

12 FAH-7 APPENDIX II PSA STAFFING DETERMINATION

(TL:LGP-01; 08-10-2001)

12 FAH-7 APPENDIX II-1 GENERAL

(TL:LGP-01; 08-10-2001)

- a. When forced to use personal service agreements (PSAs) to provide guards for the local guard program (LGP) much of the basic work for the RSO is similar to that needed for a non-personal service (NPS) contract. The RSO has to determine the numbers and kinds of posts as well as the schedule for manning each post. A determination of transportation and communication needs is the same. The kinds of other equipment needed by the guards are the same as needed for a NPS contract. The acquisition of transport, radios and other equipment will use the same procedures as required for U.S. Government furnished material in the appropriate sections of this handbook.
- b. The major difference will be in the requirement for the RSO to determine the actual number of guards and their job classifications. Although the personnel officer will actually prepare and sign contracts, neither the personnel officer or any other person at post is competent to decide how many of what kind of guards are needed. This is solely the responsibility of the RSO.
- c. The complexity of the guard force and the ultimate pay grade of the guard members are contingent upon the size of the program. For planning purposes, however, the average local guard force (LGF) under a PSA system will consist of:
 - (1) **One guard commander**—The senior member of the LGF responsible for direct supervision and operation of the guard force under the direction of the RSO;
 - (2) **Up to four shift commanders**—The next lower level of seniority. Shift commanders are responsible for oversight and supervision of the entire program for a specific shift. When coverage is on a 24 hour-per-day basis for seven days-per-week four shift commanders may be needed; and
 - (3) **Guards**—The number of guards and/or a possible additional layer

of supervision is entirely a function of the size of the program, i.e., number of guards, number of posts, schedule of coverage.

12 FAH-7 APPENDIX II-2 DETERMINING STAFFING NEEDS

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To determine the number of guards needed to staff a LGF, there are two pieces of information needed:

- (1) Total number of hours of coverage required; and
- (2) Number of hours of guard coverage time available for each employee.

2 FAH-7 Appendix II-2.1 Calculating Coverage—Number of Hours

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a. To calculate the total number of hours of coverage required by the mission, a list of every post should be produced. This list should show the coverage required by the post. This may vary from a post which requires 24 hour, seven day-per-week coverage to one which is only manned during business hours (not manned on weekends or holidays) or even one which may only be manned at certain times of year.

b. Once the list has been produced, the total number of hours required to man each individual post should be calculated. For example, a 24-hour, seven-day-per-week post requires 8,760 hours of staffing (24 hours times 365 day). The total for each individual post is then added up to produce the total number of hours of staffing required for the program.

NOTE: Do not forget to calculate the number of hours required for supervisory and support personnel. This is also required to determine the numbers of such personnel needed for the program.

2 FAH-7 Appendix II-2.2 Calculating Number of Hours of Guard Availability

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- a. The total number of hours that are available for guard force employees to actually stand post or directly perform guard force assignments will vary substantially from post to post. To determine the correct number for a post:
 - (1) Begin with the number of hours per week that an employee is legally authorized to work at his or her basic salary. This is generally 40 hours per week, although in some countries the basic workweek is as much as 48 hours. Do not include availability for overtime in deciding on what constitutes a basic workweek;
 - (2) Multiply the number of hours in a basic workweek by 52 to determine the total number of hours per year of availability; and
 - (3) Subtract the number of hours of unavailability to determine the actual numbers of availability for each kind of guard or supervisor. The following items are normally causes of unavailability and should be totaled to determine the hours of unavailability:
 - (a) Vacation time—Generally required by host government labor law or local tradition and conditions. Include a reduction for the total number of hours authorized;
 - (b) Sick leave—Generally required by host government labor law or local tradition and conditions. Include a reduction for the total number of hours authorized;
 - (c) Local holidays—Include a reduction for the total number of local holidays;
 - (d) U.S. holidays—Include a reduction for the total number of U.S. holidays; or
 - (e) Training—Include a reduction for the planned number of hours of training.
- b. When the total number of hours of unavailability have been determined, subtract them from the number of hours determined in step 2. The result is the total number of hours per year an employee is available to perform his or her basic function.

2 FAH-7 Appendix II-2.3 Determining Number of Guards Needed

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- a. The final step is to divide the total number of hours of coverage required for each category, by the total hours of availability for employees in that category. The result is the number of employees needed in that category. When the result produces an answer less than X.5, the total should be rounded off to the lower number. When the result is a number equal to or greater than X.5, the total should be rounded off to the next higher number.

b. Example of shift commanders:

According to the compensation plan, shift supervisors are available to work 48 hours per week. The program requires 24-hour, seven day per week shift commander availability by one shift commander. The total number of hours of coverage required is 8,760. (24 times 365 days). Each shift commander is theoretically available for 2, 496 hours (48 times 52 weeks).

Hours of unavailability for a shift commander are:

Vacation time	15 days	= 120 hours
Sick leave	13 days	= 104 hours
Local holidays	10 days	= 80 hours
U.S. holidays	10 days	= 80 hours
Training	3 days	= 24 hours
TOTAL		= 408 hours

Actual availability of a shift commander is 2, 088 hours per year (2,496 minus 408)

Number of shift supervisors required is 4.2 (8,760 divided by 2,088). Since the decimal is less than .5 the number is rounded down to a requirement for 4 shift commanders.

- c. The method illustrated above should be applied to each category of guard to determine the numbers needed for the LGP when staffing is by a PSA.