



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

OPNAVINST 1000.16K CH-1
N122
4 OCT 2011

OPNAV INSTRUCTION 1000.16K CHANGE TRANSMITTAL 1

From: Chief of Naval Operations

Subj: NAVY TOTAL FORCE MANPOWER POLICIES AND PROCEDURES

Encl: (1) Revised Page 3
(2) Revised Pages 1-4 and 1-5
(3) Revised Pages 2-1 and 2-2
(4) Revised Page 4-3
(5) Revised Pages 7-1 and 7-2

1. Purpose. To articulate the changes of the role of the Deputy Chief of Naval Operations (DCNO) (Manpower, Personnel, Training and Education) (MPTE) (CNO (N1)) as the single resource sponsor for military (active and reserve) manpower and as the Office of Chief the Chief of Naval Operations (OPNAV) official who establishes policy and provides oversight of all total force manpower requirements.

2. Action

a. Remove page 3 of the basic instruction and replace with enclosure (1) of this change transmittal.

b. Remove pages 1-4 and 1-5 of the basic instruction and replace with enclosure (2) of this change transmittal.

c. Remove pages 2-1 and 2-2 of the basic instruction and replace with enclosure (3) of this change transmittal.

d. Remove page 4-3 of the basic instruction and replace with enclosure (4) of this change transmittal.

e. Remove pages 7-1 and 7-2 of the basic instruction and replace with enclosure (5) of this change transmittal.

A handwritten signature in cursive script, reading "Steffanie B. Easter", is positioned above the typed name.

STEFFANIE B. EASTER
Deputy Chief of Naval Operations
(Manpower, Personnel, Training
and Education) (N1)
Acting

OPNAVINST 1000.16K CH-1
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22 Aug 07

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From: Chief of Naval Operations

Subj: NAVY TOTAL FORCE MANPOWER POLICIES PROCEDURES

Ref: (a) DOD Instruction 1120.11 of 9 Apr 81
(b) NAVPERS 15839 series, Navy Officer Manpower and Personnel Classifications, Mar 06
(c) NAVPERS 18068 series, Navy Enlisted Manpower Personnel Classifications and Occupational Standards, Apr 06
(d) DOD Instruction 1100.22 of 7 Sep 06
(e) HR-1588-230, Title XI, Civilian Personnel Matters
(f) NAVPERS 16000A, Total Force Manpower Management System Coding Directory, Jul 03
(g) NAVPERS 16000A, Total Force Manpower Management System (TFMMS) to Total Force Authorization and Requirements System (TFARS) Coding Directory, Sep 2005
(h) SECNAVINST 5000.2C
(i) OPNAVINST C3501.2J (NOTAL)
(j) NAVMACINST 5310.18B
(k) DOD Directive 5000.1 of 12 May 03
(l) DOD Instruction 5000.2 of 12 May 03
(m) OSD(P&R) memo of 10 Dec 03
(n) OPNAVINST 1500.76A
(o) OPNAV P-751-2-9-97 Training Planning Process Methodology (TRPPM) Guide (NOTAL)
(p) OPNAV P-751-3-9-97 Training Planning Process Methodology (TRPPM) Manual (NOTAL)
(q) OPNAV P-751-1-9-97 Navy Training Requirements Documentation Manual (NTRDM) (NOTAL)
(r) OPNAVINST 5450.169D
(s) Total Force Manpower Requirements Handbook, April 2000
(t) Navy Training Information Management System (NTIMS)
(u) DOD Directive 7730.65 of 3 Jun 02
(v) OMB Circular A-76 Performance of Commercial Activities
(w) DOD Directive 1200.7 of 18 Nov 99
(x) DOD Directive 1404.10 of 10 Apr 92
(y) Annual Navy Inherently Governmental and Commercial Activity (IG&CA) Inventory Guidance

- (z) Code of Federal Regulations, Title 44, Vol. 1, part 334 - Graduated Mobilization Response
- (aa) DOD Directive 1100.4 of 12 Feb 05
- (bb) CJCSM 1600.01 Manpower Manual of 30 Apr 1998
- (cc) Goldwater-Nichols Act of 1986
- (dd) Title 10, Chapter 38
- (ee) National Defense Authorization Acts (NDAA's)
- (ff) DOD Instruction 1300.20 of 20 Dec 1996
- (gg) CJCSI 1001.01 of 28 Dec 2004
- (hh) CJCSI 3170.01E of 11 May 2005
- (ii) OPNAVINST 5700.7G
- (jj) NAVPERS 15839I Volume 1 Manual of Navy Officer Manpower Personnel Classification, Major Code Structure
- (kk) DOD Directive 1322.10 of 26 Aug 04
- (ll) OPNAVINST 3111.14V
- (mm) Navy Organization Request Management System (NORMS) Standard Operating Procedures (SOP) Jul 2006
- (nn) Navy Organization Request Management System (NORMS) Users' Guide Version 1.0, Jul 2006
- (oo) NORMS Organization Change Request (OCR) Form Instruction Guide Jul 2006
- (pp) TFMMS/TFARS Activity Maintenance Handbook
- (qq) OPM Handbook of Occupational Groups and Series FPM Supplement 512-1 - Job Grading System for Trades and Labor Occupations
- (rr) TFMMS Micro Manpower Change Application (TMMCA) Users Manual with Practical Application
- (ss) DOD Instruction 1205.18 of 4 May 07
- (tt) DOD Instruction 1215.18 of 17 Jul 02

Encl: (1) Manpower Requirements and Authorization Procedures

1. Purpose

a. This instruction provides the policies and procedures required to develop, review, approve, implement and update Total Force manpower requirements and authorizations for all naval activities.

b. Specific assigned management responsibilities are described in the instruction.

2. Cancellation. OPNAVINST 1000.16J

3. Background and Intent

a. This version of the 1000.16 is a substantial update to version 1000.16J, with the intent of being both a general reference and also a procedural tool for all personnel engaged in manpower requirements determination and approval.

b. Section 1 defines and explains the overall manpower management process, provides a manpower requirements overview, describes manpower programming, reprogramming, and authorizations, and delineates general roles and responsibilities. It was written to be equally useful for leadership to quickly review the overall manpower management process and for manpower personnel to use as a ready reference and introduction to the detailed procedural sections (reference (a) pertains).

c. Section 2 provides descriptions of the manpower requirements determination rules applicable to all elements of the Navy's total force, to include the military and civilian workforce (references (b) thru (g) pertain).

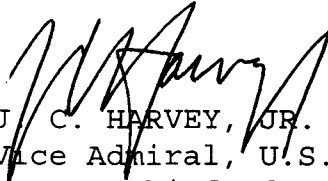
d. Sections 3 through 6 describe sea, shore and other special requirements (references (a) thru (aa) pertain). The authorization processes are detailed in sections 7 and 8, and enterprises, enablers and providers, and budget submitting offices (BSO) should note the changes in the authorization process in section 703 (references (b) thru (g) and (bb) thru (kk) pertain). Section 9 describes activity management procedures (references (hh) and (ll) through (pp) pertain). The appendices were designed to capture specific areas and topics that are likely to require updating on a more frequent basis than the main body content. The intent is to provide section and appendix updates that will be simple replacements in order to make the overall instruction a more timely and useful document than previous versions.

4. Administration. CNO (N12) has the authority, within the scope of this instruction, to issue additional policy or technical guidance to achieve the objectives of the instruction. The procedures set forth here will be followed unless otherwise approved by CNO (N12).

5. Change Procedures. Proposed changes that will make this manual more readily understood and useful at the activity level are strongly encouraged and may be submitted by activities or individuals. Changes should indicate the exact words, sentences, and paragraphs, etc., proposed for revision. Submit proposed changes via the chain of command to:

CNO (N122)
2 NAVY ANNEX
WASHINGTON D.C. 20730

6. Reports. The reporting requirements contained in this instruction are exempt from reports control by SECNAV M-5214.1.



J. C. HARVEY, JR.
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(Manpower, Personnel, Training
and Education)

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SECTION 1

TOTAL FORCE MANPOWER MANAGEMENT

100. General

Responsible Offices	CNO (N122)
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1. Definition. Total Force (TF) manpower management is the methodical process of determining, validating, and using manpower requirements to inform budget decisions; prioritizing manpower authorizations based on available funding and personnel executability; and translating authorizations into a demand signal for personnel, training and education processes. In understanding TF Manpower Management, it is important to highlight:

- a. Fiscal constraints can restrict the Navy from authorizing (buying) all of the validated Total Force requirements.
- b. Resource Sponsors and Enterprises/Enablers must choose the amount of mission/workload to fund while maximizing their value stream within fiscal constraints.
- c. Enterprises/Enablers and Budget Submitting Offices (BSOs) must specify which Total Force requirements they would like to authorize (fund) by skill and pay grade, occupational series, career group, and pay band.
- d. CNO (N1) must adjudicate authorization requests accounting for the health and executability of Navy communities.

2. Manpower Requirements Overview

a. Manpower requirements define the number of personnel required to perform the Navy's work and deliver the specified capability. Each manpower requirement equates to a specific manpower space which is assigned qualifiers that define the duties, tasks, and functions to be performed and the specific skills and skill level required to perform the delineated functions.

Enclosure (1)

b. Manpower requirements are determined using methodologies and standards as specified in Sections 2 through 5. In general, there are four types of manpower requirements:

(1) Fleet manpower requirements are determined by NAVMAC and include ship, squadron and other deployable unit requirements. Section 3 describes Fleet manpower requirements processes.

(2) Shore manpower requirements at Navy commands are determined by the Manpower BSOs with Enterprise/Enabler endorsement and submitted to CNO (N1) for final approval. Section 4 describes shore manpower requirements determination processes.

(3) Individuals Account (IA) requirements account for personnel in student, trainee, transient or holdee (STTH) status as well as Midshipmen on active duty. Holdees include patients, prisoners and personnel in the process of being separated (separatees). IA requirements are determined by CNO (N12) as described in Section 5.

(4) Outside Navy requirements such as Combatant Commander (COCOM), defense agency and OSD billets are determined using other processes, and are reviewed by CNO (N12) as described in Section 5.

3. Manpower Programming and Reprogramming Overview

a. TF requirements become authorized positions if they are supported by resources (i.e., are funded). Resources are provided through the Planning, Programming, Budgeting and Execution System (PPBES). Only authorized positions, not requirements, send demand signals to the accession, training and distribution systems.

b. The ultimate objective of PPBES is to provide the best mix of Total Forces, equipment and support attainable within fiscal constraints. PPBES enables senior leadership to assess alternative ways to achieve the objectives established by the President and the Secretary of Defense. The decisions from the PPBES involve balancing near term readiness, sustainability and force structure requirements with long term modernization needs to ensure warfighting capability today and in the future. The

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PPBES process is run on a very structured schedule to meet planning constraints for a particular Fiscal Year. PPBES decisions result in changes in the resources available to fund requirements as authorized positions.

(1) Military positions, active and reserve, are funded through the application of programmed end strength (ES). Total active and reserve end strength for a given year is fixed and can only be changed through the PPBES process. Total manpower authorizations are limited to programmed end strength.

(2) Civilian and contractor positions are reported in the PPBES process but the total number can change with the reallocation of resources. Civilians and contractors are not managed to end strength.

c. Manpower programming involves adding, deleting and moving programmed end strength within the PPBES process. Total end strength may change in the programming process. Manpower programming is governed by N8 and resource sponsor direction, generally promulgated on an annual basis in POM and PR serials.

d. The reallocation of programmed end strength outside of the PPBES process is reprogramming, also termed out-of-cycle programming. All out-of-cycle programming is "zero sum." Section 7, Authorizations, provides greater detail on out-of-cycle programming limits.

4. Manpower Authorizations Overview

a. Manpower authorizations comprise the personnel entitlement of Navy commands to provide the required capabilities (for Fleet/operational units) or to perform assigned Missions, Functions and Tasks (shore activities).

b. Total authorizations may never exceed total manpower requirements but may be less than stated manpower requirements.

c. The authorization will equal the requirement in quality (rating, designator, paygrade, etc) unless constrained by resources, CNO (N1) policy, or legal limitations such as Title 10 constraints on E8, E9, LCDR, CDR, CAPT and Flag billets.

d. Manpower reconciliation (also known as balancing, or "quan/qual" (quantification/qualification)) is the matching of funded positions (Military Personnel, Navy (MPN) and Reserve Personnel, Navy (RPN)) to end strength by level of aggregation. Funded positions and end strength shall be kept balanced.

e. Section 7 provides greater detail on authorizations.

5. Personnel, Training and Education Processes

a. TF funded positions, when aggregated to various Navy levels, form the basis for personnel end strength planning, recruiting, training, promotion, and personnel distribution.

b. The statement of enlisted programmed authorizations (EPA) provides the target for enlisted community management and strength planning. The EPA aggregates enlisted authorizations by community as defined by enlisted master codes (EMCs), paygrade, sea-shore code, STTH and non-STTH.

c. The statement of officer programmed authorizations (OPA) provides the target for officer community management. The OPA is aggregated by designator, paygrade, sea-shore code, STTH and non-STTH.

d. For military personnel, authorized billets form the basis for the distribution. Enlisted distribution is ultimately based on requisitions governed by the Navy Manning Plan which prioritizes assignments when the number of available personnel does not equal the number of vacant billets.

6. General Roles and Responsibilities. TF manpower management is a complex process with many interdependent roles.

a. CNO (N1). CNO (N1) is the single resource sponsor for military manpower and determines policy for all TF manpower requirements. Pursuant to these roles N1 will:

(1) Assess, validate, and approve the military requirements developed by Naval Manpower Analysis Center (NAVMAC).

(2) Approve processes used by BSOs to determine and validate TF requirements.

(3) Prioritize funding of all military manpower requirements and ensure they are executable.

(4) Provide oversight and guidance to BSOs when applying manpower mix criteria.

b. Warfighting Enterprises. Warfighting enterprises, in conjunction with Commander, U. S. Fleet Forces Command (COMUSFLTFORCOM), are charged with coordinating the efforts of component elements spanning multiple echelon 2 commands and or manpower BSOs to maximize warfighting capability. Pursuant to this role it is incumbent upon the enterprises and COMUSFLTFORCOM to:

(1) Assess and validate the required capabilities and missions, functions and tasks (MFTs) of their component elements, including those in supporting enablers.

(2) Make manpower funding recommendations to the manpower resource sponsor and the Fleet Readiness Enterprise.

c. Enablers. Enablers are charged with supporting the warfighting enterprises by coordinating the efforts of component elements spanning multiple echelon 2 commands and or manpower BSOs. Each enabler is aligned to one broad support function which does not provide direct warfighting capability but is necessary for the warfighting enterprises to accomplish their mission. Each enabler generally supports every enterprise. Pursuant to this role, enablers shall:

(1) Align manpower to support the warfighting enterprises to the maximum extent possible.

(2) Assess and validate MFTs of component elements.

d. Manpower BSOs. Manpower BSOs are aligned to most of the echelon 2 commands of the Navy. Each manpower BSO will likely have subordinate commands and activities in multiple warfighting enterprises and providers. As the manpower entity aligned with the executors of Navy missions, manpower BSOs will:

(1) Determine, validate and approve TF requirements ashore using N1 approved processes.

(2) Document TF requirements in an N1 approved database (Total Force Manpower Management System (TFMMS)).

(3) Submit changes to military manpower programmed authorizations to N1 for approval.

SECTION 2

TOTAL FORCE MANPOWER REQUIREMENTS DETERMINATION

200. General

Responsible Offices	OPNAV (N122)
References	(b) NAVPERS 15839I, Navy Officer Manpower and Personnel Classifications NAVPERS 18068F, Navy Enlisted Manpower (c) Personnel Classifications and Occupational Standards (d) DoD Instruction 1100.22 of 7 Sep 2006 (e) HR-1588-230, Title XI, Civilian Personnel Matters (f) NAVPERS 16000A, Total Force Manpower Management System Coding Directory, of Jul 2003

1. Purpose. The purpose of this section is to lay out manpower requirements determination rules that apply to all forms of Navy manpower requirements.

2. Authority. Deputy Chief of Naval Operations (DCNO) (Manpower, Personnel, Training and Education) (MPTE) (CNO (N1)) has the overall responsibility to plan, program, manage and execute active and reserve military manpower requirements. Additionally, CNO (N1) is responsible for civil service and contractor manpower requirements determination policy.

3. Basis of Requirements. TF manpower requirements shall be based on fulfilling the approved Navy mission. The specific manpower requirements process depends on the type of command or unit. Fleet manpower requirements shall be based on required operational capability and projected operational environment (ROC and POE) documents. Navy shore manpower requirements shall be based on directed MFTs. All requirements will be documented in TFMMS and reflected on the activity manpower document (AMD).

4. Efficient Use of Resources. Manpower requirements shall reflect the minimum quantity, calculated using the approved Navy standard work weeks (appendix C), and quality of manpower required for peacetime and wartime to effectively and efficiently accomplish the activity's mission (these two factors are commonly paired together as "quan/qual"). References (b) and (c) provide occupational standards for officer and enlisted requirements respectively and shall be used to determine the minimum quality required.

5. Manpower Mix. TF requirements shall reflect the appropriate mix of military, civil service, and private sector manpower necessary to accomplish Department of Defense (DoD) missions consistent with applicable laws, policies, and regulations per reference (d). The Manpower Mix Criteria (table 2.1) and Decision Matrix tool (table 2.2) guide whether a requirement should be military, civil service, or contractor. Guidance in reference (d) supports strategic planning and daily management of the DoD workforce.

a. Military Requirements. A requirement or position is military if the successful performance of duties is required:

(1) for reasons of law, executive order, treaty, or international agreement; or

(2) for command and control of crisis situations, combat readiness, risk mitigation, or esprit de corps; or

(3) when unusual working conditions are not conducive to civil service employment; or

(4) when military provide a more cost effective source of support; or

(5) when military-unique knowledge and skills are required for successful performance of the duties.

b. In addition, positions that do not meet the military essentiality test in paragraph 5.a. may be designated as military to:

(1) provide overseas and sea-to-shore rotation; or

(2) provide educational and career progression assignments; or

(3) provide adequate military personnel to man wartime only assignments.

See Section 6 for more detailed procedures in determining SELRES manpower requirements based on mobilization.

c. In addition to the above, a requirement/position may be identified as a Selected Reserve (SELRES) provided it can be substantiated across any of the following:

(1) war or national emergency; or

(2) contingency operations; or

(3) military operations other than war (MOOTW); or

(4) peacetime contributory support; or

(5) humanitarian operations; or

(6) full or partial mobilization (including pre- and/or post-mobilization); or

(7) such other times as national security may require.

See Section 6 for more detailed procedures in determining SELRES manpower requirements based on mobilization.

d. Government Civilian Requirements. Non-military manpower requirements which consist of functions and tasks that are inherently governmental (IG) in nature shall be performed by government civilians. IG functions may include activities that

Enclosure (1)

require either the exercise of discretion when applying federal government authority or value judgments when making decisions for the federal government. IG requirements must be filled with military or civil service personnel. In addition, a non-military essential requirement is identified as civil service if incumbency is required due to:

(1) law, executive order, treaty, or international agreement; or

(2) for key personnel and emergency essential civil service manpower; (see Section 407 for complete definition); or

(3) for continuity of infrastructure operations during national emergency or war; or

(4) core logistics capability.

e. Contractor Requirements. Manpower requirements that do not meet the criteria for military or government civilian requirements shall be designated as contractor requirements unless military or civilian manpower can be demonstrated to be more cost effective.

6. Manpower Quality. Manpower requirements shall be defined on the manpower document and in the Manpower Information System (TFMMS or TFARS) with sufficient information to allow the MPTE processes (recruiting, accessing, training, educating and distributing) to work. References (f) and (g) provide the authoritative directives regarding which specific data elements are required for military, government civilian and contractor manpower. Military manpower requirements are currently defined primarily in terms of the community which will accomplish the work. As Navy continues to evolve the way work is defined, additional data elements (e.g., competency) will be required when determining manpower requirements.

a. Specific quality information includes, but is not limited to:

(1) Officers. Designator, pay grade, Navy Officer Billet Classification (NOBC) (reference (b)), Subspecialty Code (SUBSPEC) and Additional Qualification Designation (AQD).

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(2) Enlisted. Rate/rating, Navy Enlisted Classification (NEC) Codes (reference (c)), and applicable Functional Area Code (FAC).

