



DEPARTMENT OF DEFENSE
Defense Contract Management Agency

INSTRUCTION

Manpower Management

Financial and Business Operations Directorate
OPR: DCMA-FBO

DCMA-INST 793
May 29, 2014

1. PURPOSE. This Instruction:

- a. Reissues and updates DCMA Instruction (DCMA-INST) 793, “Manpower Management” (Reference (a)).
- b. Establishes policy, assigns roles and responsibilities, and provides instruction for maintaining effective Manpower Management within DCMA.
- c. Is established in accordance with the authority in DoD Directive (DoDD) 5105.64, “Defense Contract Management Agency (DCMA)” (Reference (b)).

2. APPLICABILITY. This Instruction applies to all DCMA activities.

3. MANAGERS’ INTERNAL CONTROL PROGRAM. In accordance with DCMA-INST 710, “Managers’ Internal Control Program” (Reference (c)), this Instruction is subject to evaluation and testing. The process flow is located at Appendix A.

4. RELEASABILITY – UNLIMITED. This Instruction is approved for public release.

5. PLAS CODE. 191 - Plans & Policy Deployment (Non-Process Specific)

6. POLICY RESOURCE WEB PAGE. <https://home.dcma.mil/policy/793r>

7. EFFECTIVE DATE. By order of the Director, DCMA, this Instruction is effective May 29, 2014, and all applicable activities shall be fully compliant within 60 days from this date.

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Executive Director
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REFERENCES

- (a) DCMA-INST 793, "Manpower Management," April 2011 (hereby canceled)
- (b) DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- (c) DCMA INST-710, "Managers' Internal Control Program," April 21, 2014
- (d) DCMA INST-708, "Organization Structure," May 15, 2013
- (e) Section 852 of Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008," January 28, 2008
- (f) DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce," January 23, 2009
- (g) DCMA INST-1064, "Military Joint Position Management," October 15, 2012
- (h) Army Regulation 71-32, "Force Development and Documentation," July 1, 2013
- (i) DCMA-INST-714, "Planning and Programming Process," January 6, 2014
- (j) DoD Instruction 5100.73, "Major DoD Headquarters Activities," December 1, 2007
- (k) DoD Instruction 7730.64, "Automated Extracts of Manpower and Unit Organizational Element Files," December 11, 2004

CHAPTER 1

POLICY

1.1. POLICY.

1.1.1. DCMA Manpower Management shall be conducted in accordance with DCMA and DoD policy, regulations, United States Code, and other governing instruction.

1.1.2. Manpower requirements are driven by workload and shall be established at the minimum levels necessary to accomplish the activity's mission. Manpower resources shall be distributed in an equitable and efficient manner to support the activity's mission. DCMA activities will be organized to promote efficient and effective operations, optimize personnel utilization, and maintain a high level of productivity and morale.

1.1.3. DCMA activities require a highly-skilled, diverse, and adaptable workforce. Managers must be able to adjust the size of their staff as DoD business and process changes dictate. Development and retention of individuals with managerial, technical, executive, and leadership skills continue to be key parts of the Agency's strategic plan. All manpower positions shall be structured to provide an optimum balance between the activity's mission needs, economy, efficiency of operations, and effective utilization of human capital.

1.2. DCMA UNIT MANNING DOCUMENTS (UMD).

1.2.1. UMDs are the approved statements of manpower requirements and authorizations for an activity to accomplish its assigned missions. UMDs account for all manpower resources (DoD civilian, military, and Locally Engaged Staff (LES)) and provide pertinent manpower management information on funded and unfunded manpower requirements. The UMD is the single authoritative source used to identify validated requirements, funded positions, and significant manpower changes.

1.2.2. Manpower and Organization Management Division (FBO) documents UMD changes as appropriate when approved changes to an activity's organization and or force structure are validated and approved by the appropriate authority.

1.2.3. Directorates and departments must reference the UMD regarding all realignment, structuring and recruiting decisions (to include Recruit Information Packages (RIP)). Only authorized positions on the UMD will be filled. Any exception to that criterion is considered on a case-by-case basis and must be vetted via the Request for Overhire (RFO) process.

1.3. MANPOWER REQUIREMENTS DETERMINATION, VALIDATION, AND AUTHORIZATION. A manpower requirement is a position that supports the activity's mission. A requirement may be funded or unfunded. A manpower authorization is a funded requirement that supports the activity's core mission and workload.

1.3.1. Requirements Determination. Manpower requirements will be based on an activity's mission, functions, and tasks assigned by higher authority. The activity's requirements will be stated in terms of the minimum manning required to accomplish the activity's approved missions and workload. Manpower requirements normally should be based on the average workload expected to continue for at least 36 months. Manpower requirements should not be adjusted in reaction to temporary changes in workload. Temporary surges in workload should be supported through augmentation, temporary duty (TDY), overtime, compensatory time or other approved solutions, which are temporary in nature. DCMA activities should satisfy nominal changes in requirements associated with existing missions and functions by internal manpower realignments and should reflect these changes in the approved UMD. Nominal workload changes will not be used as justification for manpower requirements growth. Manpower positions will not be adjusted to reflect the personal characteristics or grade of incumbents. Gender will not be specified for any position unless required by Federal statute. Methodologies to determine manpower requirements include Workload and Resource (WAR) rooms, manpower workload assessments, staffing studies, workload indicators, and resource modeling.

1.3.2. Requirements Validation. Manpower requirements must be revalidated annually to ensure they continue to reflect the minimum manpower required to accomplish the activity's mission. To obtain the greatest efficiency from assigned manpower, activities will review, validate, and prioritize all current manpower (including all vacant positions for potential use as offsets to pay for new requirements) and requests for additional manpower. Manpower savings will be identified through benchmarking, continuous process improvement, and use of best practices. Manpower workload assessments may be used to evaluate manpower use and requirements. The review must identify specific tasks to be performed by the activity under review, assess manpower required to accomplish them, analyze the workload distribution, and recommend efficiencies. Methodologies to validate manpower requirements are the same used in requirements determination.

1.3.3. Funding Authorizations. The Director, DCMA is the approval authority for all authorization increases and decreases that are reflected in Fiscal Year Defense Program (FYDP) blocks of the UMD, but may delegate this authority to the Deputy Director, DCMA. Activities must reference a documented, unfunded position number from the UMD when seeking any type of funding authorization increase. Financial and Business Operations Directorate, Manpower and Organization Management Division (FBO) must receive written authority from the Director to make changes to the approved UMD.

1.4. CIVILIAN MANPOWER AND POSITION MANAGEMENT.

1.4.1. DCMA manages civilian human resources within budgetary constraints while balancing mission needs with economy and efficiency of operations. The primary controlling factors in managing civilian resources are the validation of civilian manpower requirements by FBO and the availability of manpower authorizations, through financial resources.

1.4.1.1. Total civilian manpower includes direct, indirect, and reimbursable funded civilian authorizations. Failure to terminate or reassign employees when the source of funding ceases results in an unfunded liability for DCMA.

1.4.2. Position types include permanent, term, and temporary.

1.4.2.1. Permanent appointments have no time limitation.

1.4.2.2. Term appointments are for more than 1-year, but not more than 4 years when the need for the work is not permanent.

