Serviced Component's personnel rolls for a limited period of time.

3.7. Workforce Authorization: A single authorization within a Serviced Component's authorized staffing level. Also referred to as a personnel space, billet, or hiring authority.

#### 4. POLICY

4.1. Serviced Components shall accomplish assigned functions and mission objectives within their authorized staffing levels.

4.2. Augmentation of staff by any means (to include the utilization by an OSD component of personnel assigned to a subordinate Defense Agency or DoD Field Activity) without the expressed approval of the Secretary/Deputy Secretary of Defense; the DA&M, OSD; or their designee, is prohibited.

4.2.1. Temporary staff augmentations or details shall be authorized only in exceptional circumstances such as emergencies, unforeseen temporary requirements and workload surges, or as a short term measure when the required knowledge and skills are not otherwise available from within the organization or are not readily accessible through contract with the private sector (when the functions to be performed are not inherently governmental in nature).

4.2.2. Temporary staff augmentations or details shall not be used for carrying out continuing office functions.

4.2.3. All temporary staff augmentations will be managed within the Serviced Component's budgeted FTE workyears.

4.2.4. The authority for an approved temporary staff augmentation or detail shall expire upon its not-to-exceed date or the departure of the incumbent, whichever occurs first, and shall not be reused or refilled without new authority from the Secretary/Deputy Secretary of Defense; the DA&M, OSD; or their designee.

4.2.5. Temporary civilian staff augmentations shall be filled by temporary appointment, unless the Serviced Component has agreed in writing either to separate the

individual or to absorb him/her within the Component's authorized staffing level upon the assignment's not-to-exceed date.

4.3. The number of military personnel assigned to the Serviced Components shall be kept to the minimum necessary for mission accomplishment. In accordance with DoD Directive 1100.4 (reference (d)), the assignment of military personnel, including those temporarily assigned, shall be limited to positions requiring military incumbents for reasons of law, training, security, rotation, or combat readiness; that require a military background for successful performance of the duties involved; or that entail unusual hours not normally associated or compatible with civilian employment.

4.4. Each civilian employee and military member assigned to a Serviced Component must occupy a workforce authorization established within the Component's authorized staffing level or assigned against an approved temporary staff augmentation. However, two or more civilian personnel may be hired on a single workforce authorization, provided that the total hours worked does not exceed one FTE workyear.

4.5. Experts and consultants serving more than 130 days in a service year must be assigned to a workforce authorization in the Serviced Component.

4.6. Developmental Training Assignments (DTAs) are an effective method of developing the professional skills and abilities of employees of the DoD Components and non-Defense Agencies of the Federal Government. However, they may not be used for the purpose of augmenting authorized staffing levels. Accordingly, DTAs to the Serviced Components shall be made for a limited period of time, normally not-to-exceed 1 year. In addition:

4.6.1. The DTAs must be established through a formal training agreement, or required by statute, for the purpose of training employees from other DoD Components and other Federal Agencies in specified DoD skills and program areas.

4.6.2. Competitive procedures must be used to select the trainees.

4.6.3. The parent organization must continue to fund the trainee's pay and benefits.

4.7. Each workforce authorization, temporary staff augmentation, or detail shall be reflected in the Directorate for Organizational and Management Planning (OMP) workforce management control database. An OMP Control Number, consisting of a four-digit numerical code shall identify each workforce authorization within a Serviced Component's authorized staffing level. A four-digit code, beginning with the prefix "S" and followed by three numbers, shall be used in identifying each temporary staff augmentation assigned to a Serviced Component. Detailees shall remain on their parent organization's personnel rolls, but shall be identified in the OMP workforce management

control database by a five-digit code, beginning with the prefix "D" and followed by four numbers.

## 5. RESPONSIBILITIES

5.1. The Director, Administration and Management, Office of the Secretary of Defense, (DA&M, OSD) shall:

5.1.1. Program and budget for, and manage authorized staffing levels for the Serviced Components.

5.1.2. Review all requests for increases in the authorized staffing levels of Serviced Components and recommend their approval/disapproval to the Secretary/Deputy Secretary of Defense.

5.1.3. Approve or disapprove requests for temporary staff augmentations and details, and establish their not-to-exceed date. Approve requests for extension when justified by unusual and compelling circumstances.

5.2. The Director of Organizational and Management Planning, Office of the Director, Administration and Management, shall:

5.2.1. Advise and assist the DA&M, OSD, in programming and managing authorized staffing levels for the Serviced Components and in analyzing requests for increases to these levels.