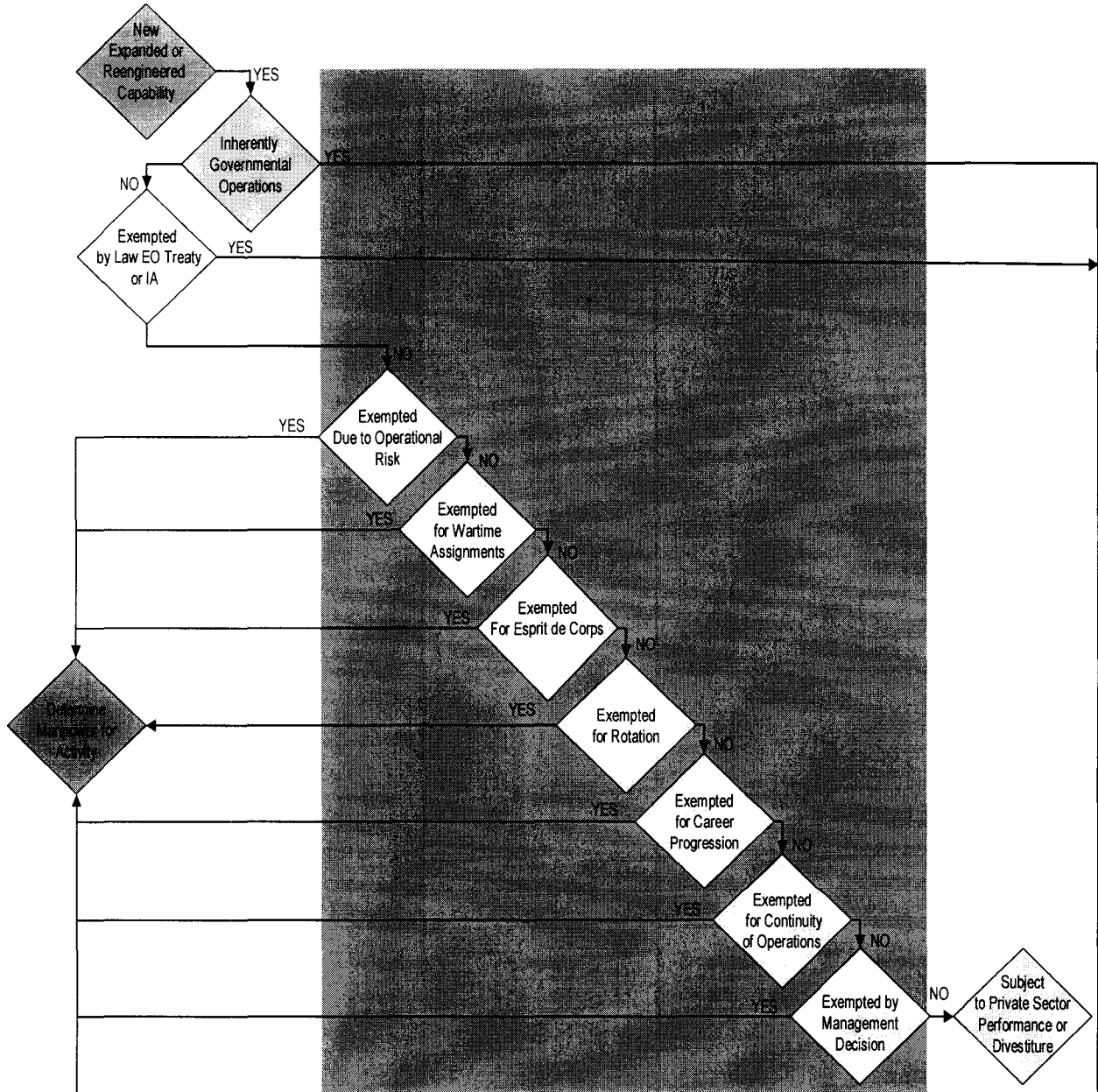
(3) Government civilians. Occupational series, Career Groups (CGs), Pay Schedules (PSSs), Pay Bands (PBs).

7. General Duty. Enlisted manpower requirements are considered general duty when multiple rates or ratings could satisfy the work requirement (e.g., Recruiters, Recruit Division Commanders, NAVLEAD Instructors, 3M Coordinator, etc.) either because the work is not directly associated with any one rating (codified using FAC G) or because the work is associated with a multi-sourced NEC (codified using FAC H). To provide maximum flexibility in balancing sea shore rotation and career progression, enlisted requirements will be classified as general duty whenever appropriate. Section 801 provides details on authorization procedures for general duty manpower requirements.

Table 2.1 - Manpower Mix Criteria

A	Direction and Control of Combat and Crisis Situations	
B	Exemption for Combat Support and Combat Service Support due to Operational Risk	
D	Exemption for Manpower Dual-Tasked For Wartime Assignments	
E	Civilian Authority Direction & Control	F Military-Unique Knowledge & Skills
G	Exemption for Esprit de Corps	
H	Exemption for Continuity of Infrastructure Operations	I Military Augmentation of the Infrastructure During War
J	Exemption for Civilian & Military Rotation	K Exemption for Civilian & Military Career Progression
L	Exempted by Law, Executive Order, Treaty or International Agreement	
M	Exempted by DoD Management Decision	
P	Pending Restructuring of Commercial Activities	
R	Subject to Review for Competition Under OMB Circular A-76	
W	Non-Packageable Commercial Activity	
X	Alternatives to OMB Circular A-76	

Table 2.2 Decision Matrix for Determining Workforce Mix



SECTION 3

FLEET MANPOWER REQUIREMENTS DETERMINATION

300. General

Responsible Offices	CNO (N12) NAVMAC CFEC
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References	(i) OPNAVINST C3501.2J (j) NAVMACINST 5310.18B
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1. Purpose. The purpose of this section is to lay out manpower requirements determination rules which apply to Fleet manpower requirements. Fleet manpower requirements include manpower requirements for ships, squadrons and other deployable units governed by Required Operational Capability/Projected Operating Environment (ROC/POE) documents.

2. Authority. DCNO (MPTE) (DCNO (N1)) has the overall responsibility to plan, program, manage and execute Fleet manpower requirements. The primary agent for determining Fleet manpower requirements is the Naval Manpower Analysis Center (NAVMAC). NAVMAC, in cooperation with cognizant Type Commanders and Warfighting Enterprises, determines Fleet manpower requirements for CNO (N12) signature.

3. Manpower Documents. Fleet manpower requirements will be promulgated in manpower documents as follows:

a. Ship Manpower Document (SMD). Each class of ship shall have at least one SMD. Additional SMDs are required for each significantly different configuration.

b. Squadron Manpower Document (SQMD). Each Type/Model/Series (T/M/S) shall have at least one SQMD. Additional SQMDs are required for squadrons within a T/M/S with distinct ROC/POE documents or significantly different configurations (e.g., different PAA or shore vs. carrier based)

Enclosure (1)

c. Fleet Manpower Document (FMD). Manpower requirements for operational units other than ships and squadrons (e.g., CSG's, numbered Fleets, EODMU's, NMCB's) are documented in FMDs. Groups of similar units may share an FMD if they share a ROC/POE and similar equipment. Activities requiring an FMD shall be approved through the appropriate chain of command.

d. SEAOPDET Manpower Document. SEAOPDET manpower documents are in direct support of an aircraft carrier's AIMD when the air wing is embarked. These requirements are based on the ship's test bench/ground support equipment (GSE) gear configuration and the aircraft attached to a specific CVW. They are attached to the appropriate shore station AIMD to support aircraft workload during the turnaround cycle. Each SEAOPDET will have its own manpower document.

4. Basis of Requirements

a. Methodology. The Fleet manpower requirements determination process is a standards-based system. The process identifies multi-year manpower requirements to support the PPBES process by establishing baseline manpower requirements based on ROC/POE statements. The process ensures a validated and justifiable technique for determining the military and civil service quantity and quality of manpower requirements for Fleet activities. The methodology is predicated on data obtained through engineering studies, industry standards, technical and operational evaluations, job task analysis, work study, activity sampling, wartime tasking identified in the ROC/POE instruction or through application of staffing standards, including use of the appropriate Navy Standard Work Week.

b. ROC/POE. A current ROC/POE is the most critical element in developing Fleet manpower documents. The ROC provides a precise definition of the unit's mission statement. The POE is a description of the specific operating environment in which the unit is expected to operate. Reference (i) contains formats, procedures, and responsibilities for developing and making changes to ROC/POE.

c. Requirements Drivers. The primary factors considered in developing Fleet manpower requirements are:

- (1) ROC/POE,

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(2) DCNO (N1) approved staffing standards, especially Navy Standard Workweek (appendix c),

(3) Warfare publications (CONOPS, NTTP, EDORM, NSTM, Combat systems doctrine, etc.),

(4) Maintenance requirements,

(5) Navy Maintenance and Material Management (3-M) Systems,

(6) Navy Training System Requirements, Acquisition, Key Performance Parameters, and Training Requirements Program Planning Management (TRPPM) documents.

5. Production Schedule. NAVMAC publishes the FMD/SMD/SQMD Production Plan annually. TYCOMS, Enterprises, Enablers and Providers and appropriate warfare sponsors receive this report for information and long-term planning. The need for new or revised manpower documents are generated by:

a. Acquisition: new construction/conversions (PSMD/PSQMD; see Section 302).

b. Significant configuration changes/new equipment installs.

c. Major ROC/POE revisions.

d. Change in assigned aircraft (PAA).

e. Change in flight hour utilization rates.

f. Fleet replacement squadron (FRS) student throughput.

g. FRS curriculum.

h. Corrective Fleet issues.

i. SEAOPDET FMDs will be calculated for each Strike group and entered into TFMMS/TFARS as a draft SEAOPDET no later than 12 months prior to Major Combat Operations Readiness (MCOR).

j. Enterprise request to NAVMAC, copy to CNO (N12).

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k. DCNO (N1) direction.

6. On-site reviews. On-site reviews are situation dependent and conducted as required:

a. NAVMAC will conduct an on-site review to gather information prior to the production of draft manpower documents for those activities without a pre-existing SMD/FMD/SQMD.

b. NAVMAC will conduct selective on-site reviews to gather information prior to the production of draft manpower documents for those activities with a pre-existing SMD/FMD/SQMD.

7. Review Process. Manpower requirements are initially published by NAVMAC as draft FMDs, SMDs, SQMDs, and SEAOPDET manpower documents. TYCOMS, Warfighting Enterprises, Enablers and activities have an opportunity to review and submit a reclama per reference (j). Community Managers will also have an opportunity to review the draft document and provide assessment of potential community health impacts. Once the review cycle is complete, NAVMAC forwards the final manpower document to Director, Total Force Requirements Division (CNO (N12)) for review and approval. CNO (N12) directs changes accordingly and NAVMAC produces and uploads a final SMD, FMD, SQMD, or SEAOPDET manpower document into TFMMS/TFARS. Subsequently, an AMD/AWD will be available from TFMMS/TFARS and will serve as the single source for manpower requirements and funded positions data.

8. The AMD/AWD displays a complete picture of Total Force manpower requirements as they change across the FYDP. Submit proposed changes to existing AMD/AWD via the chain of command to CNO (N12). Minor changes to requirements drivers for individual Fleet activities can result in the requirements reflected in the AMD/AWD differing from the original signed SMD/SQMD/FMD. The approved changes to the AMD supersede the original SMD/SQMD/FMD.

9. Fiscal Responsibilities. Fleet manpower requirements are subject to change when any of the requirements drivers listed in paragraph 4.c (e.g., ROC/POE, NTPP, NSWW, etc.) or equipment/hardware changes. Whenever a Warfighting Enterprise or TYCOM sponsors such a change, the proposed change will be provided to NAVMAC. NAVMAC will conduct an estimate of the impact on manpower requirements and provide that estimate to CNO (N1). If the estimate results in manpower requirements that

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differ from current funding levels, the cognizant Enterprise will address the excess or shortfall during their next Program Readiness Review as part of the PPBES process.

10. CFFC will establish initial shore and operational Total Force (TF) manpower requirements in support of experimental or emerging issues required to meet new and projected demands for CNO, Combatant Commanders, Navy Forces in support of Joint Commands and other Echelon 2 staffs.

Enclosure (1)

301. Manpower Determination Process Elements

Responsible Offices	CNO (N12) NAVMAC
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1. SMD/FMD. SMD/FMD manpower requirements are determined by, but are not limited to, the following development elements:
 - a. ROC/POE parameters and analysis (wartime MFTs).
 - b. Directed manpower requirements (e.g., Master Chief Petty Officer of the Command (MCPOC), safety, career counselors, etc.).
 - c. Operational Manning (OM), also known as Watch stations (e.g., weapons control stations, repair parties, bridge, lookouts, etc.).
 - d. Preventive Maintenance (PM) (e.g., scheduled maintenance and Maintenance Index Page (MIP) cards).
 - e. Corrective Maintenance (CM) (normally a ratio of PM). However, NAVMAC may use validated CM workload if deemed appropriate.
 - f. Facilities Maintenance (e.g., industrial standards and space layout).
 - g. Application of approved staffing standards (when applicable).
 - h. Workload measurement and analysis.
 - i. Utility tasking (e.g., Underway Replenishment (UNREP), Connected or Vertical Replenishment (CONREP/VERTREP), Flight Quarters (FQ), Sea and Anchor Detail, etc.).
 - j. Allowances (e.g., Productivity Allowance (PA), Production Delay (PD), Make Ready Put Away (MR/PA) time).
 - k. Development of officer requirements.
 - l. Warfighting Enterprise, TYCOM, Enabler, and Activity review of draft documents.

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2. SQMD/SEAOPDET. SQMD/SEAOPDET manpower documents are determined by, but are not limited to, the following development elements:

- a. ROC/POE parameters (number of aircraft, flight hour utilization, operating environment, crew-seat ratio, etc.).
- b. Computed aviation maintenance work-hour (WH)/flight-hour models by type, model, and series of aircraft (aviation Navy 3M data).
- c. Application of validated aviation preventive maintenance work-hours for specific type, model, and series of aircraft.
- d. Application of approved aviation staffing standards.
- e. Directed manpower requirements (e.g., Safety PO, MCPOC, etc.).
- f. Workload measurement and analysis.
- g. Allowance for MR and PA as applied to PM only.
- h. Allowance for PD as applied to all categories except PM.
- i. Utility tasking, Administrative Support (AS), and Support Action (SA).
- j. Develop ground officer requirements.
- k. Warfighting Enterprise, TYCOM, Enabler, and Activity review of draft documents.

3. The approved Navy Standard Productive Workweek (Appendix C) will be applied in a series of calculations to derive the staffing required by specific skill, as appropriate. The resultant manpower requirements represent the minimum number of manpower requirements necessary to staff the activity to fully perform its wartime mission.

302. Fleet Manpower Requirements determination associated with Navy's Acquisition programs

Responsible Offices	CNO (N12) NAVMAC RESOURCE SPONSORS CFFC
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References	(b) NAVPERS 15839 series, Navy Officer Manpower and Personnel Classifications (c) NAVPERS 18068 series, Navy Enlisted Manpower Personnel Classifications and Occupational Standards (e) HR-1588-230, Title XI Civilian Personnel Matters (h) SECNAVINST 5000.2C (k) DOD Directive 5000.1 of 12 May 03 (l) DOD Instruction 5000.2 of 12 May 03 (m) OSD(P&R) memo of 10 Dec 03 (n) OPNAVINST 1500.76A (o) OPNAV P-751-2-9-97 Training Planning Process Methodology (TRPPM) Guide (NOTAL) (p) OPNAV P-751-3-9-97 Training Planning Process Methodology (TRPPM) Manual (NOTAL) (q) OPNAV P-751-1-9-97 Navy Training Requirements Documentation Manual (NTRDM) (NOTAL)
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1. Purpose. The purpose of this sub-section is to lay out the manpower requirements determination process that applies to all Acquisition Category (ACAT) I and manpower significant programs.

Enclosure (1)

(Note: At time of publication, OPNAVINST 5310.23 was under development and will include further guidance on the Human Systems Integration (HSI) process.)

2. Authority. Navy acquisition programs require an assessment of the impact on MPT, and subsequent planning and programming actions under the guidance of references (b), (c), (e), (h), and (k) through (q). CNO (N125) is charged with the validation of future manpower and training requirements for Navy acquisition programs.

3. Manpower Documents. New acquisition manpower requirements will be documented in manpower documents as follows:

a. Manpower Estimate Report (MER). All ACAT I and manpower significant programs require the development of a MER which assesses the manpower portion of the "total cost of ownership" IAW with references (h) and (m). The MER goes beyond the requirements identified by the Preliminary Ship Manpower Document/Preliminary Squadron Manpower Document to include the maintenance, training, and support requirements. Additionally, MERs for Aircraft programs shall provide estimates of the entire weapon system's community (e.g., total requirements of all squadrons).

b. Navy Training System Plan (NTSP). The NTSP will identify all training requirements including student throughput, instructors, technical training equipment, maintenance, curriculum, courses, and task analysis based on the work load analysis and human systems integration plan.

c. Preliminary Ship Manpower Document (PSMD)/Preliminary Squadron Manpower Document (PSQMD). The main function of the PSMD/PSQMD is to document preliminary manpower requirements. This is done in terms of quantity and quality (such as skills, experience levels, and specialized training) to perform required mission(s).

d. Crew Scheduling & Phasing Plan (CSPP). The CSPP will identify the pre-commissioning training for each member of the crew. The CSPP will reflect training requirements for nucleus and balance crew personnel by billet. Using the CSPP as a guideline, personnel will be ordered to the ship in accordance with Fleet manning directives.

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4. Production Plan

a. The MER shall be produced by the responsible warfare sponsor and program office in coordination with CUSFFC, NAVMAC and CNO (N125), for approval by CNO (N12). The MER is required prior to Milestone 'B' and appropriate revisions prior to the Milestone 'C' and Full Rate Production (FRP) decision reviews.

b. The NTSP shall be produced by the responsible warfare sponsor and program office with concurrence provided by CNO (N12). An initial NTSP is required at Milestone 'B' and the draft NTSP at Milestone 'C'.

c. The CSPP shall be produced by the responsible program manager prior to Low Rate Initial Production (LRIP).

d. PSMDs for all new ships shall be produced by the responsible program manager using the Navy Manpower Requirements System (NMRS) maintained by NAVMAC. PSQMDs shall be produced by Naval Air Systems Command (NAVAIR) Logistics Competency using approved SQMD methods and NMRS (when appropriate). PSMD/PSQMDs are required at pre-Milestone 'B', with subsequent revisions at pre-Milestone 'C' and at Full Rate Production (FRP), or as significant changes occur in the program.

5. Review Process. During the development of the draft PSMD/PSQMD, the Program Manager shall engage the applicable weapon system's Warfare Sponsor(s) and manpower community. Prior to distribution of a final PSMD/PSQMD, NAVMAC will review the document to ensure compliance with current standards and procedures. These reviews will resolve questions within the approved acquisition strategy to ensure accurate requirements and effective programming. NAVMAC will upload the final PSMD/PSQMD into TFMMS/TFARS. Subsequently an AMD/AWD will be available from TFMMS/TFARS and will serve as the single source for manpower requirements and funded positions data.

6. Fiscal Responsibilities. The Warfighting Enterprise sponsoring a new acquisition program will address the funding of the final PSMD/PSQMD and NTSP requirements during their Program Readiness Review as part of the PPBES process.

7. Human Systems Integration (HSI). The HSI process is a management and technical strategy to integrate the domains of

Enclosure (1)

Manpower, Personnel, Training, Human Factors Engineering, System Safety, Health Hazards, Habitability and Personnel Survivability into the materiel life-cycle. These domains collectively define how the human parts of the system impact a system's capability or performance, (e.g., mission performance, safety, supportability, and cost). The HSI domains also identify how the system impacts the human aspects of the system, (e.g., the trade structures, skill gaps and training requirements, workload and manning levels, and operator/maintainer characteristics such as body size and strength). The human parts of the system include the whole range of system stakeholders, that is, the system, supporters, trainers, operators and maintainers.

a. HSI is the interaction between people (operators, maintainers and support) and their systems.

(1) The principle goal is to optimize manpower and improve human performance.

(2) HSI is a factor in:

- (a) Acquisition;
- (b) Program Management;
- (c) Architectures/CONOPs;
- (d) Systems Engineering;
- (e) Logistics/Supportability;
- (f) Programming & Budgeting;
- (g) Warfighting Readiness;

b. Authority. Navy acquisition programs require a HSI Plan. The plan identifies the MPT and subsequent planning and programming actions under the guidance of references (h) and (n). CNO (N12) is the governing authority for the validation of the HSI plan, HSI requirements and Navy acquisition programs.

c. HSI Documents. New acquisition HSI requirements will be documented in HSI plans technical authority certified data based on Volumes I-III identified within reference (n).

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d. HSI Plan

(1) The HSI plan shall be produced by the responsible resource sponsor and program office in coordination with the SYSCOM, and CNO (N125) for approval by CNO (N12). HSI Plan is required prior to Milestone 'B' and appropriate revisions prior to Milestone 'C' and Full Rate Production (FRP).