1.4.2.3. Temporary appointments are for short-term work that is not expected to last more than 1-year but may be extended a maximum one additional year under certain circumstances. Temporary appointments which extend for more than 1-year should be addressed in accordance with the current overhire guidelines and require approval by the Financial and Business Operations Directorate (FB).

1.4.3. Overhire positions are temporary positions established and filled to support legitimate workloads which are funded from accumulated hire lag to include full-time equivalents (FTE) and associated dollars. Overhires are generally used for temporary surge work and these positions should be filled with temporary appointments. There are three categories of requests for overhire: immediate backfill, future-funded position request, and mission requirement request. Overhire authorities must be requested and authorized prudently while continuing to maintain a manpower management discipline in accordance with published policy. These authorities will not be used to create permanent growth to an organization. Overhires will be authorized only by the Agency Director or the FB Directorate through a documented process, to include a signed and approved RFO form.

1.4.4. Supervisory Position Structure. Civilian supervisory positions will be placed in accordance with DCMA-INST 708, "Organization Structure" (Reference (d)).

1.4.5. Centrally Managed Positions. Centrally managed positions include all Operation and Maintenance (O&M) Keystone and Defense Acquisition Workforce Development Fund (DAWDF) funded positions; these positions are centrally funded and managed in Human Capital (HC) for assignment to DCMA activities.

1.4.5.1. DAWDF. Section 852 of Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008" (Reference (e)), directed the establishment of the DAWDF. This fund is used to recruit and hire, develop and train, and retain its Acquisition workforce. In order to be considered eligible for 852 funding, the activity must have a pre-existing, unfunded workload requirement for an acquisition-type position.

1.4.5.2. O&M Keystone positions belong to the enterprise, not the assigned activity, and graduates must transfer to a permanent, funded vacant position upon graduation. During the training period, O&M keystones are assigned to individual Contract Management Offices (CMO), Centers, or other DCMA activities for administrative control, training management, mentoring, and appropriate mission workload assignments, commensurate with their skills and level of training

1.4.6. The DCMA Contingency Response Force (CRF) Program is DCMA's third generation Emergency Essential program to support the recruitment, development, and deployment of individuals. CRF supports the Agency's Contingency Contracting Administration Services (CCAS) Mission and ensures DCMA has a pool of acquisition personnel that are trained, medically cleared, and ready to deploy in accordance with DoDD 1404.10, "DoD Civilian Expeditionary Workforce" (Reference (f)) requirements.

1.4.7. Contract manpower equivalents (CME) are also known as contract man-year equivalents or contractor positions. CMEs reflect required direct labor hours that are not performed by DCMA staff. CMEs cannot be documented in the Fourth Estate Manpower Tracking System (FMTS) UMD; however, CMEs must be tracked separately until such time that an enterprise data repository is developed and available for Fourth Estate use in order to comply with congressional-level inquiries of this information.

1.4.8. All managers are responsible for the successful accomplishment of manpower and position management programs.

1.5. MILITARY MANPOWER AND POSITION MANAGEMENT.

1.5.1. DCMA incorporates the use of active duty, reserve, and Individual Mobilization Augmentee (IMA) military manpower to perform required work.

1.5.2. In accordance with DoD guidance, the Services assign military personnel only to positions that: directly contribute to the prosecution of war (combat, combat support, or combat service support) are military by law, custom or tradition, or needed for overseas rotation, operational deployment augmentation, and/or career field sustainment.

1.5.3. Routine military position coordination and management is under the direct cognizance of the DCMA Military Manpower Office (DCMM) and DCMA Office of Reserve Affairs (DR). All military position management actions follow identical processes per DCMA-INST 1064, "Military Joint Position Management" (Reference (g)). Submission and vetting timelines are also identical, except as outlined below for DR:

1.5.3.1. Reserve Army IMA manpower changes will be submitted per Army Regulation (AR) 71-32, "Force Development and Documentation" (Reference (h))), and only during Management of Change calendar windows of 1 January through 31 March and 1 July through 30 September. Effective date of the approved manpower change is 12 months after the approval date or the publishing of the Army Table of Distribution and Allowance (TDA).

1.5.3.2. Air Force Reserve manpower changes will be submitted 1 through 31 July every year. Service-approved manpower service changes occur within 2 to 3 weeks from submission of the Military Manpower Change Request (MCR) to DR.

1.5.3.3. Navy Reserve manpower changes will be submitted to the Service quarterly, in November, February, May, and August. Service-approved manpower changes will occur approximately 60 to 90 days after submission to DR.

1.6. UMD MANAGEMENT MODIFICATION SOURCES.

1.6.1. Manpower Request Form-Civilian (MRF-C). This document is used to provide authenticated and vetted civilian manpower changes to FBO for final review, approval, and documentation to the UMD. Originators should familiarize themselves with the MRF-C in Appendix B to ensure that all stakeholder concerns are addressed based on the type of change requested. The electronic MRF-C flow, form, and instructions are located in the Resource Web Page and the DCMA 360 site for Manpower Management and will be used until such time that the process is automated.

1.6.1.1. Headquarters (HQ) and Centers Departments will initiate MRF-C requests as defined in the MRF-C flow process in Appendix A in one of the following categories:

1.6.1.1.1. New Position type requests will be used to establish new, unfunded requirements (UFR) to capture emerging term or enduring workload on the UMD. Requests of these types must have written Functional Proponent concurrence to be considered for routing. See Chapter 3 procedure instructions to ensure all criteria are met when requesting new UFRs. Resource impact MRF-Cs that are related to a General Order (GO) must be submitted to FBO in conjunction with the GO submission.

1.6.1.1.2. Transfer of Existing Position type requests are used to change a position from one department or work center and/or geographic location to another due to a validated shift in workload. Positions will not be realigned to accommodate individual employee movements. Organizational structure, supervisory to employee ratio and taxonomy of gaining and losing departments are the key elements to consider and document in this type request.

1.6.1.1.3. Change to Existing Position type requests address all other position attribute type changes, to include realigning funding from one position to another. Requested changes to position series will require written Functional Proponent concurrence prior to MRF-C routing.

1.6.1.2. Operations (DCMAO), International (DCMAI) and Special Programs (DCMAS) Directorates will also route their requests through their respective WAR Rooms for consolidation. All changes for DCMAI and DCMAS must be documented and authenticated on separate MRF-Cs and routed to FBO via the HQ and Centers MRF-C process for final approval and documentation.

1.6.1.3. Master Decision Record (MDR). Continental United States (CONUS) CMO within DCMAO will submit individual requests through the appropriate Regional Command WAR Room. The approved list of changes will be briefed to the Chief Operations Officer (COO) and added as supporting documentation to one authenticated MRF-C using the "Master Decision Record" option on the MRF-C Action Type. Only approved changes documented on the MDRs will be recorded on the official UMD.

1.6.2. Military Manpower Change Request (MCR). This document is used by Regional Liaison Officers (LNO) to present recommended military manpower changes to Military

Manpower or the Reserve Affairs (as appropriate) after proper authentication. Refer to DCMA INST-1064 (Reference (g)) regarding form completion and routing.

1.6.3. General Orders (GO). GOs can significantly alter the organizational and force structure of a CMO or Directorate via the Organizational Change Request (OCR) and subsequent position cross-walk. Refer to DCMA-INST 708 (Reference (d)) regarding package completion and routing.