5.2.2. Analyze and evaluate requests for temporary staff augmentations and details and recommend approval or disapproval by the DA&M, OSD, or approve and/or disapprove such requests within guidelines established by the DA&M, OSD.

5.2.3. Approve or disapprove proposals for new Developmental Training Programs, in coordination with the Director, Personnel and Security, WHS.

5.2.4. Maintain the OMP workforce management control database to accurately reflect all workforce authorizations, temporary staff augmentations, and details allocated to the Serviced Components.

5.2.6. Monitor the on-board strength and utilization of FTE workyears by the Serviced Components and advise the DA&M, OSD, as appropriate, of adverse trends or other potential problems.

5.2.7. Keep the Director of Budget and Finance, WHS, and the Director of Personnel and Security, WHS, advised of temporary staff augmentations that impact on

the execution of their responsibilities. Coordinate requests for augmentations with them, as appropriate.

5.3. The Director of Budget and Finance, Washington Headquarters Services, shall:

5.3.1. Program and budget FTE workyears for civilian authorized staffing levels that consume Serviced Component financial resources and FTE workyears.

5.3.2. Provide OMP with a monthly report on the cumulative civilian FTE workyears used by each Serviced Component for the current Fiscal Year.

5.4. The Director of Personnel and Security, Washington Headquarters Services, shall:

5.4.1. Maintain a personnel management information database to accurately reflect the assignment of personnel against workforce authorizations approved and maintained in the OMP workforce management control database.

5.4.2. Determine whether prospective employees, temporary staff augmentees, or detailees meet appropriate security clearance and suitability criteria, and grant security clearances, as appropriate, in accordance with Administrative Instructions 2 and 23 (references (e) and (f)).

5.4.3. Ensure that all personnel on temporary staff augmentation assignments and details are made in accordance with civilian and military personnel regulations, to include DoD Directive 1315.7 (reference (g)).

5.5. The Heads of the Serviced Components shall:

5.5.1. Send requests for permanent increases in their authorized staffing levels to the Secretary/Deputy Secretary of Defense, through the DA&M, OSD. The request must be signed by the Head of the Serviced Component, the Principal Deputy, or equivalent, and contain a detailed justification for the new requirement.

5.5.2. Send requests for temporary staff augmentations and details to the Director of Administration and Management, OSD, ATTN: Director of Organizational and Management Planning. Such requests shall be signed by the Head of the Serviced Component, the Principal Deputy, or equivalent, and:

5.5.2.1. Provide appropriate justification for the requirement.

5.5.2.2. Identify the specific position to be filled, objectives to be accomplished, and proposed length of the assignment.

5.5.2.3. Certify that the work to be performed cannot be accomplished within available resources, that required knowledge and skills are inherently governmental and are not available within the organization, or when not inherently governmental, that they are not readily accessible through contract with the private sector.

5.5.2.4. Identify desired grade or rank, special qualification requirements, level of security clearance required, name of proposed augmentee (if known), and his or her parent agency (as appropriate).

5.5.2.5. Identify the funding source, in coordination with the Director, Budget and Finance, WHS, when the request is for a reimbursable detail and/or IPA assignment.

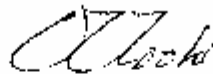
5.5.3. Ensure that temporary staff augmentees or detailees do not report until all approvals are obtained, and that they are either returned to their parent agency, released from duty, or placed on a workforce authorization by their not-to-exceed date. Submit a request for extension when justified by unusual and compelling circumstances to the DA&M, OSD, in writing, at least 30 days prior to the not-to-exceed date.

5.5.4. Ensure that all internal realignments of workforce authorizations, approved temporary staff augmentations, and details are coordinated with OMP.

5.5.5. Provide an accurate accounting of all temporary staff augmentees and detailees to OMP upon request.

## 6. EFFECTIVE DATE

This Instruction is effective immediately.



D. O. Cooke  
Director  
Administration and Management

Enclosures - 1

E1. References, continued

E1. ENCLOSURE 1

REFERENCES, continued

- (e) Administrative Instruction No. 2, "Employment of Experts and Consultants," January 6, 1989
- (f) Administrative Instruction No. 23, "Personnel Security Program and Civilian Personnel Suitability Investigation Program," October 12, 1989
- (g) DoD Directive 1315.7, "Military Personnel Assignments," January 9, 1987