(2) The HSI plan shall be produced by the responsible warfare sponsor and program office and concurrence provided by CNO (N125) through the HSI governance process.

e. Review Process. Prior to approval of a HSI Plan by CNO (N12) the SYSCOM will submit to CNO (N125) who validates the document in compliance with JCDIS. This review will resolve questions early enough to ensure effective programming. SYSCOM will upload an approved HSI Plan into the Human Assessment Requirements Planning System. Subsequently, the HSI Plan will be available and will serve as the single source for HSI requirements, and follow-on Navy Training Systems Planning data.

f. Fiscal Responsibilities. The Warfighting Enterprise sponsoring a new acquisition program will address the funding of HSI plans and requirements during their Program Readiness Review as part of the PPBES process.

Enclosure (1)

SECTION 4

SHORE MANPOWER REQUIREMENTS

400. General

Responsible Offices	CNO (N122/N113)
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References	(r) OPNAVINST 5450.169D (s) Total Force Manpower Requirements Handbook, Apr 00
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1. Purpose. The purpose of this section is to provide direction on the determination of shore manpower requirements. Shore manpower requirements are used for Navy activities not governed by a ROC/POE (i.e., those activities covered by section 3). This section does not apply to the IA or Joint and defense agency activities (both covered in section 5). Manpower BSOs may use these processes to create interim requirements for Fleet activities until an FMD can be generated. (Note: At time of publication, OPNAVINST 5450.169D was under revision for incorporation in the Navy Organization Change Manual (NOCM) with estimated completion date of September 2007.)

2. Authority. DCNO (MPTE) (CNO (N1)) has the overall responsibility to plan, program, manage and execute manpower requirements. The primary agent for determining shore manpower requirements is the Manpower Budget Submitting Office (BSO) for shore activities, established via reference (r). Manpower BSOs, in coordination with supported Enterprises/Enablers determine shore manpower requirements for CNO (N12) signature.

3. Manpower Documents. Peacetime shore manpower requirements are documented as a Statement of Manpower Requirements (SMR). Wartime requirements are documented on the Mobilization Statement of Manpower Requirements (MSMR). Approved SMR and MSMR requirements are loaded into TFMMS/TFARS. An Activity Manpower Document (AMD) can be generated from TFMMS via TMMCA. An Activity Workforce Document (AWD) can be generated from TFARS.

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4. Basis of Requirements. Shore manpower requirements will be based on valid, approved workload drivers. The primary driver of shore workload is the Mission, Functions and Tasks (MFT) statement of the activity. Procedures for establishing, changing and approving MFTs are contained in section 401. Common drivers of shore manpower requirements are:

- a. OPNAVINST 5450 for each Shore Activity;
- b. Mission, Function, Task statements (Section 401);
- c. CNO (N1) approved staffing standards, especially Navy Standard Workweek (appendix C);
- d. Manpower Determination Tools (Section 402);
- e. Maintenance requirements;
- f. Staffing Standards.;
- g. Status of Forces Agreements;
- h. MOU/MOA's for support to activities outside of the Chain of Command;
- i. Inter Service Support Agreements (ISSA) within DOD.

5. Phases of Shore Manpower Requirements Determination

a. Phase I, Peacetime Requirements. Manpower BSOs shall determine and validate peacetime manpower requirements based on peacetime MFTs, workload and peacetime workload. The detailed process for performing manpower requirements determination is contained in reference (s).

b. Phase II, Wartime Requirements. Manpower BSOs shall determine and validate mobilization manpower requirements using the Statement of Manpower Requirements (SMR) document from Phase I as a baseline. The processes in reference (s) still apply. Differences between MFT workload and available productive hours in peacetime and wartime may result in more or fewer manpower requirements. See section 6 for detailed procedures for mobilization manpower requirements.

Enclosure (1)

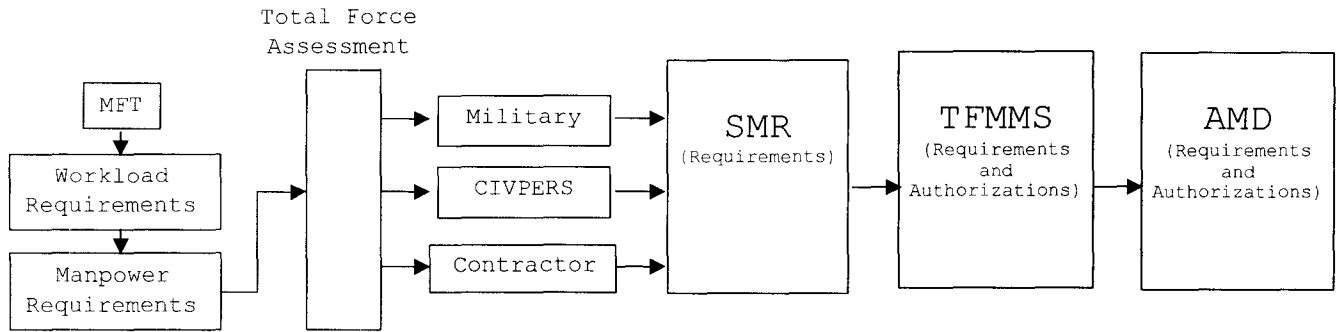
c. Phase III, Approval Process. Manpower requirements determined during a shore manpower requirements determination (SMRD) are to be reflected in the activity's SMR and MSMR. The supported enterprise and enabler must endorse the SMR, concurring with the MFT, workload, and methodology used. BSOs will enter all approved requirements for peacetime and mobilization into TFMMS.

d. Phase IV, Periodic Review. Manpower BSOs shall review manpower requirements on a continuous basis to ensure they meet the MFT. Effect minor changes to manpower requirements via billet change requests. A new SMR and MSMR should be initiated by:

- (1) Major MFT revision;
- (2) Corrective fleet issues;
- (3) Technology adjustments to workflow;
- (4) Significant changes and new equipment installs;
- (5) Support services adjustments (memorandum of understanding (MOU), memorandum of agreement (MOA), status-of-forces agreement (SOFA) and ISSA);
- (6) Supported enterprise or enabler direction; or
- (7) CNO (N1) direction.

6. Fiscal Responsibility. Shore manpower requirements are subject to change when any of the requirement drivers listed in paragraph 5d (e.g., MFTs, maintenance requirements, SOFA, etc.) change. Whenever an enterprise sponsors such a change, the proposed change will be provided to the manpower BSO. The manpower BSO will conduct an estimate of the impact on manpower requirements and provide that estimate to the resourcing enterprise. If the estimate results in manpower requirements that differ from current funding levels, the cognizant enterprise will address the excess or shortfall during their next program readiness review as part of the PPBES process.

Figure 4.1 Shore Manpower Requirements Process



401. Guidance for Mission Function Task (MFT) statements

Responsible Offices	CNO (N122/N113)
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References	(r) OPNAVINST 5450.169D (s) Navy Total Force Manpower Requirements Handbook, April 2000
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1. Purpose. Provide the guidance and format for a clear and concise MFT statement for use by Manpower BSOs to establish shore manpower requirements for Navy activities not covered by ROC/POE documents. (Note: At time of publication, OPNAVINST 5450.169D was under revision for incorporation in the Navy Organization Change Manual (NOCM) with estimated completion date of September 2007.)

2. Authority. Manpower BSOs will submit Missions, Functions and Tasks for Shore Activities under their management responsibility as documented by Director, Navy Staff (CNO (DNS)) in reference (r). Warfighting Enterprises and Enablers shall validate MFTs for activities in their domain. MFTs for shore activities are approved by the OPNAV sponsor.

3. Concept. Per reference (s), manpower requirements determination is a process that provides a systematic means of determining and documenting minimum manpower necessary to accomplish approved activity tasking. Activity approved tasking is issued in the form of a Mission, Function, and Task (MFT) statement, using enclosure (1):

a. Mission: Mission statements are based upon recommendations of responsible commanders, documented in accordance with reference (r).

b. Functions: Requirements derived from the principal elements of an activity's mission, elements that differentiate one activity from another.

c. Tasks: Requirements levied on an activity which are not directly derived from its mission but which are accomplished in

Enclosure (1)

connection with existing program policy directives or written tasking agreements. All tasking agreements must have chain of command approval and be in writing.

4. Responsibilities

a. Shore Activity Commanders will:

(1) Submit, in enclosure (1) format, their Mission, Function and Task statements for Enterprise coordination and approval. CNO (DNS) will publish the approved document as an OPNAV (5450 Series) Instruction or as an addendum to an existing OPNAV 5450.

(2) Maintain relevant MFTs for all shore activities under their command.

(3) Approve organization instructions for shore activities in their chain of command, standardizing directives for those activities having similar mission statements.

b. Regional Commanders will:

(1) Maintain copies of published MFTs for all shore activities under their cognizance,

(2) Assist with coordination of updating/validating changes to MFTs,

(3) Assist with negotiations for changed service levels when those changes affect employment opportunities for the local population.

c. Manpower BSOs will maintain organization instructions for shore activities in their chain of command, standardizing directives for those activities having similar mission statements.

5. Fiscal Responsibility. Enterprises and Enablers will assess and estimate the manpower impact of new or revised MFTs as part of the approval process. Enterprises and Enablers will address manpower shortfalls or excesses as part of their next scheduled program readiness review.

Enclosure (1)

Format for Mission, Functions and Tasks Instructions

(Command) Instruction 5450.

From: (Commander in chain of command)

Subj: MISSION FUNCTION AND TASKS OF (Name of Activity and Short title)

Ref: (a) OPNAVNOTE 5450 Ser ___ of ____ (Authority for Activity Current Mission Statement)

Encl: (1) Functions and Tasks of (Activity Short Title)

1. Purpose. To publish the functions and tasks of (Activity Short Title) under the mission established by reference (a).

2. Cancellation. (Command) INST 5450. ____

3. Mission. (Quote from reference (a)).

4. Status and Command Relationships. (Activity Short Title) is a shore activity in an active (fully operational) status under a (Commander; Commanding Officer; Officer in Charge). (Also describe here other relationships of a special continuing nature including additional duty assignments...)

a. Command: (From SNDL CAT, Section 2)

Echelon
1 Chief of Naval Operations
2
3, etc

b. Area Coordination:

Area Coordinator & Regional Coordinator
(From SNDL CAT, Section 3)
Local Coordinator, if designated

5. Commanded, Tenant, Supported and Supporting Activities and Detachments. (Optional) (Include Shore, Warfighting Enterprises, Operating Forces, Other DoD, Joint DoD, Non-Federal and International Organizations. For each activity show (1)

Enclosure (1)

applicable ISSA number and (2) Scope of Support, i.e., concise statement, in general terms, of Major Support Services provided/received.)

- a. Immediate superior in Command of:
- b. Hosts the following tenants Activities:
- c. Supports the following:
- d. Receives support from the following:

6. Overseas Diplomacy. (Include the following in mission, functions and tasks instructions of overseas shore activities and other activities whose efforts directly affect overseas based personnel, or whose operations include interaction with foreign nationals.)

(Activity Short Title) services as an effective instrument of U.S. Foreign Policy by initiating and continuing action programs which promote positive relations between the command and foreign nationals, and which assist individual naval personnel and their families to work effectively , live with dignity and satisfaction, and function as positive representatives of the Navy and of the United States while overseas.

7. Terminology. (Optional) Defined for purposes of this instruction as follows:

- a.
- b.

8. Functions and Tasks. (List functions expected of the activity and all subordinate entities, including functions of a unique or specialized nature...)

9. Action. In accomplishing the assigned mission, the (Title of the Official in Charge, and Name of Activity) will ensure performance of the functions and tasks in Enclosure (1). Send recommended change to Enclosure (1) via the chain of command, through Warfighting Enterprises/Enabler/Provider chain, to CNO (DNS) for coordination/implementation.

Enclosure (1)

Functions and Tasks of
(Short Title of Activity)

(Format: Organize functions under mission areas, a logically grouped or as reflected on AMD/AWD. Begin statements with third person singular form of verb...)

1. Aircraft Maintenance

- a. Provides ...
Etc.

2. Firefighting

- a. Coordinates ...
Etc.

3. Tasks

402. Manpower Requirements Determination Procedures

Responsible Offices	CNO (N122/N113)
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References	(s) Total Force Manpower Requirements Handbook, April 2000 (t) Navy Training Information Management System (NTIMS) (u) DOD Directive 7730.65 of 3 Jun 02
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1. Purpose. Provide standardized tools and techniques to assist Manpower BSOs with assessing and quantifying shore manpower requirements.

2. Definitions

a. Authorized Tasking/Workload. Work performed is directly associated with written direction from higher authority (e.g., mission, capabilities, doctrine, contingency, etc.).

b. Assumed Tasking/Workload. Work being accomplished that is not normally tasked or required of the work center/organizational component (e.g., no identifiable tasking document) is assumed work and shall not be used to support manpower requirements.

c. Inferred Tasking/Workload. Work being performed by a person in a given work center/organizational component defined as the responsibility of another work center/organizational component or not specifically tasked but is inferred by the general tasking. If not specifically tasked, the Enterprises/BSO, Enablers/Providers shall validate the workload and initiate action to amend tasking directives prior to using the workload to support manpower requirements.

3. Manpower BSO Responsibilities. When determining shore manpower requirements, manpower BSOs shall:

a. Review, measure and assess required shore activity workload, using reference (s), and in terms of directed MFTs

Enclosure (1)

across all conditions of readiness. Readiness is identified in the Defense Readiness Reporting System - Navy (DRRS-N), see reference (u).

b. Based on workload and time and task frequency, determine the minimum manpower requirements necessary to accomplish the shore mission. Every effort should be made to reengineer business processes prior to capturing time and task frequency to ensure defining the Most Efficient Organization (MEO). Assess shore manpower requirements with the goal of improved efficiency.

c. Determine whether the tasking used to develop requirements is authorized, assumed, or inferred, as defined.

d. Justify future changes to an activity's MFTs and manpower requirements based on changes in directed tasking or workload. These revised manpower requirements will become the new baseline for future additions, changes and deletions.

e. Develop detailed peacetime and mobilization MFTs based on tasking supported in writing and directed by higher authority, and link all work to valid tasking directives.

f. Use the appropriate Navy Standard Workweek (available productive monthly Work Hours (WHs)) in calculating peacetime and mobilization manpower requirements (Appendix C). Resulting manpower requirements must reflect the minimum manpower resources necessary to accomplish the mission. Where possible and appropriate, identify requirements at Capability/Readiness levels and identify the risk from the reduced requirement.

(1) To measure performance and readiness, all Shore manpower will be materially related to at least one Navy Mission Essential Task (NMET) at a unit/activity.

(2) Reference (t) is the authoritative source for all NMETs in the Navy Training Information Management System, (NTIMS), and can be viewed either there, or in the Defense Readiness Reporting System - Navy (DRRS-N).

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(3) See reference (t) to assign correct NMET to each billet and funded position. If an NEC is assigned to a billet, determine and annotate if critical or mission essential for readiness.

(4) The relationships between the skills and the NMETs are used to identify the billets that materially support NMET accomplishment. These skills become "Mission Essential." DRRS-N also has functionality to document a skill as "Mission Critical." DRRS-N has all Navy skills in look up tables. Skill to Task (S2T) relationships are maintained in DRRS-N by the respective Echelon 2 (or Echelon 3 if designated by the Echelon 2) manpower division.

g. Base shore manpower requirements on directed MFTs and workload, and reflect these manpower requirements in the SMR or MSMR.

h. Use one or multiples of the following techniques to determine shore manpower requirements:

- (1) Industrial engineering studies;
- (2) Industry standards;
- (3) Operational evaluations;
- (4) Functionality Assessments;
- (5) Office of Management and Budget Circular A-76;
- (6) Application of staffing standards;
- (7) Mathematical models;
- (8) Business Process Re-Engineering;
- (9) Lean Six Sigma;
- (10) Better Business Practices (BBP);
- (11) Other methodologies approved by CNO (N12);

Enclosure (1)

i. Include in the SMR associated manpower for Commercial Activities (CA) functions under study. See Section 405 for more guidance on Inherently Governmental and Commercial Activities (IG&CA) studies.

j. Provide Staffing Standards, mathematical models, staffing guides, etc to NAVMAC for central repository and posting on NAVMAC web site.

k. Maintain detailed backup documentation that supports peacetime and mobilization MFTs, workload and manpower requirements. Provide to CNO (N12) and/or NAVMAC as requested, information pertaining to MFTs, workload or manpower requirements to assist in standardization. Retain backup documentation until the next study. At a minimum, backup documentation should:

(1) Contain copies of directed tasking and a list of the MFTs and associated Workload Indicators.

(2) Identify methodologies used to determine manpower requirements (quantity and quality).

(3) Identify the approved peacetime manpower requirements' baseline (by organizational component).

(4) Identify changes made to the peacetime baseline and justifications for the changes (e.g., base realignment and closure (BRAC)).

(5) Contain supporting documentation for type manpower identified, including Selective Reserve (SELRES).

l. Promulgate lessons learned and BSO manpower study results, having Navy-wide applicability.

m. Determine shore manpower requirements using trained manpower analysts, trained and certified in accordance with standards specified by CNO (N12).

n. Perform on-site reviews to support the production of unit AMD/AWD's for activities not having professional manpower analysts.

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o. Maintain the flexibility to use positional manpower determination, which identifies certain requirements necessary during peacetime and wartime irrespective of workload volume.

p. Not determine manpower requirements for the purpose of acquiring the service of a particular individual or to accommodate an incumbent.

q. Submit shore manpower requirements to CNO (N12) for approval after receiving enterprise/enabler endorsement and resourcing recommendation.

r. Document approved shore manpower requirements in TFMMS/TFARS to support risk assessments and prioritizations in making resource allocation decisions.

4. Activity Responsibilities. To facilitate the manpower BSOs shore requirements determination process, Navy activities shall:

a. Ensure that MFT statements maintained are current.

b. Notify Manpower BSOs of significant changes to mission or work that might affect manpower requirements.

c. Explicitly justify changes that will result in changes to manpower requirements.

403. Competitive Sourcing Program

Responsible Offices	CNO (N124)
References	(v) OMB Circular A-76 Performance of Commercial Activities

1. Background. Reference (v) establishes policies and procedures for determining if government personnel should perform commercial activities.

2. The Inherently Governmental and Commercial Activities (IG&CA) inventory is submitted to DoD on an annual basis, in accordance with guidelines set forth by DoD. The IG&CA inventory represents a snapshot in time of funded authorizations available in TFMMS/TFARS on 30 September of each year. Each funded authorization will be analyzed for accuracy of commercial activity function codes and will determine the corresponding commercial activity reason code (also known as manpower mix criteria code) for each billet. When applicable, manpower BSOs, in conjunction with supported Enterprise/Enabler, will also assign a strategic sourcing code to a billet. Commercial activity function codes, manpower mix criteria codes, and strategic sourcing codes must be applied to all new authorizations.

3. The IG&CA inventory can be used as a Total Force workforce-shaping tool and is a starting point for future manpower competitions or other initiatives. Prior to initiating a manpower review, activities should:

a. Determine if the functions included in the manpower review are currently scheduled for competition, included in an on-going A-76 competition, or have completed an A-76 competition.

(1) Determination may be found by reviewing strategic sourcing codes in the IG&CA inventory report.

(2) Verify the status of functions and activities with the managing manpower BSOs Competitive Sourcing Program Manager or activity coordinator.

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b. Review the manpower mix criteria codes found in the IG&CA inventory to determine whether commercial functions are applicable for a manpower competition.

c. Refer to the Competitive Sourcing Process flowchart (Figure 403.1) to determine Competitive Sourcing Manpower Review Process.