1.6.4. Workforce Gains and Losses. Personnel changes are maintained by the individual CMOs and headquarters department levels to manage daily gains and losses of DCMA employees. Incumbent data will only appear on the Unit Manning Report (UMR). Gains, losses, and movement of personnel within FMTS must be done in conjunction with hiring, reassignment, and separation/retirement actions in the Defense Civilian Personnel Data System (DCPDS) to ensure synchronous data until this process becomes automated. Corresponding changes may be required in DCPDS.

1.7. UMD FINANCIAL MODIFICATION SOURCES.

1.7.1. Funding Authorization Sources. The MRF-C will not to be used to request new funding. There are only three standard funding authorization sources Manpower will use to apply funding to validated UMD requirements.

1.7.1.1. Annual funding distribution updates will be provided for both HQ and Operational Directorates. Manpower is provided the validated authorization numbers, by funding category, for HQ, Information Technology (IT), DCMAI, and DCMAS via the Budget Division (FBB). Funding distribution allocations for Operations Directorates and subordinate regions are provided by the Planning and Budget Center (FBA).

1.7.1.2. The Integrated Program Budget Review (IPBR) process is used to address future funding needs related to the Program Objective Memorandum (POM) process. FBB will collaborate with the Reimbursable Division (FBR) and HC to provide FBO the official, approved out-year authorization changes to apply to the UMD.

1.7.1.3. Out-of-cycle changes from the categories above must use the Program Change Request (PCR) process managed by the Business Planning, Programs and Analysis Division (FBP) per DCMA INST-714, "Planning and Programming Process" (Reference (i)). Out-of-cycle funding approvals address funding execution years (current and next Fiscal Year (FY)) and can only be granted by the DCMA Director. Out-of-cycle funding will not be applied to the UMD without appropriate written approval in the form of a signed PCR by the Comptroller or Director.

1.7.1.4. CME Conversions. Contractor conversions increase the overall UMD funding authorizations for a Directorate or Center. As such, a fully vetted and approved Contractor Conversion Business Case must be submitted, approved, and signed by the DCMA Director. Conversions of this type need review and concurrence by HC, FBR, FBB, FBP, FBO and the FB Executive Directorate prior to submission to the Director for final approval. Only then can the

approved business case be attached to a MRF-C requesting a new UFR. FBO will create the UFR and fund it with the business case approval authority.

CHAPTER 2

ROLES AND RESPONSIBILITIES

2.1. DIRECTOR, DCMA. The DCMA Director reviews and approves all organizational and mission changes as well as final funding authorities.

2.2. EXECUTIVE DIRECTOR, FINANCIAL AND BUSINESS OPERATIONS (FB). FB must:

2.2.1. Serve as the designated authority for DCMA manpower management.

2.2.2. Ensure DoD policy and guidelines are followed and implemented.

2.2.3. Serve as the principal advisor to the DCMA Director on all matters pertaining to changes in the manpower program.

2.2.4. Determine and allocate manpower authorizations annually based on new and unique missions, reengineering initiatives, and organizational changes, and control the Agency's hire lag and the resources generated.

2.2.5. Delegate the office of primary responsibility to the FBO.

2.2.6. Serve as primary approval authority for overhire requests.

2.3. DIRECTOR, MANPOWER AND ORGANIZATION MANAGEMENT (FBO). FBO must:

2.3.1. Establish and disseminate plans, policies, and procedures governing the effective and economical use of manpower.

2.3.2. Establish and maintain a current manpower data system and DCMA UMD that accounts for all manpower requirements and authorizations (to include military, DoD civilians, and LES).

2.3.3. Prepare manpower reports as required by DoD Directives or Instructions for submission to Office of the Secretary of Defense (OSD), Office of the Under Secretary of Defense, Personnel and Readiness (OUSD (P&R)), Defense Management Data Center (DMDC), as well as DCMA internal ad hoc reports.

2.3.4. Establish and maintain the DCMA organization structure, standards, processes, taxonomy, and naming conventions.

2.3.5. Develop and utilize manpower performance indicators to monitor program performance and ensure effective, efficient, and economical use of manpower resources.

2.3.6. Develop DCMA internal manpower policy and processes based on DoD direction and guidance.

2.3.7. Identify and monitor the size and composition of DCMA Management Headquarters Activities (MHA) in accordance with with DoD Instruction 5100.73, “Major DoD Headquarters Activities” (Reference (j)).

2.3.8. Review submitted RFOs for short-term, seasonal, or cyclical workload requirements to validate need and or additional short-term manpower requirement. Overhires are subject to: (1) manpower validation of workload requirement, and (2) funding validation by resource management authority.

2.3.9. Coordinate on all new or revised permanent (i.e., non-temporary, non-term) civilian position justifications and ensure proposed civilian positions are assigned against a valid manpower position. Ensure the approved organizational structure is maintained.

2.3.10. Review the UMD and any other pertinent documents to determine intent of civilian positions to ensure work described is appropriate for the work center.

2.3.11. Provide the framework for developing agency manpower standards and analysis tools to systematically identify minimum and essential manpower required to accomplish approved missions.

2.3.12. Maintain the Manpower Admin (position data) section of FMTS.

2.3.13. Conduct FMTS Workforce and Manpower Module training sessions as needed.

2.4. EXECUTIVE DIRECTOR, HUMAN CAPITAL DIRECTORATE (HC). HC must:

2.4.1. Oversee the DCPDS with accurate data synchronization to the FMTS.

2.4.2. Assist FBO to conduct monthly quality control reviews of DCMA personnel data contained in FMTS for accuracy.

2.4.3. Manage and synchronize the data with FMTS per section 852 of Public Law No. 110-181 (Reference (e)).

2.4.4. Manage and synchronize the DCMA O&M Keystone data with FMTS.

2.4.5. Review all HQ and Centers MRF-Cs as stakeholder for personnel impacts, benefits, validation of manpower changes, and provide any non-concurrences to originators for resolution.

2.4.6. Ensure Reemployed Annuitant requests are coordinated with FB.

2.5 MILITARY MANPOWER REPRESENTATIVES. Military Manpower representatives must:

2.5.1. Establish military manpower management processes.

2.5.2. Provide military structure and personnel liaison with CMOs and Directorates.

2.5.3. Act as DCMA liaison to the Services in all military manpower matters that require concurrence in accordance with AR 71-32 (Reference (h)).

2.5.4. Manage military force structure changes, gains and losses in FMFS. Active military manpower resides in DCMM, reserve military manpower resides in DR .

2.6. CONTINGENCY RESPONSE FORCE (CRF) PROGRAM MANAGER. The CRF program manager must:

2.6.1. Enforce CRF position management processes and criteria for positions that meet Overseas Contingency Operations criteria.

2.6.2. Review and validate all CRF MRF-Cs prior to forwarding to FBO for documentation.

2.6.3. Maintain the DCMA master CRF validation document to ensure UMD accuracy.

2.7. REGIONAL PLANNER, PLANNING GROUP (FBAP). The Regional Planners must:

2.7.1. Review all CMO manpower change submissions for accuracy and manpower policy compliance, prior to inclusion in Regional WAR Rooms.

2.7.2. Assist in the coordination, adjudication, and documentation of the official Regional and COO WAR Room MDR.

2.7.3. Review all CMO Request for Personnel Actions (RPA) against current UMDs for manpower policy compliance and accuracy prior to submission to Army Servicing Team (AST) for final processing.