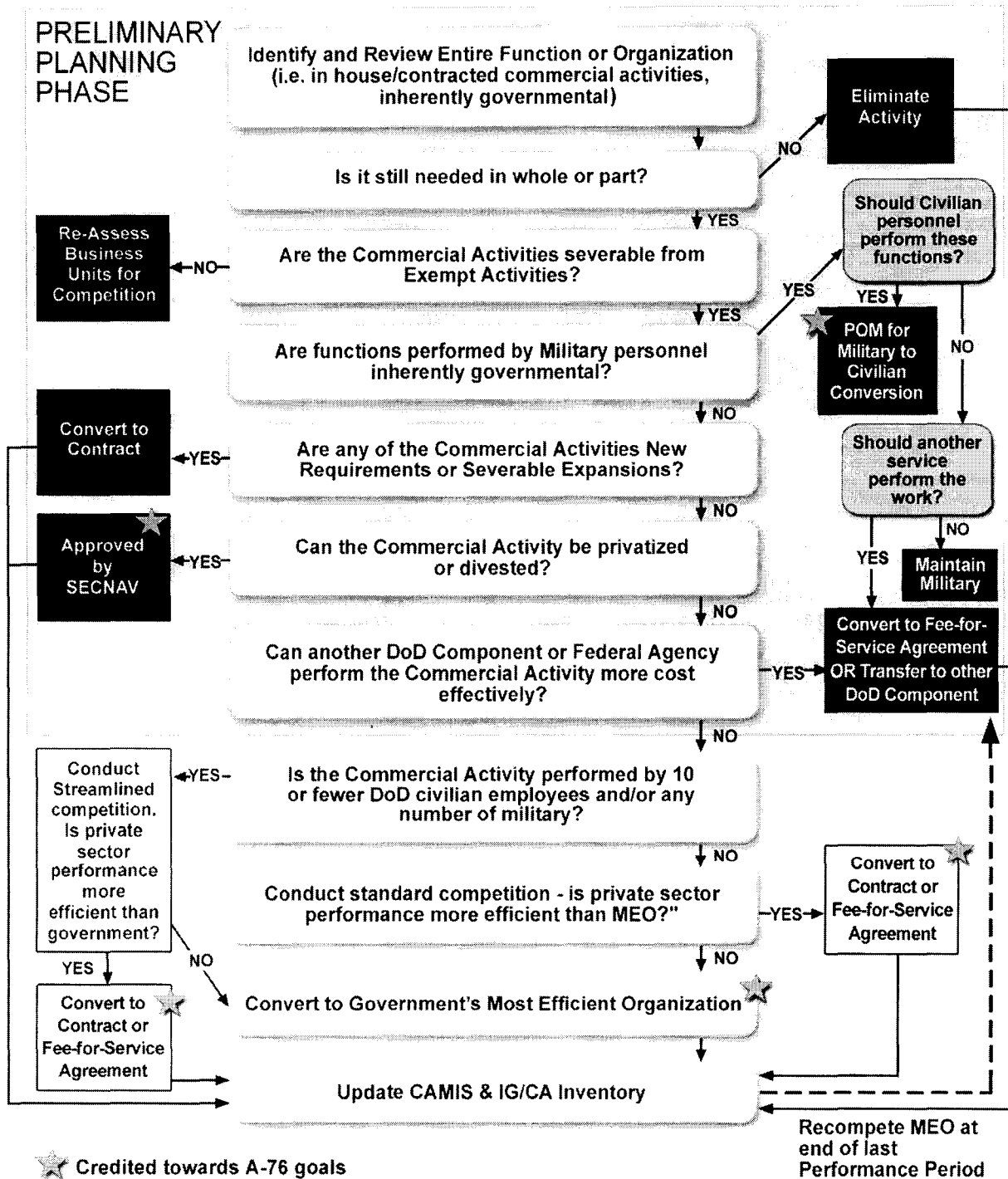
4. Military-to-civilian conversions are a component of the competitive sourcing program. Military-to-civilian conversions focus on reducing military authorizations in non-war fighting functions currently being performed by uniformed personnel. Activities planning conversions to contractor will comply with reference (v) and coordinate effort through CNO (N124). Manpower mix criteria codes may be used in determining which functions may be converted from military to civilian or contractor personnel, based on the following:

a. Military billets coded with manpower mix criteria code "R" may be converted to a civilian or contractor.

b. Military billets coded with manpower mix criteria code of "E" may be converted to a civilian.

c. Generally, military billets coded with any other manpower mix criteria code should continue being performed by military personnel unless a manpower review determines otherwise.

403.1 - IG&CA / A-76 Decision Tree



404. Management of Key and Emergency-Essential Civilian Positions

Responsible Offices	CNO (N124)
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References	(d) DOD Instruction 1100.22 of 7 Sept 06 (w) DOD Directive 1200.7 of 18 Nov 99 (x) DOD Directive 1404.10 of 10 Apr 92 (y) Annual Navy Inherently Governmental and Commercial Activity (IG&CA) Inventory Guidance
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1. Policy. The Navy relies on its civilian work force to support military forces and systems in peacetime. The need for stability in highly technical and hard-to-fill positions has resulted in civilians occupying positions that provide a function or service that would be essential to support of combat forces during periods of natural disaster, rising tensions, or actual hostilities, including a mobilization. These positions are designated Key and/or Emergency-Essential (E-E). References (d), (w) and (x) establish policies and procedures for planning and managing employees in Key and E-E civilian positions. Reference (y) provides Manpower Mix Criteria Coding (MMCC), also known as Commercial Activity Reason Code (CARN), for Key and E-E positions.

2. Responsibilities

a. CNO (N124) is the action office within CNO (N1) responsible for managing the Key and E-E positions. CNO (N124) ensures that manpower BSOs are complying with guidelines stated in the above references to ensure Navy is ready if full civilian mobilization occurs and that manpower BSOs are applying the correct MMCC to those positions for updating in TFMMS/TFARS. CNO (N124) will provide centralized management oversight to ensure consistent application and tracking of civilian Key and Emergency Essential personnel requirements and resources. This information will be available for civilian mobilization preparedness and execution.

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b. Manpower BSOs will comply with references (w) through (y) including an annual review of Key/E-E positions. This review will be conducted during the annual Navy Inherently Governmental and Commercial Activity (IG&CA) Inventory submission. The manpower BSOs will annotate Key/E-E positions or requirements in the Strategic Sourcing code in TFARS as well as annotating Key/E-E employees in DCDPS using OF-8 form. Key/E-E positions or requirements shall be identified using CARN codes of either B, D, E, or H per reference (y).

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405. Qualifications to Determine Shore Manpower Requirements

Responsible Offices	CNO (N122/N113)
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References	(s) Total Force Manpower Requirements Handbook, April 2000
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1. Purpose. Provide guidance to increase the credibility and reliability of shore manpower requirements.

2. Background. The shore manpower requirements process accounts for far more manpower resources than any other process yet is less standardized and less well understood than the other processes. A rigorous and professional shore requirements process is critical to the cost effective use of Navy resources and benefits the manpower BSO by facilitating the allocation of manpower resources in a manner that best accomplishes the mission of the commander.

3. Execution. Enterprise/Manpower BSOs may use internal manpower determination teams or contract out this function. In either case, shore manpower requirements should be determined using trained and qualified manpower analysts. Manpower BSOs should ensure personnel responsible for determining and validating peacetime and mobilization manpower requirements have a comprehensive knowledge of the policies and procedures regarding the process, especially this instruction and reference (s).

4. Training. As a minimum, each manpower BSO will implement training and qualification standards promulgated by CNO (N12) and maintain training records for personnel supporting the SMRDP.

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SECTION 5

OTHER MANPOWER REQUIREMENTS

500. . Individuals Account

Responsible Offices	CNO (N12)
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1. Purpose. The purpose of this subsection is to lay out manpower requirements determination rules that apply to the IA.

2. Authority. CNO (N12) has oversight over IA requirement determination processes.

3. Policy

a. IA requirements account for personnel in student, trainee, transient or holdee (STTH) status as well as Midshipmen on active duty. Holdees include patients, prisoners and separatees. IA requirements are determined by CNO (N12).

b. CNO (N12) performs IA analysis in conjunction with CNO (N13) and PERS 4.

c. Enterprises/Enablers are responsible for the programming and management of IA billets that fall within their domain.

4. Quantity Determination

a. Transients and Holdees (T&H)

(1) Transient requirements are calculated based on expected time-in-route and number of moves (PCS), validated against historical execution.

(2) Holdee requirements (Patient, prisoner and separatees) are based on historical execution adjusted for changes in size of the force.

b. Student and Trainees (S&T): S&T endstrength is calculated by multiplying time-to-train (course length in days, including non-instructional time) by expected course throughput

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and dividing by 365 days. Adjustments are made by comparing training manpower requirements to historical execution and correlating to projected future training manpower requirements.

5. Quality Determination. CNO (N12) ensures manpower authorizations are qualitized to match end strength.

a. T&H qualitization is done in conjunction with POM projections by using a combination of execution data and force structure projections.

b. S&T qualitization is done by using a combination of execution data and force structure projections.

501. Manpower Requirements in Non-Navy Controlled Activities

Responsible Offices	CNO (N12)
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References	(a) DOD Instruction 1120.11 of 9 Apr 81
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1. Purpose. The purpose of this subsection is to lay out manpower requirements determination rules that apply to manpower requirements in Non-Navy Controlled activities.

2. Authority. CNO (N123) represents Navy for Joint, Defense Agency, NATO and outside DoD manpower matters.

3. Non-Navy Controlled Activities. TF requirements for activities not under direct Navy management control or chain of command are justified by the executive agent having authority over those activities. Examples include requirements located in: the State Department, White House Staff, OSD and its agencies, joint activities, and the Joint Chiefs of Staff (JCS). The Navy is represented on the Joint Requirements Validation Board that validates Joint manpower for the Joint Staff. The Defense Agency Manpower Review Process is used to assess defense agency and some COCOM manpower.

4. Manpower Mix. Reference (a) applies to Joint and Defense Agency manpower. Non-military manpower requirements that consist of functions and tasks that are IG in nature shall be performed by government personnel. These requirements must be filled with military or civil service personnel. (See Section 2, 200, paragraph 5d).

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SECTION 6

MOBILIZATION MANPOWER REQUIREMENTS DETERMINATION PROGRAMS

600. Graduated Mobilization Response (GMR)

Responsible Offices	CNO (N122R)
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References	(z) Code of Federal Regulations, Title 44, Vol. 1, part 334 - Graduated Mobilization Response
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1. General. GMR, a strategic concept outlined in reference (z), is a controlled approach to planning, programming, budgeting and executing mobilization actions, and in particular those relating to the industrial base. It can be applied to a broad spectrum of crises or emergencies from natural disasters, to regional conflicts, to global war.

2. Assumptions. The principal feature of GMR is the assumption that major conflicts are likely to be preceded by a period of rising tensions, adversarial preparation, client war, or even low intensity conflict involving United States (US) forces. The GMR approach is keyed to the perceived severity of a possible ongoing crisis and involves:

a. Maintaining an adequate level of preparedness by developing comprehensive plans and programs.

b. Conducting detailed planning, targeted on specific problems and objectives in response to warning indicators of the potential evolution or imminent occurrence of a crisis.

c. Implementing preparatory actions to improve the mobilization posture to address a specific crisis.

d. Proceeding with minimal levels of mobilization response to incrementally match the nature of the crisis.

3. Use the GMR framework in the management of critical military essential elements (e.g., science and technology developments, industrial base capacity, manpower availability, and supplies of logistic materials). This framework has three stages:

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a. Stage 3 - Peacetime Planning and Preparation. The National Command Authority (NCA) monitors and observes national and international developments for signals of rising tensions and potential crisis or conflict.

b. Stage 2 - Crisis Management. Activities are focused on a specific emerging crisis situation. During Stage 2, Department of Defense (DOD) takes preparatory actions not possible during Stage 3, either because resource constraints or the absence of a specific crisis prevents development of specific plans and preparations.

c. Stage 1 - National Emergency or War. Stage 1 assumes the US has begun mobilizing the economy for a possible major crisis or war. A move to Stage 1 most likely will be preceded or accompanied by a declaration of national emergency and will require actions that allow the US to get ahead of, and counter, a potential adversarial action.

601. Mobilization Manpower Determination (MOBMAND) Study

Responsible Offices	CNO (N122R/N124) NAVMAC
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References	(c) NAVPERS 18068 series, Navy Enlisted Manpower Personnel Classifications and Occupational Standards (d) DOD Instruction 1100.22 of 7 Sep 06 (e) HR-1588-230, Title XI, Civilian Personnel Matters (w) DOD Directive 1200.7 of 18 Nov 99 (x) DOD Directive 1404.10 of 10 Apr 92 (aa) DOD Directive 1100.4 of 12 Feb 05
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1. Manpower BSOs shall conduct a MOBMAND study to document the TF mobilization manpower requirements of an activity. The need for these TF manpower requirements shall be based on approved DoD and Navy mobilization planning guidance, contingency plans, directed MFTs, and associated funded workload. Summarize the results of the study in a Mobilization Statement of Manpower Requirement (MSMR). References (c) thru (e), (w), (x), and (aa) apply for the entire section.

2. An MSMR shall:

a. Match mobilization TF manpower requirements to validated peacetime TF manpower requirements and organizational structure on the AMD/AWD.

b. Provide valid mobilization TF manpower requirements to the Planning, Programming, Budgeting and Execution System (PPBES).

c. Provide the Navy the ability to justify mobilization TF manpower requirements.

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d. Comply with Congressional and DoD policies and instructions.

3. The MOBMAND study process consists of the same basic steps used to determine peacetime TF manpower requirements. Specific procedures for determining mobilization TF manpower requirements follow:

a. Authenticate the activity's mobilization mission. The following directives, not inclusive, may help in making this determination:

- (1) Current AMD/AWD to establish mobilization TF manpower requirements baseline to identify the impact of the MOBMAND study;
- (2) Navy Capabilities and Mobilization Plans (NCMP);
- (3) Commander in Chief Operations Plan (Commander's OPLAN);
- (4) Time-phased force deployment data (TPFDD);
- (5) Shore Manpower Requirements Determination (SMRD);
- (6) Statement of Manpower Requirements (SMR);
- (7) Mission, Functions and Tasks (MFT) statement;
- (8) Activity establishment letter;
- (9) Higher authority tasking letters, directives, etc;
- (10) General standing Navy directives;
- (11) Inter/intra agency service support agreements (ISAs);
- (12) TF Manpower mobilization support plans (TF-MMSPs);

b. Use the peacetime MFTs and associated workload indicators (WIs) to identify and document the mobilization changes in tasking, workload, output, and processes.

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c. Review peacetime MFTs and WIs for development of the mobilization TF manpower requirements for each organizational component.

d. When determining TF mobilization manpower requirements, manpower BSOs shall ensure additional duty (ADDU) manpower requirements are reviewed for possible impact on the number of mobilization TF manpower requirements and activity needs. (Note: An ADDU from manpower requirement cannot reflect a mobilization begin and end date, but an ADDU to manpower requirement can be designated as a mobilization TF manpower requirement).

e. Screen Civilian Peacetime Workforce. The purpose of this screening is to identify key positions filled by civil service that cannot be vacated during a national contingency without seriously impairing the capability of the organization to function effectively. Due to the essential nature of key positions, they are not to be filled by ready reservists. This will preclude such positions from being vacated during mobilization. This screening will also ensure mobilization requirements are not overstated if the command's civil service workforce includes reservists assigned to the same or similar civil service position upon mobilization. See Section 406 for clarity on identifying "key" personnel.

(1) Identify positions that would be considered "key" during a contingency. Specific guidance on identifying these "key" requirements is contained in Section 404.

(2) Preclude SELRES personnel from filling key positions vacated by other members of the SELRES who are assigned elsewhere upon mobilization.

(3) Preclude SELRES personnel from filling positions during mobilization that are the same or similar positions held during civil service.

f. Apply the adjusted mobilization work-hour availability factor (WAF) of 249 monthly work-hours (WH) to staffing standards used to determine peacetime TF manpower requirements. The standards should then be evaluated for potential application within each organizational component. The purpose of this

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evaluation is to determine whether the adjusted standard generates the appropriate mobilization TF manpower requirements.

g. Conduct Work Measurement. Mobilization workload is all projected workload. The activities' and their organizational components' peacetime documented work is, in many cases, not being performed at mobilization in the same quantity or frequency. As a result, the mobilization workload is neither observable nor measurable. Additionally, the WAF changes from the peacetime of 145.136 productivity monthly WHs available to the mobilization WAF of 249 productive monthly WHs available.

h. Determine Quantity of Mobilization TF Manpower Requirements. Workload associated with mobilization will increase, decrease, or remain the same as peacetime, dependent upon changes in workload levels and/or tasking. Based on the application of the 60-hour Navy standard mobilization work week (249 monthly WHs), the number of TF manpower requirements needed at mobilization may be more, less, or identical to those identified for peacetime.

(1) Peacetime Workload with Continuing Mobilization Workload. There are Navy shore activities tasked with both a peacetime and mobilization mission to support and sustain combat forces. Determine mobilization TF manpower requirements, by organizational components, for functions performed in peacetime that continue to mobilization as follows:

(a) Identify peacetime MFTs and WIs and the associated TF manpower requirements that will continue during mobilization.

(b) Multiply the peacetime manpower requirements by the mobilization WAF (249 monthly WHs) to determine total monthly WHs available during mobilization. For example:

156	(peacetime TF manpower rqrmts continuing during mobilization)
X 249	(available MOB monthly WHs per TF manpower rqrmts)
<u>38,844</u>	(total mobilization monthly WHs available)

(c) Determine the projected mobilization workload in monthly WHs. The projected workload may be equal to or greater

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than the available mobilization WHs calculated in the above paragraph.

(d) Subtract the total available monthly WHs from the projected monthly WHs to arrive at any excess or shortage of monthly WHs. For example:

45,389	(projected mobilization monthly WHs)
- 38,844	(available mobilization monthly WHs)
<u>6,545</u>	(total shortage mobilization monthly WHs)

(e) Divide monthly work-hour shortages or excesses by the mobilization WAF (249 monthly WHs) to determine the number of mobilization manpower requirements needed or in excess. For example:

<u>6,545 (shortage)</u>	=	26.3 TF manpower rqmts needed
249 WAF		

(2) Mobilization Only Workload. There are certain activities that have no peacetime mission; however, they may have some full-time support in an administrative or caretaker (maintenance) capacity. These activities are subject to deployment and may engage in combat duty. Determine by organizational component, the mobilization TF manpower requirements for mobilization only functions and tasks.

(a) Identify functions and tasks required only during mobilization.

(b) Determine the projected mobilization workload in monthly WHs.

(c) Divide the projected monthly WHs by the mobilization WAF (249 monthly WHs) to determine the number of TF manpower requirements. For example:

<u>1,200 (projected monthly WHs)</u>	=	4.8 TF manpower rqmts
249 WAF		

(3) Peacetime Only Workload. Some activities have no mobilization mission upon declaration of full mobilization. Generally, these activities contain peacetime personnel assets which have been previously programmed to fill existing

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mobilization TF manpower requirements or may be reassigned to support other commands with a shortfall in their mobilization manpower. Derive excess "freed-up" manpower by identifying peacetime only functions and tasks by organizational component, performed only in peacetime. Calculate the excess manpower associated with peacetime only workload.

(a) Identify the peacetime functions and/or tasks and associated TF manpower requirements and workload not performed for mobilization.

(b) Multiply peacetime TF manpower requirements by the mobilization WAF (249 monthly WHs) to determine monthly work-hour availability. For example:

53	(peacetime TF manpower rqmts)
X 249	(mobilization WAF)
13,197	(available mobilization monthly WHs)

(c) Determine the projected mobilization workload in monthly WHs for workload not performed during mobilization.

(d) Subtract the projected monthly WHs from the available monthly WHs to arrive at the excess monthly WHs. For example:

13,197	(available mobilization monthly WHs)
- 10,500	(projected mobilization monthly WHs)
2,697	(excess mobilization month WHs)

(e) Divide the excess monthly WHs by the mobilization WAF (249 monthly WHs) to determine the number of excess TF manpower requirements associated with functions and tasks not performed for mobilization. For example:

<u>2,697 (excess MOB monthly WHs)</u>	= 10.8 excess manpower rqmts
249 (mobilization WAF)	

(4) Staffing Standards. Apply applicable staffing standards after adjustment for mobilization WAF of 249 monthly WHs. The application of the adjusted standard will provide documentation for increases and/or decreases in mobilization TF manpower requirements.

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(5) Workload Redistribution. Perform workload redistribution analysis to determine and document excess TF manpower requirements that can be applied to mobilization TF manpower requirement shortages within other organizational components.

(6) Total mobilization TF manpower requirements by organizational component.

(a) Total manpower requirements with peacetime workload that continues for mobilization.

(b) Total manpower requirements with mobilization only workload.

(c) Total manpower requirements with peacetime only workload that will not continue for mobilization.

(d) Net total manpower requirements required or in excess for mobilization.

(7) Basic assumptions are:

(a) The availability of plant property and equipment inventory impact mobilization TF manpower requirements. Mobilization TF manpower requirements will not normally be validated without reasonable expectation of availability of required material assets.

(b) Dependents in contingency areas overseas (except those who are civil service personnel) will be returned to the U.S. or to a less hazardous area, as soon as possible.

(c) Functions not considered by the Navy to be essential to the mobilization effort will be terminated in order to permit the reallocation of personnel to higher priority functions.

(d) Manpower will be reduced according to the projected workloads that diminish at any point after mobilization begins.

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(e) Personnel made available by workload terminations and reductions, or by unit inactivation will be reallocated to higher priority tasks.

(f) All peacetime civil service and contractor manpower requirements will continue throughout mobilization.

(g) Where necessary, excess civil service employees will be detailed, reassigned, or relocated to satisfy critical mobilization workload of other DoD components.

(h) Upon mobilization and consistent with the need to stabilize key positions, military personnel occupying support manpower requirements (e.g., clerical, receptionist, librarian, drivers, messengers, laborers, special services, etc.) performed during mobilization will be replaced with civil service, military retirees or contractors.

(i) Military personnel replaced by civil service employees, military retirees, or contractors will be transferred to deploying units or assigned as replacement.