2.7.4. Review and validate all fiscal year CMO funding distribution data for accuracy prior to submission and documentation on the official UMD.

2.8. FUNCTIONAL PROPONENTS. As the Director's Principal Advisors, Functional Proponents (i.e., Contracting, Quality Assurance, Information Technology (IT), Engineering and Analysis, Financial and Business Operations) must: review, endorse (in writing) all requests for new UFRs or series changes within the primary functional area prior to any MRF-C being initiated in these categories.

2.9 EXECUTIVE DIRECTORS, HEADQUARTERS DIRECTORATES. Executive Directors must:

2.9.1. Establish and submit validated requirements for mission essential workload.

2.9.2. Manage manning levels in accordance with authorizations assigned to the Directorate.

2.9.3. Review and authenticate all MRF-Cs and RFOs prior to submission.

2.9.4. Maintain subordinate organizational construct in accordance with DCMA standard conventions regarding structure, taxonomy, and naming conventions.

2.9.5. Provide proposed organization changes and realignments to FBO for coordination and implementation. Organizational modifications must be mission essential and fully justified.

2.10. OPERATIONAL DIRECTORATES. The COO, DCMAO; Commander, DCMAI; and Executive Director, DCMAS must:

2.10.1. Establish and submit validated requirements for mission essential workload.

2.10.2. Manage all manpower authorizations assigned to the respective Operations Directorates.

2.10.3. Maintain Regional, DCMAI, and DCMAS Commands and CMO organizational construct in accordance with DCMA standard conventions regarding structure, taxonomy, and naming conventions.

2.10.4. Review, authenticate, and consolidate MRF-Cs for approved changes.

2.11. MISSION SUPPORT OFFICE (MSO) REPRESENTATIVES. MSO and HQ Directorate manpower representatives must:

2.11.1. Prepare and pre-coordinate (with Functional Proponents and Facilities (DSF), as needed) all civilian manpower change requests via the MRF-C process or via Regional Planners, as applicable. Present, justify, and defend the need for additional manpower requirements with the associated funding impact to the appropriate DCMA organizational entity for review.

2.11.2. Coordinate military manpower changes with the appropriate Region or Directorate LNO.

2.11.3. Coordinate all validated workload, staffing requirement increases and decreases through the appropriate chain of command then to FBO for documenting in the manpower data system and generation of DCMA UMDs.

2.11.4. Prioritize resource requests based on mission criticality, consequence of resource shortfalls, readiness, and HC needs of DCMA. Mission requirements shall be prioritized and the list of prioritizations shall be used to validate requirements.

2.11.5. Coordinate all CRF management with the CRF Program Management Office.

2.11.6. Routinely extract FMTS UMRs for review and reference in all manpower and recruitment actions.

2.11.7. Maintain timely gains and losses of cognizant civilian personnel data in the FMTS Workforce module until such time that the process is automated.

2.11.8. Maintain timely updates of FMTS job-related comments for personnel-related information (i.e., return rights, hold for, authorized backfill).

2.12. DIRECTOR, BUDGET DIVISION (FBB). FBB must:

2.12.1. Collaborate with FBO to establish appropriate funding allocations (authorizations) that are consistent with OSD guidance and DCMA affordability.

2.12.2. Review all HQ and Centers MRF-Cs as stakeholder to validate and capture financial impacts of manpower changes and provide any non-concurrences to originators for resolution.

2.13. DIRECTOR, REIMBURSABLES DIVISION (FBR). FBR must:

2.13.1. Review HQ and Centers MRF-Cs as stakeholder for reimbursable funding impacts and provide any non-concurrences to originators for resolution.

2.13.2. Collaborate with FBB to establish correct reimbursable authorization for UMD documentation.

CHAPTER 3

PROCEDURES

3.1. MANPOWER REQUEST FORM-CIVILIAN (MRF-C).

3.1.1. Per Appendix A flowchart on the MRF-C Routing Process, HQ and Centers, DCMAI and DCMAS will initiate MRF-Cs for authentication to their respective Executive Director or Deputy. Requests that will affect new requirements or series changes must also have the appropriate DCMA Functional Proponent concurrence before any routing to process stakeholders can take place.

3.1.2. The originating activity will draft the MRF-C in accordance with the categories below and will ensure the narrative provided addresses stakeholder concerns, per page 2 of the MRF-C template in Appendix B.

3.1.2.1. New Positions. New Positions are requests for an UFR and are used to capture new term or enduring workload on the UMD. Requests of these types must have written Functional Proponent concurrence and DSF pre-coordination prior to stakeholder routing. At a minimum, the MRF-C narrative for a UFR must identify the authoritative source of the workload, anticipated length of work, a complete position workload narrative and proposed UMD position information including: organizational code, series, title, grade, position description number, geographic location, acquisition level and type, bargaining unit status.

3.1.2.2. Transfer of Existing Position. Transfer of Existing Position type requests are used to change a position from one department or geographic location to another due to a validated shift in workload. Positions will not be transferred to accommodate individual employees. Organizational structure, supervisor- to-employee ratio and taxonomy of gaining and losing departments are the key elements to consider and document in this type of request. Any request that affects a geographic change should be pre-coordinated with DSF prior to submission.

3.1.2.3. Change to Existing Position. Change to Existing Position type requests address all other position attribute type changes, to include realignment of funding from one position to another. Requested changes to position grade and/or series will also require written Functional Proponent concurrence prior to routing.

3.1.3. Once the requesting official (activity Executive Director or Deputy) digitally signs the document, it may be forwarded electronically to the first process stakeholder (HC) for coordination and concurrence. Be sure to include all supporting attachments needed to validate the request (i.e., written Functional Proponent concurrence or DCMA Director signed, approved Business Case for Contractor Conversion).

3.1.4. Originators will route the request to each stakeholder in the process (FBR only as needed). Stakeholders will reply to originator, regardless of level of concurrence or “no stake” as soon as possible but in not more than 3 working days. Stakeholders will notify the originator

of any reasons for non-concurrence and annotate such as an addendum to the MRF (additional comments). Non-concurrences should be answered and resolved to the satisfaction of the approval authority prior to any approval/disapproval.

3.1.5. Manpower will receive all MRF-Cs as the last stakeholder. MRF-Cs will be reviewed, synopsized, logged, and forwarded to the appropriate approval authority at this time.

3.1.6. The approval authority will notify the Manpower Cell and the originator of the final decision simultaneously via e-mail. The results of this decision will be documented in the MRF-C log and FMTS will be updated, as appropriate.

3.2. CONTINGENCY RESPONSE FORCE MRF-C (CRF MRF-C).

3.2.1. CMOs will forward the digitally signed MRF-C to their respective Regions for approval when exchanging CRF positions with another valid position within the CMO.

3.2.2. Regions will endorse and forward the digitally signed and approved MRF-C to the DCMAO, COO for final approval for the CRF position exchange.

3.2.3. DCMAO will forward the digitally signed MRF-C to the CRF Program Manager for review, validation, and tracking purposes. The CRF Program Manager will then forward the request to FBO to document the change in FMTS.

3.2.4. HQ Directorates will forward digitally signed MRF-C requests to modify CRF positions directly to the CRF Program Manager in Force Management Group (DCTF) for review, validation, and tracking purposes. The CRF Program Manager will then forward the request to FBO for final FBO Director approval and documentation in FMTS.