(j) Military personnel shall be assigned only to jobs contributing directly to the execution of the mobilization effort.

(k) Local U.S. Employment Service offices will be notified to activate special recruitment plans and re-placed job orders for emergency recruitment of civilian personnel under the authority of the Federal Personnel Manual.

(l) No increase in civil service manpower requirements at activities outside the continental United States (OCONUS), except Hawaii and Alaska, is planned.

(m) All foreign national and indirect hires at overseas locations in peacetime will continue throughout mobilization.

(n) Workload to be accomplished through a host nation support agreement will not become a Navy manpower resource requirement unless specifically addressed in the agreement.

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(o) Prearranged contingency contract provisions for increased or additional contract services will be implemented.

(p) All other services will provide their own support unless a previous ISA has been executed.

i. Reassignment. Because peacetime manpower will be the first source for additional TF manpower requirements, it will be necessary to reassign excess manpower within an activity prior to identifying additional TF manpower requirements for that activity.

(1) Immediate Reassignments

(a) Reassign those excess manpower authorizations to additional TF manpower requirements identified. The skill of the reassigned excess manpower authorization should match the skill requirement of the additional TF manpower requirement.

(b) State the organizational component with excess manpower and the organizational component with additional mobilization TF manpower requirements.

(c) List the excess manpower authorizations in both quantity and quality followed by the quantity and quality of the manpower requirements to which they are reassigned.

(2) Future Reassignments. State how the excess manpower requirements not reassigned will be accounted for in future mobilization manpower determinations.

j. Summarize and validate data.

k. Qualitization of Mobilization TF Manpower Requirements

(1) Designate increased mobilization TF manpower requirements as civil service unless determined to be military essential. Military essential mobilization TF manpower requirements are those where:

(a) The incumbent engages in or maintains readiness for combat.

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(b) The incumbent must possess current military experience.

(c) The incumbent must exercise direct military authority or perform military unique duties.

(d) The military incumbent is required by law.

(e) The mobilization TF manpower requirement exists OCONUS (except Hawaii and Alaska).

(f) A civil service employee with requisite skills cannot be hired or reasonably trained to meet necessary continental U.S. (CONUS) (including Hawaii and Alaska) time-phased mobilization TF manpower requirements.

(2) Civilianize or delete support manpower requirements (e.g., clerical receptionist, librarian, drivers, messengers, laborers, special services, etc.) identified as military mobilization manpower requirements. Detailed justification must be provided to retain these manpower requirements as SELRES mobilization manpower requirements.

(3) The organizational component's increased TF manpower requirements should be assigned to the manpower type (military, civil service, or contractor) consistent with the existing peacetime manpower type unless such assignment is precluded by mobilization assumptions or other directives. Document and justify any deviations from the peacetime manpower type in the MOBMAND study.

(4) Military Essential Classification. Increased TF manpower requirements determined to be military essential shall be satisfied, in priority order, with active duty reassigns, SELRES, or other mobilization (OTHMOB).

(a) Skill Deterioration Rates. A skill deterioration rate is defined as the absolute loss of ability to perform a required task satisfactorily. Degree of skill decay depends primarily on complexity of task, length of time since initial skill acquisition, and length of time since skill refresher training.

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(b) Mobilization TF manpower requirements with high skill deterioration may justify the assignment of a SELRES if the TF manpower requirement also meets the criteria listed in the basic instruction. Pilots and Gas Turbine System Technicians are examples of high skill deterioration.

(c) TF manpower requirements with low skill deterioration should be considered for assignment as OTHMOB manpower requirements. LDO (administration) and Master-at-Arms are examples of low skill deterioration.

(5) Civilian Designation. An increased mobilization TF manpower requirement shall be designated in the MSMR as a civil service requirement if the peacetime manpower requirement was identified as a civil service requirement. Additionally, the following statements apply to identify mobilization TF manpower requirements as civilian requirements:

(a) Local U.S. Employment Service offices shall be notified to activate special recruitment plans and pre-placed job orders for emergency recruitment of civil service personnel. Thus, current civil service vacancies will be filled and new hires will be accessed rapidly.

(b) At mobilization, military manpower requirements shall not be assigned to increased workload that does not contribute directly to the execution of the mobilization effort or are not military essential.

(c) Mobilization TF manpower requirements for support positions (e.g., clerical drivers, laborers, etc.) that must be performed at mobilization shall be designated as civil service requirements unless precluded by specific directive.

(d) Military personnel replaced by civil service personnel shall be transferred to deploying units or reassigned as replacements.

(6) Contractor Designation. Upon mobilization, prearranged contingency contract provisions for increased or additional contract services shall be implemented. An increased mobilization TF manpower requirement shall be designated in the MSMR for contractor personnel if the same peacetime workload is being performed by contract.

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(7) Mobilization TF Manpower Requirement Quality

(a) The quality, Career Group, Pay Band, occupation series, etc. of the civil service mobilization manpower requirements should be consistent with the existing peacetime requirement's quality except where the nature of the workload dictates otherwise.

(b) The OTHMOB manpower requirement skills (i.e., designator, grade, NOBC, rating, rate, NEC) should be consistent with the existing peacetime manpower requirement quality except where the nature of the workload dictates otherwise.

(c) SELRES Manpower Requirement Quality. The SELRES manpower requirement skills (i.e., designator, grade, NOBC, rating, rate, NEC) should be consistent with the existing peacetime manpower quality except where the nature of the workload dictates otherwise or as modified by the criteria listed below.

(d) SELRES Manpower Requirement/Authorization Grade

1. A SELRES manpower authorization may differ slightly in quality from the stated mobilization manpower requirement to improve the execution of the manpower statements.

a. Where individual Officer Community Managers (OCMs) require initial military service obligations such that the normal paygrade upon release from initial active duty service is O-4, the MSMR manpower authorization may be written at that paygrade.

b. The MSMR shall reflect the minimum quality required to meet the activity's MFTs and perform the associated increased workload.

c. Reasons for the difference in quality of the SMR and MSMR shall be addressed in the MOBMAND study and the letter of justification (LOJ) accompanying the AMD/AWD Change Request.

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2. NEC assignment. Reference (c) provides restrictions on the assignment of NECs to SELRES manpower requirements. NAVMAC shall monitor the assignment of restricted NECs.

3. Where mobilization TF manpower requirements contain NECs, NOBCs, subspecialties, or AQD codes unattainable for SELRES, the SELRES authorization may reflect a lesser training requirement if no other source of manpower is reasonably available (active duty reassigns, OTHMOB). Justification for the difference in quality of the manpower requirements in the SMR and the MSMR shall be addressed in the MOBMAND study and the LOJ accompanying the AMD Change Request.

4. Manpower BSOs shall consult Chief of Naval Personnel, PERS 4011 on rating assignment for a SELRES TF manpower requirement as a generic petty officer (i.e., PC, APO).

(e) Other SELRES Designation Manpower requirements. Assign the SELRES Functional Area Code (FAC) of R to military mobilization manpower requirements.

(f) SELRES Manpower Requirements Backfill of Planned Active Duty Vacancies. SELRES may backfill mobilization manpower requirements planned to become vacant based on the reassignment of the active duty incumbent to a higher priority mobilization manpower requirement, if the mobilization manpower requirement meets the SELRES criteria listed in this instruction.

1. A manpower requirement with valid workload in peacetime and during mobilization is treated as though it were two separate manpower requirements:

a. A peacetime only manpower requirement whose active duty member is reassigned during increased readiness and conditions.

b. A mobilization manpower requirement which carries a SELRES authorization.

2. This process may be applied when:

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a. A conscious planning decision is made to reassign active duty members (as is the case with medical personnel assigned to CONUS medical treatment facilities who are planned to be reassigned to Marine Corps medical units, Fleet hospitals, hospital ships, etc. and SELRES backfilling the CONUS medical treatment facilities), or

b. Active duty members in sea intensive ratings serving a normal tour of shore duty in general duty designated manpower billets, may be reassigned to sea duty in increased readiness conditions and the manpower claimant revalidates the shore manpower requirement as military essential.

3. SELRES designated to backfill peacetime active duty manpower authorizations reassigned during mobilization shall reflect the same quality (designator/NOBC/subspecialty or rating/rate/NEC) required by the shore activity.

SECTION 7

AUTHORIZATIONS

700. General

Responsible Offices	CNO (N1)
References	(b) NAVPERS 15839I, Navy Officer Manpower and Personnel Classifications (c) NAVPERS 18068F, Navy Enlisted Manpower Personnel Classifications and Occupational Standards (f) NAVPERS 16000A, Total Force Manpower Management System Coding Directory, of Jul 2003

1. Purpose. The purpose of this section is to provide general guidance regarding TF manpower authorizations. References (f) and (g) apply throughout this section.

2. Authority. DCNO (MPTE) (CNO (N1)) has the overall responsibility to plan, program, manage and execute military manpower authorizations.

3. Definition. A manpower requirement becomes an authorization when it is supported by approved resources (funding) or meets other established criteria as defined in section 6.

a. Military Authorizations. Military manpower requirements are resourced through the application of programmed end strength in TFMMS. Each authorization requires one piece of programmed end strength with matching programming characteristics (i.e., manpower type, manpower resource code, unit identification code (UIC), resource sponsor, program element and activity group/sub-activity group (AG/SAG)).

b. Non-military Authorizations. Government civilian and contractor requirements become authorized when the cognizant budget submitting authority obligates available funds against the positions.

4. Overview. Manpower authorizations comprise the personnel entitlement of Navy commands to provide the required capability or perform assigned MFTs. Total authorizations may never exceed total requirements but may be less than stated requirements if insufficient resources are available to fund all stated requirements.

5. Authorization Level of Detail. Manpower authorizations will have at least the same level of detail as the requirement. In the case of generic requirements (e.g., any petty officer), the authorization will be provided a discrete authorization as governed by references (b), (c), (f), (g) and internal business rules of TFMMS.

6. Authorization to Requirement Alignment. The authorization will equal the requirement in quality (rating, designator, paygrade, etc.) unless constrained by resources, CNO (N1) policy, or legal limitations (e.g., title 10 constraints on E8, E9, LCDR, CDR, CAPT and flag billets).

7. Planning Horizon. Navy manpower authorizations are aligned to the Future Years Defense Plan (FYDP) time horizon. At any point in time, funded positions are programmed to support personnel management in the execution year, budget year, and the 6 program years beyond the budget year (total of 8 years).

701. Military Manpower Authorizations

Responsible Offices	CNO (N122)
References	(b) NAVPERS 15839 series, Navy Officer Manpower and Personnel Classifications (c) NAVPERS 18068 series Navy Enlisted Manpower Personnel Classifications and Occupational Standards

1. Purpose. The purpose of this section is to provide guidance specific to military manpower authorizations. References (b) and (c) apply throughout this section.

2. Authority. DCNO (MPTE) (CNO (N1)) has the overall responsibility to plan, program, manage and execute military manpower authorizations.

3. Responsibility. Military manpower authorizations generate demand signals to access, train, distribute and retain military personnel either directly or indirectly. Maintaining an accurate, reliable, and executable manpower base is paramount to the success of these fundamental functions of the MPTE enabler.

a. It is the responsibility of all manpower BSOs, Enterprises and Enablers to accurately maintain their authorizations in TFMMS/TFARS, including manpower balancing (quan/qual) and timely submission of change requests.

b. It is the responsibility of CNO (N12) to enforce manpower management rules designed to maintain an executable billet base, in compliance with fiscal controls and legal constraints.

c. It is the responsibility of community managers to assess the personnel executability of the aggregate billet base and provide recommended courses of action to correct when billet profiles are deemed unexecutable.

4. Manpower Balancing (Quan/Qual). Military manpower is programmed and budgeted in the PPBES process using programmed end strength. Programmed end strength represents the resource

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sponsor's funding decision with regards to military manpower but provides significantly less detail than manpower requirements and authorizations. Aligning authorizations to programmed end strength is manpower balancing. Manpower balancing is required to maintain overall manpower system integrity. Two forms of manpower imbalance can occur:

a. Excess Billets Authorized (BA). This is the case when a Level of Aggregation (LOA) (see following paragraph 5) contains more authorizations than programmed end strength. Excess BA sends an invalid demand signal to the MPTE systems resulting in inefficiencies. Excess BA normally occurs when the resource sponsor has removed funding. It is the responsibility of the manpower BSO to deauthorize excess BA as soon as this situation occurs. If the situation resulted from a PPBES action in which specific billet level detail was submitted, the positions deauthorized must match those submitted. CNO (N12) may deauthorize positions submitted in the PPBES process as soon as the programming action is accepted. CNO (N12) shall choose specific billets to deauthorize if the BSO allows excess BA to persist.

b. Unqualitized End Strength. This is the case when an LOA contains more end strength than authorizations. Unqualitized end strength causes an incomplete demand signal to the MPTE systems potentially resulting in inventory shortfalls and gapped billets. Unqualitized end strength usually occurs as the result of the resource sponsor adding funding to a program. It is the responsibility of the Manpower BSO to qualitize end strength as soon as it is created. If the situation resulted from a PPBES action in which specific billet level detail was submitted, the positions qualitized must match those submitted. CNO (N12) may authorize positions submitted in the PPBES process as soon as the programming action is accepted. If specific billet level detail for unqualitized end strength is not known (e.g., manpower resourced in the outyears of the FYDP for new acquisition programs), the Manpower BSO shall qualitize the requirements and authorizations based on the best estimate (e.g., based on a Manpower Estimate Report (MER) for new acquisitions). CNO (N10) may reclaim unqualitized end strength that the BSO allows to persist.

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5. Levels of Aggregation. Manpower balancing is done at the six levels of aggregation (LOA) used in programming. For a LOA to be in balance, the number of authorizations and the amount of programmed end strength in the LOA must be equal. LOA consists of six elements:

a. Unit Identification Code (UIC) (Location in TFARS). UIC is a five digit alpha/numeric that is issued from DFAS and identifies the activity. In TFARS the field will be known as Location.

b. Activity Group/Sub-Activity Group (AG/SAG). Defines different types of functions of an activity, and the similar types of tasks within those functions, for budget justification and accounting purposes.

c. Program Element (PE). This is the primary data element used in programming. It defines and allocates resources (personnel, equipment and facilities) to a specific Navy warfare and/or supportive program.

d. Resource Sponsor (RS). Identifies the resource sponsor having functional cognizance over the program and associated funding.

e. Manpower Type (MT). Defines Total Force manpower category (e.g., officer, enlisted, civil service and contractors, etc.) used to authorize the manpower requirement.

f. Manpower Resource Code (MRC). Identifies the type of appropriation and/or category used to resource manpower (e.g., active duty, active duty student, FTS, drilling reservist, reserve recruiter, personnel exchange program etc.).

6. Programmed end strength. Programmed end strength is the resource used to fund military manpower authorizations. It is provided at the LOA and embodies MPN or RPN dollars allocated to fulfilling the activity's warfighting capabilities or MFT. New authorizations can not be created at a LOA that does not possess available end strength (unqualitized end strength). If an Enterprise, Enabler or BSO needs to authorize an unfunded manpower requirement in an LOA without available end strength,

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then the end strength must be provided via manpower programming or reprogramming, described in Section 703. No end strength is required to generate a manpower requirement.

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702. Civilian Manpower Authorizations

Responsible Offices	CNO (N113)
References	(e) HR-1588-230, Title XI, Civilian Personnel Matters (f) NAVPERS 16000A, Total Force Manpower Management System Coding Directory, of Jul 03

1. Purpose. The purpose of this section is to provide guidance specific to civilian manpower authorizations. Reference (e) applies throughout this section.

2. Authority. DCNO (MPTE) (CNO (N1)) has the responsibility to plan and make programming recommendations for civilian manpower authorizations.

3. Responsibility. Civil service end-strength and contractor full time equivalent (FTE) are recorded and managed by references (e) and (f) and reflected on the Activity Manpower Document/Activity Workforce Document (AMD/AWD). Include one authorization for each funded civil service position, whether full time or part time. The FTE for contractor positions equals one Contractor Work-Year Equivalent (CWYE). BSOs shall maintain an accurate record of all government civilian authorizations in TFMMS/TFARS. Defense Civilian Personnel Data System (DCPDS) is the authoritative source of funded government civilian positions. Manpower BSOs shall enter the TFMMS Billet Identification Number (TFARS position number) in DCPDS to provide a link between the Navy's manpower system and civilian personnel system.

4. Overview. Civil service quality information includes: occupational series, four Career Groups (CGs), each of which contains one or more Pay Schedules segmented into Pay Bands (PBs). Each PB represents a rate range with minimum and maximum pay rates between which an employee whose position is assigned to that PB is paid (reference (e)).

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703. Manpower Programming, Out-of-Cycle Programming and
Authorization Change Requests

Responsible Offices	CNO (N10/N113/N122)
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1. Purpose. The purpose of this section is to provide guidance regarding the programming and reprogramming of manpower resources.

2. Manpower Programming. Manpower resources are originally provided through the Planning, Programming, Budgeting and Execution System (PBBES). The Navy POM or PR represents senior Navy leadership's decision on how to allocate Navy resources, including manpower resources, to accomplish Navy's mission. During each POM/PR cycle, manpower resource sponsors add, delete or move programmed end strength to, from and among LOAs and adjust the MPN and RPN accounts accordingly. Manpower programming is governed by N8 and resource sponsor direction, generally promulgated on an annual basis in POM and PR serials.

The POM/PR submission is the mechanism to:

- a. Change total Navy end strength.
- b. Change total active duty, FTS or SELRES end strength.
- c. Change total officer, enlisted or midshipmen end strength.
- d. Change total reserve end strength within an MRC.
- e. Change end strength allocated to OSD controlled areas including:

- (1) Joint/Combatant Commanders;
- (2) Defense Agencies (DA);
- (3) National Intelligence Program (NIP);
- (4) Special Operating Forces (SOF);
- (5) Defense Health Program (DHP);

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- (6) Working Capital Funds (DWCF/NWCF);
- (7) Foreign Military Sales (FMS);
- (8) Outside Department of Defense Reimbursables;

3. Civilian and Contractor positions are reported in the PPBES process but the total number can change with the reallocation of resources. Civilians and contractors are not managed to end strength.

4. Out-of-Cycle Programming. The reallocation of programmed end strength outside of the PPBES process is Out-of-Cycle programming, also referred to as reprogramming. As the allocation of end strength made in the PPBES process represents senior Navy leadership decisions on allocation of resources, Out-of-Cycle programming shall be kept to a minimum. However, during the PPBES process, all changes in functions, workload, and programs cannot be foreseen. As functions and workload change and new programs are established, directed either within the Navy or by the Secretary of Defense (SECDEF), manpower resources are frequently required. Out-of-Cycle programming is used to reprioritize the fixed amount of programmed end strength. All Out-of-Cycle programming is zero sum so any increase in manpower allocated to one LOA requires compensation from another LOA. All Out-of-Cycle programming requires resource sponsor approval.

5. End Strength Compensation Source. All Navy controlled end strength is allocated to the Enterprises and Enablers in the PPBES process. Therefore, all compensation for end strength Out-of-Cycle programming must come from the Enterprises and Enablers.

a. Compensation for emergent end strength requests that originate from within an Enterprise/Enabler will come from within the Enterprise/Enabler. Compensation for tasking to an Enterprise/Enabler from the Fleet Readiness Enterprise (Warfighting Enterprises only), Echelon 1 or higher authority shall come from within the tasked Enterprise (or enabler) unless CNO (N1) or higher authority specifically directs the compensation come from another source.

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b. Compensation for emergent end strength requirements outside of Navy (Joint, Defense Agency, OSD, NIP, SOF, DHP, etc.) will be identified by CNO (N1) from within the Navy Enterprises and Enablers.

6. Out-of-Cycle Programming Methods. Out-of-Cycle programming may be accomplished via two methods. First, CNO (N122/N123) may reallocate programmed end strength directly in TFMS/TFARS in a process known as greensheeting. Second, manpower BSOs may request end strength reallocation in conjunction with TFMS/TFARS transactions changing authorizations. To avoid unnecessary manpower imbalances, greensheeting will only be used if there are no authorizations in the LOAs affected or the transaction does not result in larger manpower imbalances than currently exist, or where TFMS/TFARS permission limitations prevent a BSO from submitting a complete transaction or as otherwise deemed necessary by CNO (N122). The Director, Fiscal Management Division (CNO (N82)), with review and concurrence by the CNO (N1), conducts reprogramming of civilian manpower.

7. Out-of-Cycle Programming Thresholds. Out-of-Cycle programming represents a change to the approved Navy program. Progressively more significant levels of Out-of-Cycle programming require progressively higher levels of approval and justification.

a. Movement of excess end strength to a Resource Holding Account (RHA) may be approved by CNO (N122) requirements officers.

b. Movement of unqualitized end strength from the Enterprise or enabler RHA to fund new requirements for new or revised ship, squadron or Fleet manpower documents may be approved by CNO (N122) requirements officers.

c. Redistribution of unqualitized programmed end strength within an AG/SAG, PE, MRC, MT and Enterprise (or enabler) may be approved by CNO (N122) requirements officers.

d. Out-of-Cycle programming used to implement technical adjustments that do not affect authorizations (e.g., implementation of new PE) may be approved by CNO (N122) requirements officers.