3.2.5. FBO will update the UMD with all approved changes. DCMAO will manage the formal process to make approved changes to UMD attributes (Cost Code and Position Description) for operations-based CRF positions.

3.3. MILITARY MANPOWER CHANGE REQUESTS (MCR).

3.3.1. CMOs will submit Military MCR to the respective WAR Room(s) via their Military LNO. HQ Directorates should contact DCMM and DR directly regarding military changes.

3.3.2. Upon WAR Room approval and documentation on the MDR, DCMM and DR will submit their respective MCR to the corresponding Service for approval.

3.3.3. Upon Service approval, DCMM and DR will update the FMTS UMD with the approved actions.

3.4. PROCESSING REQUEST FOR PERSONNEL ACTION (RPA).

3.4.1. HQ and Centers, IT, DCMAI, and DCMAS activities will route all RPAs (minus awards) to FBO for review prior to AST processing. CMO RPAs will be forwarded to their Regional Planner in FBAP for review. Only authorized positions will be filled.

3.4.2. FBO will review RPAs and RIPs against current FMST data for compliance with manpower requirements such as matching series, grade, geographic location, and assurance that recruitment action requests are against only vacant, funded positions (less those expressly authorized and documented as an RPA attachment).

3.4.3. All RPAs received in FBO will be tracked and monitored to ensure timely and efficient processing. RPAs that meet manpower requirements and have appropriate supporting documentation will be forwarded to the corresponding AST RPA box. Manpower will notify departments via e-mail if RPAs are being returned for corrective action with the specific discrepancy. Returned RPAs should be resolved and resubmitted or terminated at the activity level within 3 working days of return.

3.5. UPDATING FOURTH ESTATE MANPOWER TRACKING SYSTEM (FMST).

3.5.1. CMOs and HQ activities will conduct personnel maintenance in FMST. Personnel changes must be regularly updated to capture timely gains, losses, and movement of personnel in FMST until such time that FMST has established linkage with the Defense Civilian Personnel Advisory Service (DCPAS) platform that removes this requirement. FMST Workforce Module navigation and maintenance materials can be obtained by contacting FBO. Virtual training/refresher sessions will be conducted at least twice per year or on an as-needed basis when six or more new users need training.

3.5.2. The ability to initiate Work in Progress (WIP) Manpower changes in FMST is only granted to those with authorized access and formal training in the Manpower Module. Primary day-to-day maintenance and final approval of all civilian manpower changes in FMST resides with FBO. FBO will review WIP manpower changes at least weekly for compliance with MDR, MRF-C and current policy prior to approving any manpower action. All military manpower and personnel changes will be documented and approved in DCMM and DR via the MDR and MCR process.

3.5.3. Civilian manpower changes that meet approval to source document comparison and current policy will be approved in FMST; approved changes are real-time and immediate for data (UMD/UMR) extraction. Changes that do not coincide or were disapproved by the approval authority will be rejected in FMST by FBO.

3.6. REQUEST FOR OVERHIRE (RFO).

3.6.1. RFO authorities will be requested and authorized prudently while continuing to maintain a manpower management discipline in accordance with this policy. These authorities will not be used to create permanent growth to an organization. RFOs must be authenticated by the cognizant Executive Director or Deputy prior to routing. The FB Director is the delegated approving official for these actions.

3.6.2. Per Appendix A flowchart on Overhire Authority Request Process, RFO requests must be forwarded to FBO. After initial FBO review, RFO requests will be forwarded to FBB for concurrence and funding availability. Unsupportable requests will be escalated to the Budget Execution Review for final funding determinations. The RFO flow, form, checklist, and instructions are available on the Resource Web Page. There are three over hire request categories:

3.6.2.1. Category 1. RFOs for immediate backfill against a projected departure (assigned to a funded position) should not exceed 180 days. The RFO must identify which position (by UMD system number) the overhire will backfill with an estimated length of time overhire will be required. Overhire incumbents will be double-billeted on the same FMTS position number as the incumbent they are replacing. Exceptions to the 180-day rule must be specifically and formally approved via the DCMA Director in advance of submissions outside normal parameters. DCMAO CMOs will acquire backfill approval authority via the monthly WAR process.

3.6.2.2. Category 2. Future funded position (advance hire) requests seek hiring approval for positions that are authorized in the next fiscal year. Request submissions must identify which position (by UMD system number) the action is requested for. Advance hire approvals will be annotated in the UMD remarks during the fiscal year of overhire. DCMAO CMOs will acquire advance hire approval authority via the monthly WAR process.

3.6.2.3. Category 3. Mission requirement requests will be used to capture short-term (surge), mission-related requirement (i.e., reemployed annuitants). Surge work overhires are not intended to remain in the temporary position for more than 1-year starting from the overhire's on-board date. A comprehensive justification must be included to substantiate the requirement. The RFO form must identify unit identification code (UIC), organizational code, organizational name, position title, series, grade, geographic location code, and an estimated length of time position will be required. Requests involving reemployed annuitants will still require the action memorandum and associated documentation as an addendum to the RFO submission and may require DCMA Director approval. FBO will document mission requirement approvals with a temporary, UFR on the organization's UMD. Surge work that will surpass the initial year must have a new RFO submitted for an extension no less than 90 days from expiry.