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e. Out-of-Cycle programming used to implement resource sponsor, CNO or higher decisions are considered pre-approved. Linkage to decision required in justification.

f. All other Out-of-Cycle programming requests will be accompanied by the same justification materials as mandated by the resource sponsor for manpower changes in the most recent applicable POM or PR serial guidance. CNO (N10) will approve Out-of-Cycle programming of CNO (N1) sponsored manpower. Out-of-Cycle programming in this category will be presented to CNO (N10) on a monthly basis for approval.

8. Changes to Manpower Authorizations. Because manpower authorizations form the basis of all MPTE demand signals, all activities should endeavor to maintain a stable base of billet authorizations. Changes to the personnel inventory take much longer to effect than changes to authorizations so changes to military manpower authorizations should be limited and made as soon in advance as possible. Changes in the occupational classification or defining characteristics of a manpower authorization are approved through Billet Change Requests (BCR) (to be renamed Manpower Change Requests in TFARS). BCRs are not required to change unfunded manpower requirements. However, if a military manpower requirement change precipitates a change in the authorization, then a BCR is required. All changes to manpower authorizations must result in a billet base that is executable in terms of resulting in systemically sustainable communities that are achievable within fiscal controls (including special and incentive pays) and legal limits on control grades.

a. TFMMS Decision Matrix. The TFMMS decision matrix is used to ensure all executability issues are addressed. It provides required chops and routing instructions for billet change requests. In the event that not all parties concur to a billet change request, CNO (N12) will adjudicate. CNO (N12) will review, update and promulgate the TFMMS decision matrix annually, or more frequently as required. The TFMMS decision matrix can be accessed via the NAVMAC website.

b. Paygrade Changes. Changes in paygrade constitute a change in the resources required and will not normally be allowed without grade compensation outside of the POM/PR process. The paygrade of authorizations involving designator or

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rating conversions shall normally remain the same unless a lower paygrade is required. Grade compensation may be provided by adjusting the paygrade of another authorization such that there is no net increase in the number of authorizations at each paygrade. Authorizations may decrease in paygrade without compensation.

9. Revised SMD/SQMD/FMD. The billet buy for a new or revised SMD/SQMD/FMD constitutes a change in manpower authorizations and is subject to the BCR process.

10. New authorizations. The initial authorization of unqualified end strength is also subject to the BCR process. CNO (N12) may waive the BCR if the authorization is used to qualify end strength created during the PPBES process and billet level detail was submitted by the Enterprise/Enabler and reviewed by community managers as part of the POM/PR build.

11. Community Health. Maintaining community health is a primary responsibility of CNO (N1). Community health will be given consideration in all manpower authorization decisions. Community managers, in conjunction with CNO (N122/132) will develop, maintain and promulgate community health metrics suitable for assessing the impact on community health of changes to military manpower authorizations. Manpower BSOs should take community health impact into consideration. BCRs that adversely impact community health are likely to be disapproved unless Fleet readiness impact overrides community health impact.

12. Authorization of General Duty Requirements. Enlisted Community Managers will periodically review the assignment of General Duty billets to each rating, and working with CNO (N12) and NAVMAC, will propose redistribution of billets between ratings to support rotational and career progression goals. Manpower BSOs will be informed of all proposed redistributions before they are implemented.

13. Authorization Effective Dates. The effective begin and end dates of authorizations will be 01 OCT of the fiscal year with the following exceptions:

a. Military-to-civilian conversions. The effective end date of the military authorization will be 01 APR of the fiscal

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year and the civilian start date will also be 01 APR if the conversion was programmed using the standard half year costing convention.

b. New construction/conversion. The effective start dates of billets will be aligned to the crew sequencing phasing plan.

c. Decommissionings/closures. The effective end date will be aligned to the decommissioning or closure date. To minimize disruption to the distribution system, effective dates of new or revised military authorizations should be at least nine months after the BCR is submitted. The ability of PERS-4 to fill short notice new billets is dependent on personnel inventories and is thus unpredictable. Manpower BSOs should not expect immediate fill of short notice new billets.

14. Activity Manpower Documents. Activity manpower requirements from the SMD, SQMD, FMD or shore SMR, are maintained in TFMMS/TFARS. The subset of requirements which have been funded to become authorizations is also maintained in TFMMS/TFARS. An Activity Manpower Document (AMD) listing all of the requirements and authorizations can be generated from TFMMS via TMMCA. An AWD can be generated from TFARS.

704. Authorizations at Joint Activities, including Combatant Commands (COCOMS), Office of the Secretary of Defense (OSD), Defense Agencies, MEPS, Joint Chiefs of Staff (JCS), NATO, International Commands, Naval Reactors and Outside DoD activities

Responsible Offices	CNO (N123)
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References	(bb) CJCSM 1600.01, Manpower Manual, of 30 April 1998
	(cc) Goldwater-Nichols Act of 1986
	(dd) Title 10, Chapter 38
	(ee) National Defense Authorization Acts (NDAAs)
	(ff) DOD Instruction 1300.20 of 20 Dec 1996
	(gg) CJCSI 1001.01 of 28 Dec 2004
	(hh) CJCSI 3170.01E of 11 May 2005

1. Policy

a. The Chairman, Joint Chiefs of Staff Instruction 1600.01 of April 30, 1998, reference (bb) contains the policies, administrative instructions, and responsibilities for determining the manpower requirements and for managing the manpower resources of all Joint activities, including Combatant Commands, Office of Secretary of Defense (OSD), Defense Agencies, Joint Chiefs of Staff (JCS), NATO, International commands, Naval Reactors and Outside DoD activities, such as White House, State Department, etc.

2. Scope

a. CNO (N123) is designated as the principal action office for Manpower, Programming and Policy issues relating to Joint Navy matters including Joint Officer Management, and activities designated in TFMMS/TFARS by AODC "J*". Joint billets and end strength encompass both Active and Reserve Component officer and enlisted. Civilian manpower at a joint activity is administered

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by the Service which provides Executive Agency at that activity. Navy is the Executive Agent for United States Pacific Command (USPACOM) and United States Joint Forces Command (USJFCOM). The civilian manpower at these activities is managed by BSO 11, Field Support Activity (FSA).

b. Joint Navy activities encompass a wider range of activities than what is defined by law and OSD/JCS (references (bb) thru (gg)). JCS manages the list of billets called the Joint Duty Assignment List (JDAL), which are those billets designated to provide credit for Joint experience. Not all billets at Joint activities are on the JDAL. CNO (N123) manages both JDAL and non-JDAL billets.

(1) Joint Navy Manpower is identifiable in TFMMS/TFARS by referencing the AODC. All joint activities have an AODC that begins with "J". The AODCs for Joint activities are as follows:

(a) J1 - Joint Manpower Program (JMP) activities: This category includes activities coordinated through Joint Staff (JS), including Combatant Commander commands, the Joint Chiefs of Staff (JCS) and JCS activities.

(b) J2 - Combat Support Agencies' (MP 13/63) activities: This category includes Defense Agencies, which coordinate directly with Joint Requirements Management Branch (CNO (N123)).

(c) J3 - NATO (MP 13/63): NATO activities are governed by the report called Peacetime Establishment. Navy must fund NATO requirements in accordance with direction from JCS and treaty commitments.

(d) J4 - Joint (Non-JMP).

(e) J5 - OSD (other MP 13/MP 63 activities).

(f) J6 - Outside DoD.

(g) J7 - Non Joint.

(h) J8 - Joint (Undetermined Category).

(i) J9 - Naval Reactors.

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(2) AODCs J1, J2, J3 and J5: Quality changes to billets in AODCs J1, J2, J3, and J5 are approved, disapproved and modified by CNO (N123) after proposed changes are received from Joint Staff or the Defense Agencies. CNO (N123) will forward all quality changes for Navy OCM and ECM chops. Prior to agreement, staffing occurs between JCS/OSD and CNO (N123). CNO (N123) also coordinates with the activities, as well as the other Services and Joint Staff, on the validation of new requirements. Navy cannot determine requirements for Joint activities. The funding of new Joint validated requirements occurs in the POM or PR process. The funding (specifically, end strength) is either directed by OSD via PBD or PDM, or is negotiated via a Manpower Memorandum of Agreement (MOA) between Navy and the joint activity (which is then submitted as part of Navy's budget to OSD). Likewise, any reduction in end strength at a joint activity, transfer of end strength from one joint activity to another, or transfer of end strength from a joint activity back to Navy, requires the successful negotiation and execution of a MOA between Navy and the activities involved. These end strength levels are ultimately reflected on the MP-13 and MP-63 end strength control documents.

(3) AODC J6: Manpower changes to AODC J6 are processed by Manpower Evaluation Review changes and MOUs.

(4) AODC J4, J7, J8 and J9: Manpower changes at AODC J4, J7, J8 and J9 activities are processed as all other Navy manpower changes.

c. CNO (N123) performs military manpower (Active and Reserve, officer and enlisted) functions for BSO 02, and Enterprises Other, Joint (OJT)/Other, Defense Agency (ODA)/Other and Naval Reactors (ORE) to include billets and end strength. CNO (N123) also acts as Military Manpower Coordinator (MMC) for Joint activities (JFCOM and PACOM activities) in BSO 11, Field Support Activity. CNO (N123) acts as MMC for Navy billets in Joint specific BSOs, 28 Joint Chiefs of Staff (JCS), 29 Office of Secretary of Defense (OSD), 40 Defense Contract Management Agency (DCMA), 42 Defense Threat Reduction Agency (DTRA), 43 Defense Information Systems Activity (DISA), 44 Defense Intelligence Agency (DIA), 45 National Security Agency (NSA), 48 National Geo-spatial Agency (NGA), 51 Defense Logistics Agency (DLA), and 75 United States Transportation Command (TRANSCOM). Like other BSOs, CNO (N123) is responsible

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for transferring manpower authorizations to and from joint activities, following Navy manpower procedures and coordinating the changes through all necessary offices.

(1) Exceptions for Navy Joint activities to the Navy manpower process and BSO functions include:

(a) All manpower changes to activities with an AODC of "J*", must be coordinated with CNO (N123). No reallocation of Joint resources can be made without proper approval from CNO (N123).

(b) There is no NAVMAC involvement in any of the Joint activity billet changes, unless they are executing a global change that would impact Joint billets as well as all others.

(c) CNO (N123) does not control budgets or funds, but is responsible for the proper programming of end strength to support validated joint requirements, both AC and RC, officer and enlisted.

(d) CNO (N123) cannot make manpower requirement determinations for Joint activities. Changes cannot be made to Joint activities without coordination with the cognizant Joint office.

(e) CNO (N123) is a Military Manpower Coordinator only and does not manage civilian billets or end strength.

(f) Joint will not be used in a Navy activity title unless directed by the Joint Requirements Oversight Council (JROC) process (reference (hh)). OSD/JCS or the JROC process must validate that an activity has a Joint mission for the term to be used in an activity title.

(g) Manpower changes to most Joint activities are distributed and tracked through the Joint Action Control Office (JACO) in CNO (N3/N5). CNO (N123) develops Planner's memos to respond to Joint taskers as required.

(h) MP 13 and MP 63 reports provide end strength control numbers for COCOMs, Defense Agencies and NATO activities.

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(i) Outside DoD governed solely by MOUs.

(2) As Resource sponsor, CNO (N123) is responsible for managing Joint Navy military end strength.

(a) CNO (N123) will work with CNO (N122) to ensure that end strength in the TFMMS/TFARS and PBIS match the MP 13 and MP 63 reports, the governing documentation of end strength at COCOMs, Defense Agencies and NATO.

(b) CNO (N123) can receive POM/PR input from joint activities and can submit them to CNO (N1) for programming decisions. New growth will have to come from within Navy resources and not other Joint activities.

(c) CNO (N123) is responsible for processing any PBDs/PDMs received to ensure all changes are entered into the TFMMS/TFARS and PBIS. This includes working with CNO (N122/N10) to obtain end strength to support PBD or PDM issues.

d. CNO (N123) is also the Navy's coordinating office for analysis and planning of manpower requirements and career management issues for Joint Officer billets, Joint Officer Development and Joint Qualified Officers to ensure Navy is in compliance with Title 10, the Goldwater-Nichols Act, National Defense Authorization Acts (NDAAs) and OSD/JCS policy and guidance, references (bb) through (gg).

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705. Users of Manpower Requirement and/or Authorization Information

Responsible Offices	CNO (N12)
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1. Background. Funded positions convey qualitative as well as quantitative information. These funded positions serve two main purposes: first, inventory development; and second, demand for the placement of that inventory. In the budget and program years, the funded positions are aggregated by occupation, grade, and additional skills to provide the formal report for the production of personnel inventory. In the execution year, these funded positions continue to provide a demand, but this demand is conditional to the operating personnel strength plan that is structured to remain within statutory controls. Execution year funded positions also provide the formal report for the placement of personnel.

2. OPA and EPA Documents. The Officer Programmed Authorizations (OPA) and Enlisted Programmed Authorizations (EPA) support the community managers and strength planners. These documents provide a quantitative summary of funded positions for current and future fiscal years by designator/grade and enlisted master code/grade. These documents are typically produced twice a year, during the spring and fall. Format and frequency are subject to change to meet community manager needs. CNO (N122) produces the documents.

3. Indirect Uses of Funded positions. Funded positions are also used for strength planning which includes accession, promotion, loss, and training planning as well as related matters such as bonuses, special pays, and other funds necessary for the management of personnel inventories.

4. Limitations of Funded Positions. Funded positions represent the commitment of resources from appropriate resource sponsor for manpower. As fiscal years approach budget and execution, CNO (N1) continues management actions to achieve an inventory that matches the authorizations. The primary emphasis within funded positions is to achieve total personnel inventory within fiscal controls while maintaining the quantity, experience, leadership, and technical ability represented by the military skill classification system.

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a. Funded positions do not guarantee a precise match of personnel. Statutory, fiscal, and inventory limitations may individually or collectively cause mismatches between funded positions and the actual inventory. In addition, funded positions are regularly updated to incorporate changes resulting from the budgeting and congressional process, and other emergent priorities.

b. During program execution, the mismatches are accommodated by management of personnel in relation to program priorities and may necessitate management initiatives to correct adverse trends over a multi-year horizon.

c. To recognize the potential for differences between funded positions and personnel inventory, manpower managers must clearly differentiate between funded positions (the demand) and inventory (personnel available). What is shown in TFMMS/TFARS as manpower requirement and authorization may not equate to the numbers and/or skill of personnel assigned to the activity due to inventory availability.

SECTION 8

SPECIAL AUTHORIZATION PROCEDURES

800. General

1. Purpose. This section explains and describes the authorization processes for Additional Duty (ADDU) manpower requirements, the Personal Exchange Program (PEP), Flag Officers, Officer Subspecialties, and Enlisted CNO Priority Manning. The specific responsible offices and references are listed at the beginning of each subsection.

801. ADDU Manpower Authorizations

Responsible Offices	CNO (N113/N122) NAVMAC
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References	(f) NAVPERS 16000A, Total Force Manpower Management System Coding Directory, of Jul 03 (g) NAVPERS 16000A, Total Force Manpower Management System (TFMMS) to Total Force Authorization and Requirements System (TFARS) Coding Directory, of Sep 05
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1. General. Additional Duty (ADDU) manpower authorizations are assigned to satisfy the need for expertise not available from within activities' assets, when valid workload does not support a full-time manpower requirement, or to accommodate limited staff functions. Establishment, change, or disestablishment of an ADDU manpower authorization requires an agreement prior to submission of TFMMS/TFARS change request. References (f) and (g) apply throughout.

2. End Strength Assignment. The required end strength for both ADDU to and ADDU from manpower authorizations is counted only against the primary (or supporting) activity. The ADDU from activity's authorized requirement does not require end strength compensation (one person, one manpower authorization).

3. The following apply to all ADDU manpower authorizations:

a. ADDU manpower requirements must be authorized and linked to and from primary activity's authorized requirement. In those cases where an ADDU manpower authorization no longer qualifies as ADDU, but where the function(s) is essential to the accomplishment of the command's mission, eliminate the ADDU manpower authorization and identify valid compensation to authorize the manpower requirement.

b. The ADDU relationship of the commanding officer, officer in charge, or other similar types of manpower requirements for tenant or detachment activities providing support services to host activities is at the discretion of the BSO.

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c. The ADDU from manpower authorization reflects all manpower requirement and authorization information of the primary activity's manpower authorization, including the Requirements Indicator (RI) codes. Exceptions are:

(1) BSCs and Accounting Category (AC) codes. The BSC assigned is for the gaining command's AMD/AWD structure.

(2) ADDU from officer manpower authorizations cannot be assigned subspecialty and/or AQD codes. These codes can only be assigned to the primary activity's authorized requirement.

(3) ADDU from manpower authorizations will not reflect mobilization begin and end dates.

d. The following additional policies apply to all ADDU manpower authorizations with the exception of medical department designated officers assigned to activities under the United States Marine Corps (USMC) Enterprise/BSO that are ADDU to activities under the United States Navy Enterprise/BSO:

(1) Frequent liaison with an activity does not imply ADDU status, nor is it justification to establish an ADDU.

(2) Manpower authorizations not within the same Enterprise/BSO, Enabler/Provider require concurrence of all via the TFMMS/TFARS process. Those within the same Enterprise/BSO, Enabler/Provider require concurrence from both commands.

(3) Activities assigned ADDU from manpower authorizations shall ensure more than 50 percent of an incumbent's time is available to perform the primary activity's function(s).

4. AMD/AWD Action. Officer and enlisted manpower authorizations assigned ADDU relationships shall be identified on the AMD/AWD of both activities.

a. Identification of ADDU From Manpower Authorization

(1) Immediately following the NOBC short title or enlisted billet title, add the following (as part of the title): "ADDU FM," the 5-digit BSC of the primary supporting manpower authorization, followed by a "/", then the UIC of primary

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supporting activity (e.g., OIC/ADDU FM 00120/12345). The letters BSC and UIC are understood and are not reflected in the billet title. (ADDU information is not required in the billet title in TFARS.)

(2) Assign appropriate AC code, found in references (f) and (g) to identify in TFMMS/TFARS the ADDU from relationship. End strength is not required for the manpower authorization.

(3) On the manpower authorization, reference the primary supporting manpower requirement's billet identification number (BIN) in the ADDU BIN field.

(4) Assign appropriate ADDU Fitness Report (FITREP) (0 = no, 1 = yes) and FAC.

b. Identification of Primary Supporting Manpower Authorization

(1) Immediately following the NOBC short title or enlisted billet title, add the following (as part of the title): "ADDU TO," the five digit BSC of the ADDU manpower authorization, followed by a "/" then the UIC of the ADDU manpower authorization (e.g., OIC/ADDU TO 01235/53211). (ADDU information is not required in the billet title in TFARS).

(2) Assign appropriate AC code, found in references (f) and (g), to identify in TFMMS/TFARS the ADDU to relationship. End strength is required for the manpower authorization.

(3) Reference the ADDU from manpower requirement's BIN number in the ADDU BIN field.

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802. Personnel Exchange Program (PEP)

Responsible Offices	CNO (N131)
References	(f) NAVPERS 16000A, Total Force Manpower Management System Coding Directory, of Jul 03 (ii) OPNAVINST 5700.7G

1. General. The Personnel Exchange Program provides for a one-for-one exchange between USN military personnel and personnel from other military services, including foreign services, per reference (ii).

2. Billet Compensation. Each PEP billet will be represented by two authorizations in TFMMS/TFARS. The compensation billet is the US Navy manpower authorization that would otherwise be occupied by the Navy officer or enlisted member on exchange with the other US service or foreign service. The compensation authorization sends all of the normal demand signals that other authorizations send, except to the distribution system. The compensation billet is denoted in TFMMS/TFARS by a FAC of "X" per reference (f). The second authorization is the destination authorization. It provides a demand signal for distribution purposes only and carries required information about the destination billet for detailing. The destination authorization is denoted by an MRC of "PP" in TFMMS/TFARS.