3.7. MASTER DECISION RECORD (MDR) UPDATES.

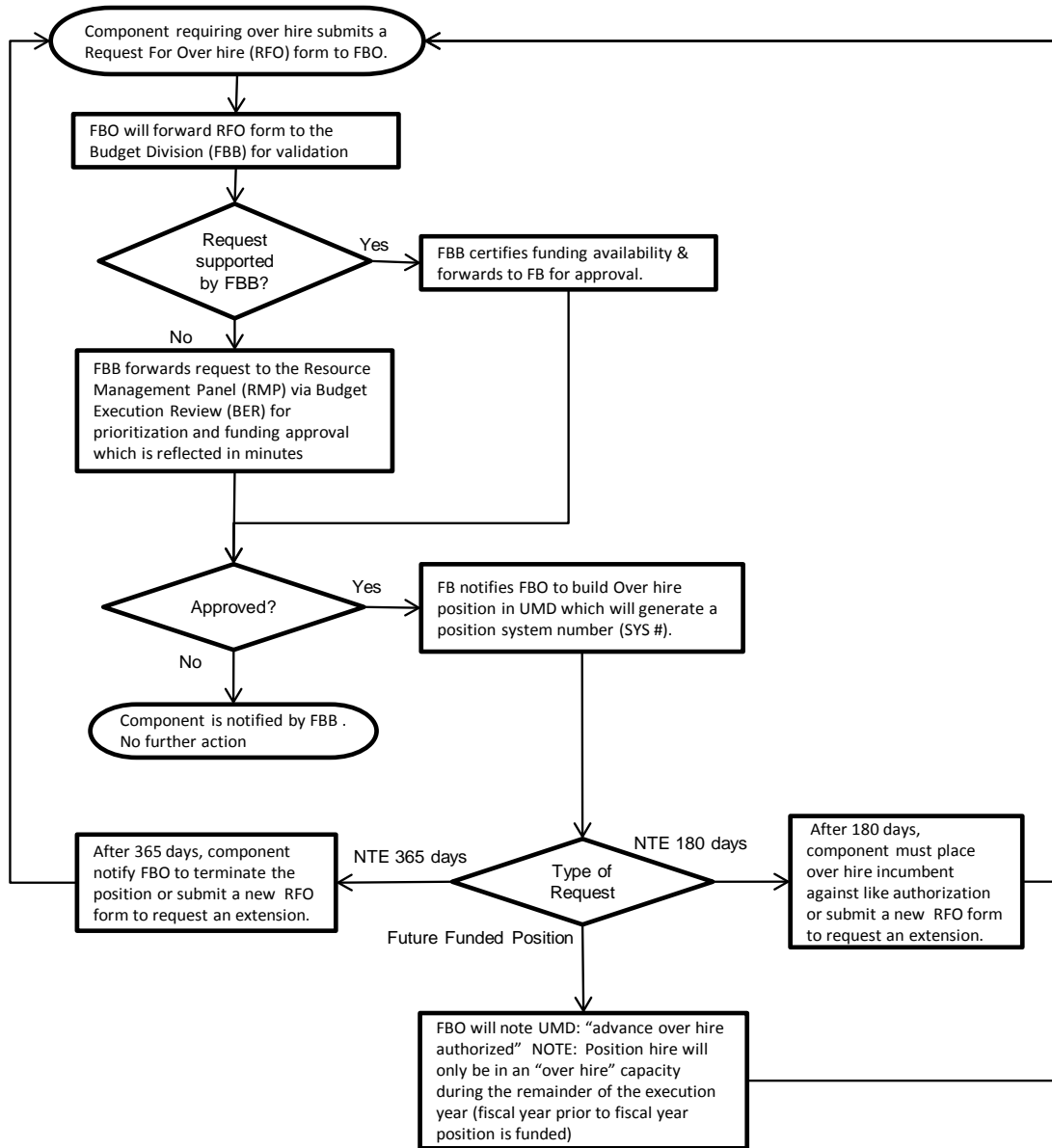
3.7.1. CMOs will submit manpower changes to the respective Regional Planner for inclusion in the monthly Regional WAR Room for either Region-level approval or endorsement for Operations-level approval. Change justification must be of a sufficient nature to allay numerous questions during the formal WAR Room process. Position data provided to Regional Planners for charts and decision record documentation must contain all required information to affect the change if approved (i.e., FMTS position number, organization code, grade, series, title, location, position description, acquisition code, and acquisition level).

3.7.2. Approved changes from each Regional WAR Room will be compiled by the Regional Planner for presentation to the COO at the Operations WAR Room on a monthly basis. The COO or Deputy will review all Region-level changes and attach them to one authenticated MRF-C for forwarding to FBO. Changes that require formal Operations-level approval (i.e., new requirements or grade increases) will be considered on a monthly basis and forwarded to FBO with Region-level actions in that corresponding month.

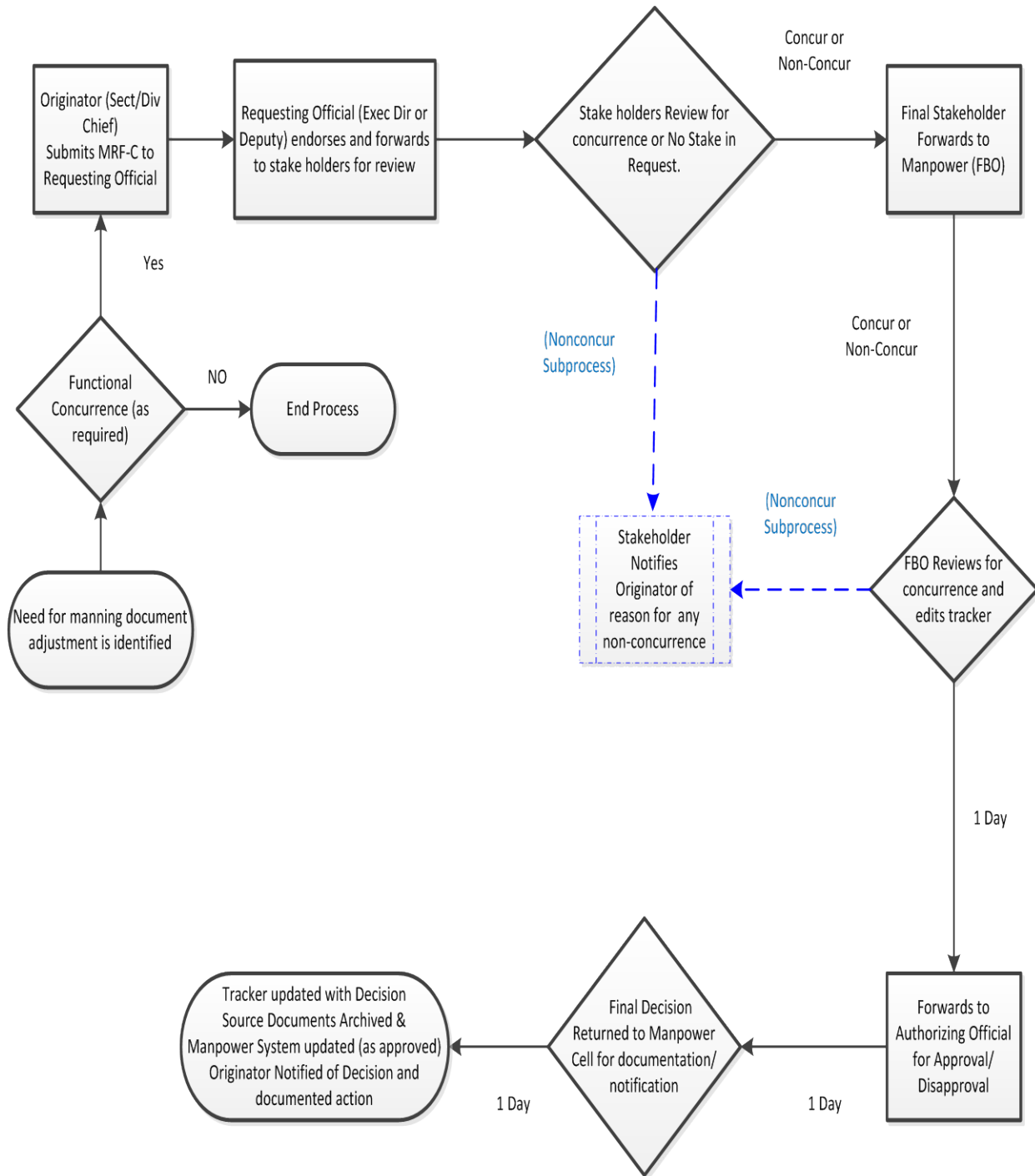
3.7.3. FBO will ensure only MDR-approved changes are affected in FMTS within 5 working days of receipt of the MRF-C/MDR package.

APPENDIX A

OVERHIRE AUTHORITY REQUEST PROCESS



Headquarters, IT, International and Special Programs MRF-C ROUTING FLOW PROCESS



APPENDIX B

REQUEST FOR OVERHIRE (RFO) AUTHORITY

Completion instruction located at: <https://home.dcmamil/DCMAHQ/dcmamil/FB/dcmamil/FBO/overhire.cfm>.