3. Policies for PEP Manpower Authorizations at USN Activities

a. Valid compensation. The compensation manpower authorization shall occupy an already existing manpower requirement.

b. Mobilization. If required, reflect mobilization information on the compensation manpower requirement for the USN activity.

c. Warship Prohibition. United States Code (U.S.C.) prohibits the assignment of foreign officers as crew of U.S. warships. Therefore, authorized manpower requirements are not identified as PEP aboard a ship. However, foreign officers are

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permitted to serve on USN ships in an "excess crew" status. CNO (N1) coordinates selection of afloat units for the assignment of PEP personnel with the appropriate Fleet Commanders (FLTCOM) and CNO (N13).

d. AMD/AWD Action. Officer and enlisted manpower authorizations assigned PEP relationships shall be identified on the AMD/AWD of both activities.

e. Synchronization. The manpower requirement and authorization information will be identical on the compensation and destination billets with the exception of billet title, FAC and MRC information denoted below. In addition, language requirements may be added to the destination authorization as required.

f. Compensation Billet Identification. Immediately following the NOBC short title or enlisted billet title, insert a "/" and add the following as part of the title: "PEP TO," the 5-digit BSC, and the UIC of the PEP exchange activity (e.g., AVIATOR/PEP to 00120/12345). The letters BSC and UIC are understood and are not reflected in the billet title. Assign FAC "X".

g. Destination Billet Identification. Immediately following the NOBC short title or enlisted billet title, insert a "/" and add the following as part of the title: "PEP FM," the 5-digit BSC, and the UIC of the PEP exchange activity (e.g., AVIATOR/PEP to 00120/12345). The letters BSC and UIC are understood and are not reflected in the billet title. Assign MRC "PP".

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803. Flag Officer Manpower Requirements and Authorizations

Responsible Offices	CNO N00F/N095
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1. Authority. CNO N00F manages Navy Flag Officer matters.
2. General. Title 10 provides strict limits on the number of US Navy Flag Officers. New Flag officer authorizations generally require one-for-one compensation resulting in the decrement of an existing Flag manpower authorization.
3. Guidance. Enterprises/Enablers or Manpower BSOs, requesting to modify an existing flag officer manpower requirement and/or authorization, or to establish a new flag officer manpower requirement must comply with the following procedures:
 - a. New Billet. Submit requests to establish new flag officer manpower requirements and/or authorizations to CNO N00F, Flag Matters, prior to submission of Billet Change Request. Justify the request in terms of DoD criteria using the Flag Officer Position Criteria format and a completed Flag Officer Position Profile format shown in Appendix D.
 - b. AMD adjustment. Submit Billet Change Requests affecting an existing flag officer manpower requirement and/or authorization using the Billet Change Request process. Changes to designator or paygrade must be approved by CNO N00F. The Letter of Justification (LOJ) of the request shall specifically address the changes and must contain sufficient justification.

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804. Officer Subspecialty System

Responsible Offices	CNO (N127)
References	(jj) NAVPERS 15839I Volume 1 Manual of Navy Officer Manpower Personnel Classification, Major Code Structure (kk) DOD Directive 1322.10

1. General. The Officer Subspecialty System is an integrated manpower and personnel classification and control system that establishes criteria and procedures for identifying officer requirements for advanced education, functional training, and significant experience in various fields and disciplines. The Subspecialty System is used to identify those requirements which require a Subspecialty Code (SSC) including a specific degree program (four digit code) and the specific level (suffix last digit) required to perform the task and mission of the validated position. Subspecialty needs will be validated for the minimum education level deemed essential for performance. The term "level" does not necessarily imply the need for a degree, but rather "level" indicates the minimum required education and/or training and/or experience. Undergraduate education majors, specialized functional training programs, and significant experience will also be used to meet subspecialty needs, see references (jj) and (kk). Graduate education supports the officer subspecialty system and is designed to complement the officer's operational training.

2. Establish, Change, Modify or Delete Subspecialty Codes or Curriculum. Reference (jj) delineates the procedures to establish, change, modify or delete a subspecialty code or curriculum through the Navy Officer Occupational Classification Standards (NOOCS) process. CNO (N127) manages the subspecialty system; Navy Manpower Analysis Center (NAVMAC) is the Executive Secretary for the NOOCS process. Requests to establish, change or modify a subspecialty code will specify the education skill requirements (ESRs) and include a cost analysis to include the IA costs. CNO (N122) can assist in calculating IA costs.

3. Authorization of Subspecialty Coding. Requests to authorize subspecialty codes on billets will be made via the billet change

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request (BCR) process. CNO (N127) will chop all requests for subspecialty authorizations.

4. Other Procedures for Requesting Subspecialty Codes

a. Biennial Subspecialty Validation Zero Based Review (ZBR). Reference (kk) mandates biennial validation of subspecialty requirements carried out in the ZBR process. CNO (N127) will release ZBR process guidance via additional correspondence.

b. Out-of-Cycle Changes

(1) Out-of-Cycle is the term used when actively validating subspecialty requirements outside of the ZBR process. The Out-of-Cycle process is completed via <https://navprodev.bupers.navy.mil/nss/> web site until implementation of Total Force Authorization and Requirements System (TFARS) which will provide validation lines and justification boxes. Out-of-cycle process management, web management and access approval are processed through CNO (N127).

(2) When making a change to the designator or paygrade of an officer authorization or requirement which has an existing subspecialty code, ensure that the new designator and paygrade are valid with the subspecialty code. For example, changing a requirement and/or authorization with a civil engineering subspecialty and a Civil Engineer Corps designator to an Aviation designator would impact the existing subspecialty code. The civil engineering subspecialty cannot be applied to a requirement and/or authorization coded with an Aviation designator. Transferring functions may also impact the subspecialty code and the tracking of that code; therefore, the subspecialty code should be transferred with the designator, grade, Billet Sequence Code (BSC), Unit Identification Code (UIC), Navy Officer Billet Classification (NOBC), and/or Additional Qualification Designator (AQD).

5. Verification of Existing Codes. Activity Manning Documents (AMDs)/Activity Workforce Documents (AWDs) reflect primary (PRI) and/or secondary (SEC) SSCs for officer manpower requirements and authorizations. The monthly Officer Distribution Control Report (ODCR) for each activity displays the PRI subspecialty code of the manpower authorization. These reports are the most

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readily available sources of currently identified subspecialty codes as contained in TFMMS/TFARS. AMDs/AWDs can be obtained from the BSO or subordinate BSO.

6. Graduate Education Quota Plan

a. The Graduate Education Quota Plan model is run annually for all Navy funded graduate education based on validated billets requiring a subspecialist with graduate level skills (e.g., suffices C, D, M, N, P and Q).

(1) The model derives graduate education quotas by officer grade, community (unrestricted line, restricted line and staff corps) and subspecialty for each graduate education curriculum. The goal is to reach a steady state for all curricula, thus eliminating large fluctuations in student throughput and ensuring the most efficient use of coded officers. The model is designed to assume all quotas generated will be filled at the right time and that the coded officers will fulfill a payback tour and build further competencies in the subspecialty area.

(2) The general data used in the current model is extracted from the automated Officer Master File and TFMMS/TFARS. Current authorizations and inventory of subspecialty-coded officers are used as a database.

(3) The Graduate Education Quota Plan is submitted for review by the entire board. The initial list includes voting members and the secondary list displays permanent active members, but non-voting. The final plan must be submitted to CNO (N12) for approval.

Permanent Voting Members are:

CNO (N127) Chair
Civil Engineer Corps (CEC) Sponsor
Supply Corps Sponsor
Chaplain Sponsor
Judge Advocate General (JAG) Corps Sponsor
Full Time Support (FTS) Sponsor
Medical Sponsor
Major Area Sponsor 2000 - National Securities Studies,
CNO (N3/N5)

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Major Area Sponsor 3000 - Resources Management and
Analysis, CNO (N8)
Major Area Sponsor 4000 - Applied Disciplines, CNO
(N12)
Major Area Sponsor 5000 - Engineering and Technology,
NAVSEA
Major Area Sponsor 6000 - Operations, CNO (N6)

Permanent Non-voting Board Members are:

Pers 45 - Officer Subspecialty Office
Pers 440 - Education Placement
Air Force Institute of Technology (AFIT)
Naval Postgraduate School (NPS)
CNO (N131)

b. Requests to modify the quota plan must be submitted through PERS 4 to CNO (N127) prior to 31 December of the respective fiscal year. Directions to submit changes provided under separate cover. CNO (N127) receives, reviews and validates any changes to the plan, then revises and publishes updated plan.

805. Enlisted CNO Priority Manning

Responsible Offices	CNO (N13) CFFC PERS 4
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1. General. The need for priority manning is dictated by the fact that mission accomplishment of some activities is especially essential to the national interest and these activities must be properly manned, even when personnel shortages exist. Priority manning may be on a continuous basis or may exist only for a specified period of time.

2. Manning Control Authority (MCA). Continuous management of authorized priority manning is necessary to ensure mission accomplishment and to provide the order of importance for which activities will be priority manned while undermanning other activities. The MCAs responsible for managing priority manning are:

a. U.S. Fleet Forces Command (USFLTFORCOM) - for all activities identified with MCA CFFC (MCAF) on the Enlisted Distribution and Verification Report (EDVR).

b. Commander, Naval Personnel Command (COMNAVPERSCOM) - for all activities identified with MCA NPC (MCAB) on the EDVR.

3. Policy

a. Authority. Only the CNP may authorize and direct priority 1 and 2 manning. MCAF and MCAB may authorize and direct Priority 3 manning for their activities only.

b. Priority 1. Ships and activities whose mission success is deemed vital to the highest national interest and which require some degree of priority manning for an indefinite period of time may be authorized Priority 1 manning. Priority 1 manning shall be limited to that portion of the activity absolutely essential to mission success.

c. Priority 2. Ships and activities whose mission success is deemed essential to the national interest and which have specific need for increased manning for a specified period of time in order to carry out their mission may be authorized

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Priority 2 manning. Priority 2 manning shall be limited to that portion of the activity absolutely essential to mission success.

d. Priority 3. Ships and activities which have a specific need for increased manning above the normal manning level for specific mission accomplishment may be authorized Priority 3 manning by their respective MCA. Priority manning shall not normally be authorized for periods in excess of one year. All Priority 3 manning authorizations shall be automatically canceled on 30 September each year, unless a specific date is otherwise authorized by the respective MCA.

e. Unauthorized Priority Manning. No activity will be priority manned except as authorized by CNP for Priority 1 and 2 manning, or by the respective MCA for Priority 3 manning. In this regard, the employment of personnel assigned to a priority manned activity in functions not approved for priority manning is, in effect, unauthorized priority manning. The overall integrity of the enlisted personnel distribution system requires that prioritized allocation and assignment of personnel be minimized. If personnel on board exceed that required to perform the priority manned function, action should be initiated to terminate the priority manning or reduce the manpower authorizations in the priority manned function.

f. Consideration for Lower Priority. Requests for Priority 1 and 2 manning which are not approved will be considered by MCAF and MCAB for lower level priority manning.

g. Excess Manning. Manning a ship or activity in excess of manpower authorizations is not authorized unless Navy-wide excesses exist in the applicable distribution community (rating/NEC) as determined by fair share methodology (Rule 90) in the Navy Manning Plan (NMP).

4. Distribution of Personnel Assets. The MCAs will establish manning levels within their area of responsibility to the authorized priority manning requirements in order of Priority (1, 2, & 3), and then generally provide (fair share) manning levels for their remaining activities.

5. Administrative Procedures

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a. Requests for Priority 1 or 2 Manning

(1) Initial requests for Priority 1 or 2 manning must be forwarded to FLTFORCOM (MCAF) or COMNAVPERSCOM (MCAB) as appropriate, via the appropriate Type Commander or ISIC, with copies to the remaining MCA for shore commands.

(a) FLTFORCOM/MCAF will process all priority manning requests for sea commands (Type duty 2, 3, 4 command identified as a MCAF command in the EDVR). Reviewed requests will be forwarded to NAVPERS Code 452 for consolidation.

(b) Shore commands (Type duty 1 or 6 commands identified as MCAF or MCAB in the EDVR) will forward requests to the MCA shown on the EDVR with a copy to the other MCA. MCAF and MCAB will each review all shore priority manning requests. The "owning" MCA will consider the comments and recommendations of the other MCA and make the final recommendation. Recommended requests will be forwarded to NAVPERS Code 452 for consolidation.

(c) All consolidated initial Priority 1 and 2 Manning requests will then be forwarded to the CNP, via PERS-4 and DCNP for approval.

(2) Requests for continuation of an existing Priority 2 manning authorization must be forwarded via the activity's Type Commander or other ISIC to reach MCAF and/or MCAB not later than two months prior to the date the authorization would expire. Requests for continuation of FY Priority 2 manning will be reviewed annually by the MCAs in August. MCAs will then forward all recommended Priority 2 manning continuation requests to NAVPERS Code 452 for consolidation. All consolidated requests for continuation of priority 2 manning will then be forwarded to the CNP, via PERS-4 and DCNP no later than September 1 annually for approval.

b. Requests for Priority 3 Manning. Both initial and continuation requests for Priority 3 manning must be forwarded to the appropriate MCA via the activity's Type Commander or other ISIC no later than 1 September annually for approval.

c. Implementation. All approved priority manning will be consolidated by NAVPERS Code 45 for application of the

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appropriate Priority Manning Indicator (PMI) Code in TFMMS/TFARS and for application of the appropriate Rating Control Rule (RCR) in the Readiness Information System (RIS) by PERS Code 4013. A consolidated listing of activities authorized priority manning will be maintained by COMNAVPERSCOM (Pers-45). This listing will also be published to the MCAs and NAVPERS, as necessary, when significant changes occur in the activities receiving Priority 1 or 2 manning.

d. Format of Requests. Requests for priority manning may be submitted by letter or other appropriate communication. All requests, both initial and requests for continuation, must contain:

- (1) Activity Name;
- (2) Activity 10-digit code or UIC;
- (3) Priority manning level requested (Priority 1, 2, or 3 manning);
- (4) Category requiring priority manning (i.e., activity, rating, or NEC community);
- (5) Priority Manning Code requested (See table below);
- (6) Beginning and termination date for requested priority manning, in months and calendar years;
- (7) Complete justification for priority manning per the policies stated above;

6. Primary Manning Codes. Priority manning codes are used to record approved enlisted priority manning in the enlisted billet file. The first digit identifies the category of billets assigned priority manning (all billets in an activity, a selected rating, or a closed loop/transitory NEC). The second digit indicates the level (percent) of priority manning for the approved category (normally 1).

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Definition	1 st Digit			2 nd Digit	
	PRI 1	PRI 2	PRI 3	Percentage	Code
Whole Activity	B	K	S	100%	1
Rating	C	L	T	95%	2
NEC (Closed Loop)	F	O	W	90%	3
NEC (Transitory)	G	P	X	85%	4
					5

Table 1: Primary Manning Codes

SECTION 9

ACTIVITY MANAGEMENT

900. Establishment, Disestablishment, and Modifications to Navy Organizations

Responsible Offices	CNO DNS/Budget Submitting Offices (BSO)
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References	(hh) CJCSI 3170.01E (ll) OPNAVINST 3111.14V (mm) Navy Organization Request Management System (NORMS) Standard Operating Procedures (SOP), of July 2006 (nn) Navy Organization Request Management System (NORMS) Users' Guide Version 1.0, of July 2006 (oo) NORMS Organization Change Request (OCR) Form Instruction Guide July 2006 (pp) TFMMS/TFARS Activity Maintenance Handbook, Expected post date Summer 2007 at NAVMAC Website (http://www.npc.navy.mil/AboutUs/NAVMAC/ManpowerPrograms/)
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1. General. Specific guidance to officially establish, disestablish, or change activities and detachments as part of the shore establishment or as operating forces of the Navy are addressed in references (hh) and (ll) thru (pp). The format of the Fact and Justification (F&J) process within references (ll) and (mm) is replaced by the Organization Change Request (OCR) found in the new Navy Organization Request Management System (NORMS), references (nn) through (pp). Information regarding the OCR and NORMS can be found at website <http://forms.daps.dla.mil/>. (Note: At time of publication, OPNAVINST 3111.14V CH-1 and OPNAVINST 5450.169D were under revision for incorporation in the Navy Organization Change Manual (NOCM) with estimated completion date of September 2007.)

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2. Authority. CNO (DNS) will approve for SECNAV the establishment of shore activities and CNO (DNS) will approve the establishment of detachments. BSOs have the authority to establish component activities internal to their organizational structure. Components are organizational entities that rely on parent activities for administrative support but do not require official CNO (DNS) approval for establishment as discussed in references (ll) and (mm).

3. UIC. Defense Finance and Accounting Service (DFAS) will issue the Unit Identification Codes (UIC) to BSOs. UIC is the primary element used within Manpower, Personnel, Training and Education (MPT&E) (N1) TFMMS/TFARS manpower systems and throughout Navy financial accounting systems. Procedures and guidelines for UIC management are provided in TFMMS/TFARS Activity Maintenance Handbook, reference (pp).

4. Titles of Official in Charge. Assignment of "titles of authority" such as Commanding Officer, Officer in Charge, and Petty Officer in Charge are coordinated and approved by CNO (DNS). References (ll) and (mm) discuss titles of officials in charge of activities and/or detachments.

5. Actions

a. Commanders, Commanding Officers and Officers in Charge shall submit OCRs to their Budget Submitting Office (BSO) for review and entry into NORMS. BSOs shall submit organizational change information to be approved by CNO/SECNAV via the OCR form into NORMS.

b. When a UIC is available, BSOs can submit to CNO (N122E) a TFMMS/TFARS Department/Location Maintenance change Request. Procedures and guidelines are provided in reference (pp).

c. "Joint" will not be used in a Navy activity title unless directed by the Joint Requirements Oversight Council (JROC) process (reference (hh)). OSD/JCS or the JROC process must validate that an activity has a Joint mission for the term to be used in an activity title.

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901. Establishment, Disestablishment, and Modifications to Components and Detachments that do not require official SECNAV or CNO (DNS) approval.

Responsible Offices	CNO (N122E)/BSO
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References	(pp) TFMMS/TFARS Activity Maintenance Handbook, Expected post date Summer 2007 at NAVMAC Website (http://www.npc.navy.mil/AboutUs/NAVMAC/ManpowerPrograms/)
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1. UICs for components created by a BSO that do not require official SECNAV or CNO (DNS) approval can be obtained by applying directly to CNO (N122E) when the following requirements exist:

a. Sea/Shore code Requirements. Components may be established within an existing activity to reflect a fair crediting of sea or shore duty to billet incumbents.

b. Different Missions. Components may be established if the activity and its components need to be included in different major force programs.

c. Different Geographic Location. Components may be established if the component is in a different geographic location from the parent organization and day-to-day management must be shifted to within the component because of distance from the parent organization.

2. Amplifying guidance and procedures for entry of components into TFMMS/TFARS are provided in reference (pp).

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APPENDIX A

ACRONYMS

Acronyms are words formed from the initial letter or letters of each of the successive parts of major parts of a compound term for Navy programs, processes, equipment, etc.