1. UIC: Organization:

2. Type of Action:

3. Justification: Complete Block on Page 2.

4. Point of Contact for additional information (Name / e-mail / Telephone):









5. Coordination / Routing (digital signatures required):

	Name, Title, E-mail	Concurrence	Digital Signature/Date
Requesting Official Branch Chf, CMO Cmdr/Dep		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Reviewing Official Region/Div Director		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Approving Official Executive/Operations Director		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Manpower (FBO)		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Budget (FBB)		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Authorizing Official FB Executive Director		Yes <input type="checkbox"/> No <input type="checkbox"/>	

MANPOWER REQUEST FORM-CIVILIAN (MRF-C)

This form must be used to document new position(s), transfer of existing position(s), change to existing position(s) or as a signed cover sheet when transmitting changes en masse (ie. Master/Region Decision Records). Completion instructions, required routing, documentation and guidance are provided at:
https://360.dcm.mil/teams/FBO/manpower_management/SitePages/Home.aspx

1. MRF-C # = Directorate FY Request # in FY (will be assigned by FBO or 360)
2. Org Code and Description (per UMR):
3. Manpower Request Action Type:
4. FMST System #: Current Position Funding Status:
5. Specific Action Requested: (Use box to provide very brief description of needed action)
6. Justification: Complete Blocks on Page 2 to answer stakeholder questions:
7. Point of Contact for additional information (Name / e-mail / Telephone):
8. Coordination / Routing:

Process Stakeholders	Name, Title, E-mail	Concurrence	Digital Signature/Date
Requesting Official (Exec Dir or Deputy)		Yes <input type="checkbox"/> No <input type="checkbox"/> No Stake <input type="checkbox"/>	
Human Capital (HC)		Yes <input type="checkbox"/> No <input type="checkbox"/> No Stake <input type="checkbox"/>	
Budget (FBB)		Yes <input type="checkbox"/> No <input type="checkbox"/> No Stake <input type="checkbox"/>	
Manpower (FBO)		Yes <input type="checkbox"/> No <input type="checkbox"/> No Stake <input type="checkbox"/>	
Reimbursable (FBR) (as needed)		Yes <input type="checkbox"/> No <input type="checkbox"/> No Stake <input type="checkbox"/>	
Manpower Chief		Yes <input type="checkbox"/> No <input type="checkbox"/>	
FB Exec Director (as needed)		Yes <input type="checkbox"/> No <input type="checkbox"/>	
DCMA Director (as needed)		Yes <input type="checkbox"/> No <input type="checkbox"/>	

**** MRF-Cs THAT REQUEST NEW REQUIREMENTS, SERIES OR GRADE CHANGES MUST HAVE THE APPROPRIATE FUNCTIONAL CONCURRENCE ATTACHED AS SUPPORTING DOCUMENTATION PRIOR TO ROUTING TO THE FIRST STAKEHOLDER****

*** Pre-coordination should be conducted with Facilities prior to submission for Geographic Location Changes. Facilities will be info-copied on GeoLoc change approvals***

MANPOWER REQUEST FORM-CIVILIAN (MRF-C)

(Answer all Questions, even if N/A)

Provide complete attributes of new or changed position (in From / To format)

From (UMD): (Org, Sal Plan, Series, Grade, Title, PD#, Location City/State, Fund Type, Acq Cat/Level, Barg Unit Status)

[Redacted]

To (proposed): (Org, Sal Plan, Series, Grade, Title, PD#, Location City/State, Fund Type, Acq Cat/Level, Barg Unit Status)

[Redacted]

What is the authoritative driver of the change requested? (attach the written directive; chg to Mission or CONOPS):

[Redacted]

HC Specific:

- Is this position encumbered? [Redacted]
- Is the position obligated (ie. Return Rights)? [Redacted]

Reimbursable Specific (N/A unless reimbursable position request): [Redacted]

- New work vetted through PM&I Workload Acceptance Team? [Redacted]
- What customer is position supporting (NASA, DHS, FMS)? [Redacted]
- How many hours are required to do the work? [Redacted]
- Can existing FTEs be used to perform the work? [Redacted]
- Is requesting activity authorized to PLAS reimbursable work? [Redacted]
- Is requesting activity aware that funding must be provided to FBR prior to starting work? [Redacted]

Budget Specific:

- Are PCS or Incentive authorizations required for this request? [Redacted]
- How will activity cover additional costs (grade increases)? [Redacted]

Is space available to house new/realigned position? (provide POC validation information):

[Redacted]

Is this Surge (1 or less yrs) or Enduring Work (3+ yrs):

[Redacted]

Define position workload:

[Redacted]

How was work being done prior to requested change:

[Redacted]

Define adverse impact if not approved:

[Redacted]

Additional Remarks (as needed):

[Redacted]

Add'l Attachments (ie. functional concurrence or facilitates pre-coord) (attach via the paperclip on the left and list below):

[Redacted]

GLOSSARY

DEFINITIONS

852 Position: A position held by a person that is funded by Section 852 of the National Defense Authorization Act for Fiscal Year 2008. Public Law No. 110-181, directed the establishment of the DAWDF. This fund permits DoD to recruit and hire, develop and train, and retain its Acquisition workforce.

852 Journeyman: 852 Journeymen are assigned per guidance from Acquisition, Technology and Logistics (AT&L) and the DCMA Director. 852 Journeymen are funded under Section 852 for a 2-year program. Positions assigned this type of funding will convert to fully funded O&M positions upon completion of the program.

852 Keystone: 852 Keystones are assigned per guidance from AT&L and the DCMA Director. 852 Keystones are funded under Section 852 for a 3-year program. Positions assigned this type of funding will convert to fully funded O&M positions upon completion of the program.

Activity: Term used in Fourth Estate Manpower Tracking System vernacular to define a primary Directorate or UIC. Defined activities are HQ, DCMAO, IT, DCMAI, DCMAS, and each of the Operational Regions.

Average Grade: The grade point average computed for all positions in a pay plan (GS, wage grade, etc.), authorized within an organization. Grade points are computed by multiplying the number of positions at each grade level by that grade, adding the total of these figures, and dividing by the total positions in that pay plan.

Billet or Position (DoDI 7730.64): Programmed manpower structure space defined by grade and occupation and associated with a specific activity or organization. A Billet or Position may be funded (authorized) or unfunded (UFR).

Commercial Activity: An activity providing a product or service that can be performed by a private source.

Department: Term used in Fourth Estate Manpower Tracking System vernacular to define a Work Center or Team within an organization

Double-Billet: A position where there is an existing incumbent and a follow-on incumbent assigned to a single manpower authorization. This situation should only exist when a personnel assignment overlap has been deemed to be essential to continuity of operations. Double billeting can be used as short term solution to resolve return right issues when positions have been backfilled or are no longer funded. Contact HC for further guidance on personnel issues.

Emergency Essential (E-E)(DoDD 1404.10): A position-based designation to support the success of combat operations or the availability of combat-essential systems.

Fourth Estate Manpower Tracking System (FMTS): The web-based database for the management of joint manpower and personnel.

Full-Time Equivalent (DoDI 7730.64): A measure of civilian manpower that reflects the total number of regular, straight-time hours worked by civilian employees, divided by the number of compensable hours applicable for that type of full-time employee each fiscal year. Also referred to as work years. One FTE or work-year is equal to 2080 civilian straight-time hours.

Functional Proponent: Staff principal responsible for policy and oversight of a particular functional area.

05xx:	Finance and Business Operations Directorate
09xx:	Office of General Counsel
08xx/1150/2203:	Engineering and Analysis Directorate
1102/1103:	Contracts Directorate
1910:	Quality Assurance Directorate
2210:	Information Technology Directorate

Funded Position (DoDI 7730.64): A position that is both a requirement and authorized. An unfunded position is a manpower requirement that is not funded and therefore is not authorized.

Governmental-in-Nature/Inherently Governmental (IGCA): Governmental-in-nature functions are government functions that are so intimately related to the public interest as to mandate performance by Government employees or military personnel. These functions include those activities that require either the exercise of discretion in applying Government authority or the making of value judgments in making decisions for the Government. Government functions normally fall into two categories: (1) the act of governing; i.e., the discretionary exercise of Government authority, and (2) monetary transactions and entitlements.

High Grade Position: A general service (GS) position at the grade of 13 or above, subject to special monitoring and control procedures.

Hire Lag: The unused manpower resources which accumulate as a result of positions being vacant for a period of time. Resources generated by hire lag may be used to support positions of a non-permanent nature, and the hiring of employees on a temporary basis to support legitimate workloads.

Locally Engaged Staff (LES): Commonly referred to in DoD as Local National (LN). An individual who is employed by or performing duties in support of the DoD but is not entitled to unrestricted access to DoD Installations. LES Positions are primarily filled by host-nation employees.

Manpower (DoDI 7730.64): A collective term used to describe the number of personnel required to perform a function. Manpower is reflected as standard units of work that equate to one year of full-time support. It is reported in terms of what is required (manpower requirement) and what is authorized for employment (manpower authorization). A critical resource comprised of active duty, reserve forces, civil service, and contractor full-time equivalents (CFTE)

necessary to support an approved program. It is not a program by itself and not to be manipulated independent of the program it supports.

Manpower Authorization (DoDI 7730.64): The aggregation of military and civilian funded billets or positions representing the total manpower authorizations for units and organizations in the programmed force structure. Manpower authorizations are expressed in terms of one year of full time workload. **DCMA:** A manpower authorization is a funded requirement that supports the activity's core mission. A funded manpower requirement with detail that defines the position in terms of its function, organization, location, skill, grade, and other appropriate characteristics or attributes.

Manpower Requirement (DoDI 7730.64): The aggregation of military and civilian, funded and unfunded, positions representing the total manpower requirement units and organizations in the programmed force structure. Manpower requirements are expressed in terms of 1 year of full time workload and are determined independent of resource constraints and based on sound manpower management determinations. **DCMA:** A manpower requirement is a position that supports the activity's mission. A requirement may be funded (authorized) or unfunded. A statement of the manpower required to accomplish a specified job, workload, mission, or program. Requirements are validated manpower needs but are deferred because of budgetary constraints.

Manpower Management: The means of manpower control to ensure the most efficient and economical use of available manpower.

Manpower Request Form-Civilian (MRF-C): The means by which to create a new UFR or request a change to a civilian manpower attribute.

Manpower Standard: The basic tool used to determine the most effective and efficient level of manpower required to support a function. It is a quantitative expression that represents a work center's man-hour requirements in response to varying levels of workload.

O&M Keystone: O&M Keystone positions belong to the enterprise, not the assigned activity and graduates must transfer to a permanent, funded vacant position upon graduation. During the training period, O&M keystones are assigned to individual CMOs, Centers, or other DCMA activities for administrative control, training management, mentoring, and appropriate mission workload assignments, commensurate with their skills and level of training.

Overhire: A temporary position established and filled to support legitimate workloads which are funded from accumulated hire lag to include full-time equivalents and associated dollars. Over hires are generally used for temporary surge work and should be filled with temporary or term employees.

Pathway: A DCMA hiring authority for workforce development. A complete Pathways Implementation Guide that defines eligibility, business practices and processes is currently under development. Contact HC staff for more information.

Position Management (AR 570-4): The process by which managers assign duties and responsibilities to positions, creating a position structure that provides for effective and economical accomplishment of missions and functions.

Program Element Code (PEC) (DoDI 7730.64): A 10 position alphanumeric code that describes the mission supported by a billet, group or unit. The PEC is the basic building block of the budget and the FYDP.

Programmed Force Structure (DoDI 7730.64): The set of units and organizations that exists in the current year and that are planned and programmed for a given FY.

Programmed Manning (DoDI 7730.64): Those billets in the programmed manpower structure that are planned to be staffed with trained personnel at the end of the fiscal year. Programmed manning is a statement of distribution policy; the term is synonymous with:

Army: Force Structure Allowance (MTOE and TDA)

Navy: Distributable Billets

Air Force: Force Structure Authorizations

Marine Corps: Authorized Strength Report

Defense Agencies: Funded Requirement

Unfunded Requirements (UFR): Approved requirements for workloads or projects which have not been funded.

Unit Manning Document (UMD): A detailed manpower listing reflecting the distribution of manpower allocations into a finite structure of authorizations.

Unit Manning Report (UMR): A detailed manpower listing reflecting UMD data and incumbent data.

GLOSSARY

ACRONYMS

AR	Army Regulation
AST	Army Servicing Team
AT&L	Acquisition, Technology and Logistics
CME	contract manpower equivalent
CMO	contract management office
COO	Chief Operations Officer
CRF	Contingency Response Force
DAWDF	Defense Acquisition Workforce Development Fund
DCMA-INST	DCMA Instruction
DCMAI	DCMA International Directorate
DCMAO	DCMA Operations Directorate
DCMAS	DCMA Special Programs Directorate
DCMM	DCMA Military Manpower Office (Active)
DCPAS	Defense Civilian Personnel Advisory Service
DCPDS	Defense Civilian Personnel Data System
DCTF	Force Management Group
DMDC	Defense Manpower Data Center
DR	DCMA, Office of Reserve Affairs
DSF	DCMA Facilities Division
FBAP	Planning Group
FBA	Planning and Budget Center
FBB	Budget Division
FBO	Manpower and Organization Management Division
FBP	Business Planning, Programs and Analysis Division
FBR	Reimbursable Division
FMTS	Fourth Estate Manpower Tracking System
FTE	full-time equivalent
FY	fiscal year
FYDP	future years defense program
GO	general order
GS	general schedule
HC	Human Capital
IGCA	Inherently Governmental Commercial Activity
IMA	Individual Mobilization Augmentee
IPBR	Integrated Program Budget Review
IT	Information Technology

LES	locally engaged staff
LNO	liaison officer
MDR	Master Decision Record
MCR	Manpower Change Request - Military
MHA	management headquarters activities
MRF-C	Manpower Request Form - Civilian
MSO	Mission Support Office
O&M	operations and maintenance
OSD	Office of the Secretary of Defense
OUSD (P&R)	Office of Under Secretary of Defense (Personnel and Readiness)
PCR	Program Change Request
PEC	program element code
RFO	Request for Overhire
RIP	Recruit Information Packet
RPA	Request for Personnel Action
TDA	Table of Distribution and Allowances (Army)
UFR	unfunded requirement
UIC	unit identification code
UMD	Unit Manning Document
UMR	Unit Manning Report
WAR	Workload and Resourcing
WIP	work in progress