<u>Acronym</u>	<u>Term</u>
3-M	Navy Maintenance and Material Management
AC	Active Component
AC	Accounting Category
ACAT I	Acquisition Category I
ADDU	Additional Duty
AFIT	Air Force Institute of Technology
AGSAG	Activity Group/Sub-Activity Group
AIMD	Aircraft Intermediate Maintenance Department
AMD	Activity Manpower Document
AODC	Action Officer Desk Code
APO	Aviation Petty Officer
AQD	Additional Qualification Designator
AS	Administrative Support
AWD	Activity Workforce Document
BA	Billets Authorized
BBP	Better Business Practices
BCR	Billet Change Request
BIN	Billet Identification Number
BRAC	Base Realignment and Closure
BSC	Billet Sequence Code
BSO	Budget Submitting Office
BUPERS	Bureau of Naval Personnel
CA	Commercial Activities
CARN	Commercial Activity Reason Code
CEC	Civil Engineer Corps
CFFC	Commander Fleet Forces Command
CG	Career Group
CM	Corrective Maintenance
CNO	Chief of Naval Operations
CNP	Chief of Naval Personnel
COCOM	Combatant Command

COMNAVPERSCOM	Commander Naval Personnel Command
CONOPS	Concept of Operations
CONREP	Connected Replenishment
CONUS	Continental United States
CSG	Carrier Strike Group
CSPP	Crew Scheduling and Phasing Plan
CWYE	Contractor Work Year Equivalent
DA	Defense Agencies
DCMA	Defense Contractor Management Agency
DCNO (MPTE)	Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education)
DCPDS	Defense Civilian Personnel Data System
DFAS	Defense Finance & Accounting Service
DHP	Defense Health Program
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DNS	Director, Navy Staff
DoD	Department of Defense
DON	Department of the Navy
DRRS-N	Defense Readiness Reporting System - Navy
DTRA	Defense Threat Reduction Agency
DWCF	Defense Working Capital Fund
ECM	Enlisted Community Manager
EDORM	Engineering Department Organization and Regulations Manual
EDVR	Enlisted Distribution and Verification Report
EPA	Enlisted Programmed Authorization
EMC	Enlisted Master Code
EODMU	Explosive Ordnance Deposal Mobile Unit
ES	End Strength
ESR	Education Skill Requirements
F&J	Fact and Justification
FAC	Functional Area Code
FFC	Fleet Forces Command
FITREP	Fitness Report
FLTCOM	Fleet Commander
FLTFORCOM	Fleet Force Command
FMD	Fleet Manpower Document
FMS	Foreign Military Sales
FQ	Flight Quarters
FRP	Full Rate Production

FRS	Fleet Replacement Squadron
FTE	Full-Time Equivalent
FTS	Full Time Support
FY	Fiscal Year
FYDP	Future Years Defense Program
GMR	Graduate Mobilization Response
GSE	Ground Support Equipment
HSI	Human Systems Integration
IA	Individuals Account
IG	Inherently Governmental
IG&CA	Inherently Governmental and Commercial Activity
IRR	Individual Ready Reserve
ISA	Inter/Intra Agency Service Support Agreement
ISIC	Immediate Superior in Command
ISSA	Inter Service Support Agreement
JACO	Joint Actions Control Office
JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JDAL	Joint Duty Assignment List
JMP	Joint Manpower Program
JROC	Joint Requirements Oversight Command
JS	Joint Staff
LDO	Limited Duty Officer
LOA	Level of Agreement
LOJ	Letter of Justification
LRIP	Low Rate Initial Production
MCA	Manning Control Authority
MCAB	Manning Control Authority NPC
MCAF	Manning Control Authority CFFC
MCOR	Major Combat Operation Readiness
MCPOC	Master Chief Petty Officer of the Command
MEO	Most Effective Organization
MER	Manpower Estimate Report
MFT	Mission, Functions, and Tasks
MMC	Military Manpower Coordinator
MMCC	Manpower Mix Criteria Coding
MMSP	Manpower Mobilization and Support Plan
MO	Month

MOA	Memorandum of Agreement
MOB	Mobilization
MOBMAND	Mobilization Manpower Determination
MOOTW	Military Operations Other Than War
MOU	Memorandum of Understanding
MPN	Military Personnel Navy
MPT&E	Manpower, Personnel, Training and Education
MR/PA	Make Ready Put Away
MRC	Manpower Resource Code
MSMR	Mobilization Statement of Manpower Requirements
MT	Manpower Type
NATO	North Atlantic Treaty Organization
NAVAIRSYSCOM	Naval Air Systems Command
NAVLEAD	Naval Leadership
NAVMAC	Navy Manpower Analysis Center
NCA	National Command Authority
NCMP	Navy's Capabilities and Mobilization Plan
NDAA	National Defense Authorizations Act
NEC	Navy Enlisted Classification
NGA	National Geo-Spatial Agency
NIP	National Intelligence Program
NJP	Non-Judicial Punishment
NMCB	Navy Mobile Construction Battalion
NMET	Navy Mission Essential Task
NMP	Navy Manning Plan
NMRS	Navy Manpower Requirements System
NOBC	Navy Officer Billet Classification
NOCM	Navy Organizational Change Manual
NOOCS	Navy Officer Occupational Classification Standards
NORMS	Navy Organization Change Request Management System
NPC	Naval Personnel Command
NPS	Naval Postgraduate School
NTIMS	Navy Training Information Management System
NTSP	Navy Training System Plan
NTTP	Naval Technicians Training Plan
NSA	National Security Agency
NSTM	Naval Ship Technical Manual
NSWW	Navy Standard Work Week
NWCF	Navy Working Capital Fund
OCM	Officer Community Manager

OCR	Organization Change Request
ODA	Other, Defense Agency
ODCR	Officer Distribution Control Report
OJT	Other, Joint
OM	Operational Manning
OPA	Officer Programmed Authorizations
OPLAN	Operations Plan
OPNAV	Office of the Chief of Naval Operations
OPNAVINST	Office of the Chief of Naval Operations Instruction
OPNAVNOTE	Office of the Chief of Naval Operations Notice
ORE	Other, Naval Reactor
OSD	Office of the Secretary of Defense
OTHMOB	Other Mobilization
OUTCONUS	Outside of the Continental United States
OUTUS	Outside the United States
PA	Productivity Allowance
PAA	Primary Aircraft Assigned
PB	Pay Band
PBD	Program Budget Decision
PCS	Permanent Change of Station
PD	Production Delay
PDM	Program Decision Memoranda
PE	Program Element
PEP	Personnel Exchange Program
PM	Preventive Maintenance
PMI	Primary Manning Indicator
PO	Petty Officer
POE	Projected Operational Environment
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting and Execution System
PR	Program Review
PRI	Primary
PS	Pay Schedule
PSMD	Preliminary Ship Manpower Document
PSQMD	Preliminary Squadron Manpower Document
QUAL	Quality
QUAN	Quantity
RC	Reserve Component
RCR	Rating Control Rule

RHA	Resource Holding Account
RI	Requirements Indicator
RIS	Readiness Information System
ROC	Required Operational Capability
RPN	Reserve Personnel Navy
RS	Resource Sponsor
RUIC	Reserve Unit Identification Code
S2T	Skills to Task
SA	Support Action
SEAOPDET	Sea Operational Detachment
SEC	Secondary
SECDEF	Office of the Secretary of Defense
SECNAV	Secretary of the Navy
SECNAVINST	Secretary of the Navy Instruction
SELRES	Selected Reserves
SMD	Ship Manpower Document
SMR	Statement of Manpower Requirements
SMRD	Shore Manpower Requirements Determination
SMRDP	Shore Manpower Requirements Determination Program
SNDL	Standard Navy Distribution List
SOF	Special Operating Forces
SOFA	Status of Forces Agreement
SOP	Standard Operating Procedure
SQMD	Squadron Manpower Document
SSC	Sub-Specialty code
S&T	Student and Trainees
STTH	Student, Trainee, Transient or Holdee
SUBSPEC	Subspecialty Code
SVR	Subspecialty Validation Review
SYSCOM	Systems Command
TF	Total Force
TFARS	Total Force Authorization and Requirements System
TFMMS	Total Force Manpower Management System
T&H	Transients and Holdees
TMMCA	TFMMS Micro Manpower Change Application
T/M/S	Type/Model/Series
TPFDD	Time-Phased Force Deployment Data
TRANSCOM	Transportation Command
TRPPM	Training Requirements Program Planning Management
TYCOM	Type Commander
UIC	Unit Identification Code

UNREP	Underway Replenishment
USMC	United States Marine Corps
USN	United States Navy
USJFCOM	United States Joint Forces Command
USPACOM	United States Pacific Command
VCNO	Vice Chief of Naval Operations
VERTREP	Vertical Replenishment
WAF	Work-hour Availability Factor
WH	Work-hour
WI	Workload Indicator
ZBR	Zero Based Review

APPENDIX B

GLOSSARY OF TERMS

DoD Dictionary of Military Terms:

<http://www.dtic.mil/doctrine/jel/doddict/index.html>

ACCOMPANIED OVERSEAS TOUR: A tour of duty outside the continental United States during which family members are authorized to and may accompany the sponsor.

ACCOUNTING CATEGORY (AC) CODE: A code used to identify authorizations that have a special or unique characteristic (e.g., ADDU relationship). Reference (f) contains code descriptions.

ACTIVE DUTY (ACDU): Full-time duty in the military service of the U.S. (other than active duty for training purposes).

ACTIVITY (ACTY): A unit, organization or installation performing a specific mission or function and established under a commanding officer, officer in charge, etc. (e.g., Naval Air Station, Naval Shipyard, Naval Station, a specific air squadron, ship, etc.).

ACTIVITY CODE: A 10-digit code identifying each activity. The first four numbers represent the type of activity (i.e., 1452: Naval Air Station), the next four numbers are unique to a specific activity, and the last two numbers indicated a parent-component activity relationship (00: parent activity, 01-99: component activity of the parent).

ACTIVITY GROUP/SUB-ACTIVITY GROUP (AGSAG): An alpha-numeric code which facilitates BSO alignment of similar types of activities/functions for budget justification and accounting purposes.

ACTIVITY MANPOWER DOCUMENT (AMD): The qualitative and quantitative expression of manpower requirement (military, civilian, and contractor) and authorizations (military) allocated to a naval activity to perform the assigned MFTs or ROC/POEs. It has the following uses and applications:

a. As an expression of manpower needs of an activity, it is the authority used by CHNAVPERS and the applicable Enlisted

Appendix B to
Enclosure (1)

Personnel Distribution Office to provide requisite military personnel distribution and Navy Reserve recall.

b. It is the basic document for current and future peacetime and mobilization Navy military manpower planning in the areas of personnel strength planning, recruiting, training, promotion, personnel distribution, and naval reserve recall.

c. It is the single official statement of organizational manning and manpower authorizations (BA).

ADDITIONAL DUTY (ADDU): Part-time functional requirements to which an individual is assigned, and which is in addition to the primary duty. The duty may or may not be at the permanent duty station. Such additional duty should normally require less than 50 percent of the incumbent's time.

AMD CHANGE REQUEST: The automated packet used by activities to request manpower requirement and/or authorization changes to the AMD into TFMMS.

APPROPRIATION: An annual authorization by an Act of Congress to incur obligations for specified purposes and to make payments out of the Treasury. Appropriations are subdivided into budget activities, subheads, programs, projects, etc.

ASSUMED TASKING/WORKLOAD: Work being accomplished which is not normally tasked or required of the work center/organizational component (i.e., no identifiable tasking document). Assumed workload should not be used to support manpower requirements (See Inferred Tasking/Workload).

AUTHORIZATION (AUTH): A billet for which funding has been provided (manpower space) and for which the quality has been authorized by CNO as a requirement to perform the billet functions.

ACTIVITY WORKFORCE DOCUMENT (AWD): see AMD above.

BILLET IDENTIFICATION NUMBER (BIN): A 7-digit number generated by TFMMS when a manpower requirement, organizational header, or billet note is initially entered into TFMMS.

BILLET SEQUENCE CODE (BSC): A 5-digit, ascending sequence of numbers determined by manpower BSOs and/or activities to

organizationally structure manpower requirements, organizational headers, and billet notes within an activity's AMD.

BILLET TITLE: A descriptive title that indicates the primary function of a specific requirement. Organizational titles and billet titles conform to the organization structure approved by the cognizant command, bureau, or office.

BUDGET YEAR: The fiscal year following the current fiscal year. The fiscal year which is the subject of new budget estimates.

BUDGETING: A plan for accomplishing an organization's program objectives through planning, decision-making and management control for a specified period of time.

BUDGET SUBMITTING OFFICE (BSO): In the resource management system, the major commanders or bureaus which are authorized manpower resources directly by the CNO for the accomplishment of the assigned missions and tasks.

CAPABILITY: The ability to execute a specified course of action.

CEILING: A numerical limitation imposed by Congress, OSD, CNO, and the BSO on the number of military manpower spaces authorized to each service.

CHAIN OF COMMAND: The succession of offices from a superior to a subordinate through which command is exercised.

COMBAT MANPOWER: Manpower associated with ships and aircraft squadrons. Combat manpower is all manpower associated with units included in the Strategic Forces and General Purpose Forces DMCs.

COMBAT READINESS:

a. When applied to organizations or equipment it means availability for combat operations; or

b. When applied to personnel it means qualified to carry out combat operations in the unit to which they are assigned.

COMMERCIAL ACTIVITIES (CA): A function either contracted or operated by a Navy field or headquarters activity that provides a product or service obtainable from a commercial source.

COMPONENT: A sub-unit of a parent activity established to permit separate accounting and management due to remote location, a different program element, or to support special personnel management. Identified by last two digits of the activity code and a separate UIC.

CYCLE:

a. An interval or space of time in which one round of elements that recur regularly and in the same sequence are completed.

b. An interval or space of time during which a representative composition and amount of work is performed in a work center.

DATA ELEMENT: A basic unit of information having a unique meaning, which has subcategories (data items) of distinct unit or values; (e.g., paygrade, race, geographic location. In manpower, each item on the AMD is a distinct data element.

DECREMENT: A term used in the programming process to describe reductions of resources (such as MPN or RPN) associated with specific programs. Decrements are most often used by sponsors to pay for other programs of higher priority, or to readjust priorities or to recognize fact of life situations.

DEFENSE OFFICER PERSONNEL MANAGEMENT ACT (DOPMA): Congressional legislation controlling military officer communities, specifically with respect to officer paygrades O-4 and above.

DEFENSE PLANNING GUIDANCE (DPG): Document in which SECDEF issues broad guidance to the services, describing the defense objectives to be supported by the forces required to counter that threat.

DEFENSE WORKING CAPITAL FUND/NAVY WORKING CAPITAL FUND (DWCF/NWCF): Combines existing commercial and business operations that were previously managed as individual revolving funds into defense and individual military service revolving or business management funds (previously known as DBOF).

DEPARTMENT OF THE NAVY (DON): DON is composed of SECNAV; CNO; the Headquarters, Marine Corps; the entire operating forces, including Naval Aviation, of the Navy and Marine Corps, and the reserve components of those operating forces; all field activities, headquarters, forces, bases, installations,

activities, and functions under the control or supervision of SECNAV; the Coast Guard when it is operating as a Service in the Navy. (Public Law 99-433).

DEPARTMENT OF THE NAVY PLANNING GUIDANCE (DONPG): Provides guidance for DON activities participating in the DoD planning process and also provides guidance which is considered in the development of the DON POM.

DEPRIVED RATING: Ratings and NECs in paygrades E-5 through E-9, requiring additional shore manpower requirements to meet CNO sea/shore rotation ration goals.

DESIGNATOR: The primary specialty qualification category of an officer.

DIRECTED FUNCTION: A manpower requirement that has been established by a written directive from higher authority (CNO or SECNAV). Such positions are not automatically added to the work center manpower requirements of a work center; the overall work center manpower requirements are first determined, and the directed function is then identified within the total. In other words, the total workload and associated work-hours will be measured and equated to needed requirements. Every attempt should then be made to ensure that the directed manpower requirements are included with the total manpower requirements and not simply added to the total manpower requirements.

DISESTABLISHMENT: To eliminate an activity form DON. In this sense, the term usually applies to the elimination of shore (field) activities which thus cease to exist as separate.

DOWNGRADE: To lower the paygrade assigned to a manpower requirement and/or authorization.

DUTY: The assignment of individuals, usually for a 24-hour period, which requires their presence on board the activity to meet any demands with respect to security, safety, or mission fulfillment, especially during periods which are other than normal working hours (i.e., weekends and the hours from 1630 one day until 0800 the following day).

EDUCATION LEVEL: Formal education attainment identified by a certificate, diploma, or degree.

ENABLER: Supporting element with designated lead, operating to manage value streams (people, dollars, etc.), supporting TYCOM-led Warfare Enterprises, with linked and common processes/metrics.

END STRENGTH: The number of officer and enlisted requirements which can be authorized (funding) based on approved budgets. End strength is set forth for each activity in the FYDP.

ENLISTED PROGRAMMED AUTHORIZATION (EPA): A recurring, published document summarizing enlisted authorizations contained in TFMMS. The EPA projects planned authorizations for current and future FYs (budget and program years). Planned authorizations are summarized by rating and paygrade to the approved end strength for each of the FYs.

ENTERPRISE: Collaborative team focused on delivering warfighting capability to Navy Components and Combatant Commanders; and increasing productivity across their Domain at reduced cost.

FATIGUE: A physical and/or mental weariness, real or imaginary, existing in a person, adversely affecting the ability to perform work.

FLEET MANPOWER DOCUMENT (FMD): Displays, in detail, quantitative and qualitative manpower requirements of a sea duty activity or a sea duty activity with shore duty component(s) that are operationally dependent upon one another and include operational units other than ships or squadrons. Requirements are predicted on a ROC statement under a POE, specified operational profile, computed workload and established doctrinal constraints.

FORCE: An aggregation of military personnel, weapon systems, and necessary support or combination of such elements.

FORCE STRUCTURE: The aggregation of units and personnel associated with the Fleet and shore establishment required for sustained performance of the defense mission. Force structure does not include manpower associated with TPPH, students, midshipman, and officer candidates.

FULL MOBILIZATION: Expansion of the Armed Forces resulting from action by Congress or the President to mobilize all units in the existing approved force structure and all individual reservists, as well as the required equipment and supplies.

FULL-TIME EQUIVALENT (FTE): Work-hours or partial work-years expressed in terms of their relationship to 1 whole work year.

FULL TIME SUPPORT (FTS): Members of the Reserve component, Active component or civilian personnel assigned to organize; administer; instruct; recruit and train; maintain supplies, equipment, and aircraft; and perform other functions required on a daily basis in the execution of operational mission and readiness preparation as authorized in Title 10 for members of the Reserve component. Navy common usage limits FTS personnel to full-time military and civilian members paid from the RPN appropriation. Reference (ss) contains policy, responsibilities, and procedures for managing the FTS program.

FUNCTION: The aggregation of occupationally-related tasks within a mission.

FUNCTIONAL AREA CODE (FAC): A 1-position alpha-numeric code used to identify additional manpower requirement and/or authorization information, special consideration in detailing personnel, and provides for automated tracking of certain categories of manpower authorizations. Reference (f) contains code descriptions.

FUNCTIONAL SPONSOR: An official at the OPNAV, BSO or SMC level having technical knowledge of or cognizance over specific mission and/or functional areas. Functional sponsors provide assistance in manpower requirements' determination.

FUNCTIONS: The appropriate responsibilities or assigned duties, missions, or tasks of an individual office or organization. The first organizational breakdown of the mission into its organizational levels. The function often corresponds to the departmental level.

FUTURE YEARS DEFENSE PROGRAM (FYDP): The official program that summarizes SECDEF-approved plans and programs for DoD. The FYDP is published at least annually. The FYDP is also represented by a computer data base which is updated regularly to reflect budget decisions and Out-of-Cycle programming actions.

GRADE: A step or degree in a graduated scale of military rank or civilian grade that has been established by law or regulation.

GRADUATED MOBILIZATION RESPONSE: A strategic concept, that is a controlled approach to planning, programming, budgeting, and executing mobilization actions, and in particular those relating to the industrial base.

INDIVIDUALS ACCOUNT (IA): A Defense Planning and Programming Category of manpower that includes military personnel who are not considered force structure manpower and accounts for personnel in student, trainee, transient or holdee (STTH) as well as Midshipmen on active duty.

a. TRANSIENTS AND HOLDEES (T&H):

(1) TRANSIENTS. This category contains only the transient program element, and consists of active duty military personnel in travel, leave in route, or temporary duty status (except for training) while on Permanent Change of Station orders.

(2) HOLDEES (patient, prisoner and separatees). This category contains only the Personnel Holding Account program element consisting of active duty military personnel dropped from the assigned strength of an operational or training unit for reasons of medical, disciplinary, or separation non-availability.

b. STUDENTS AND TRAINEES (S&T). This category contains active service officer students, active enlisted students, active enlisted trainees, and active officer accession students not assigned to a specific unit or activity.

c. MIDSHIPMEN. This category contains Midshipmen at the Naval Academy.

INDIVIDUAL READY RESERVE (IRR): Members of the Ready Reserve not assigned to the SELRES. Reference (tt) contains details on the IRR.

INDUSTRIAL ENGINEERING:

a. The art and science of utilizing and coordinating personnel, equipment, and materials to attain a desired quantity and quality of output at a specified time at an optimum cost. This may include gathering, analyzing, and acting upon facts pertaining to buildings and facilities, layouts, personnel, organizations, operating procedures, methods, processes,

schedules, time standards, wage rates, wage payment plans, costs, and systems for controlling the quantity and quality of goods and services.

b. The design, improvement, and installation of integrated systems of personnel, materials, and equipment. It draws upon specialized knowledge and skill in mathematical, physical, and social sciences together with the principles and methods of the results to be obtained from such systems.

INFERRED TASKING/WORKLOAD: Workload being performed by a person in a given work center/organizational component, but which is defined as the responsibility of another work center/organizational component or is not specifically tasked to a work center/organizational component but is "inferred" by the general tasking. It can be treated by transferring either the workload (prior to measurement), or the time expended on that workload (after measurement), to the appropriate work center/organizational component. If not specifically tasked, the workload should be validated with the BSO prior to using to support manpower requirements.

INTER/INTRA SERVICE SUPPORT AGREEMENT (ISA): Action by on military service or element thereof, to provide logistical and/or administrative support to another military service or element thereof. Such action can be recurring or non-recurring in character, on an installation, area, or worldwide basis.

M-DAY: The day the National Command Authority (NCA) declares Full Mobilization.

MANAGEMENT INFORMATION SYSTEMS (MIS): Existing data bases which should be used when possible as a source of input for developing ERs, staffing standards, and other manpower related studies/information.

MANNING: The specific inventory of personnel at an activity in terms of numbers, grades, and occupational groups.

MANNING CONTROL AUTHORITY (MCA): In the enlisted distribution system, the MCA is the naval authority who is tasked with determining the quantity, quality, and priority for assignment of personnel to all requirements within activities for which personnel distribution responsibility has been assigned. This is accomplished by establishing priorities in the requisition

system, monitoring assignments, and initiating actions to correct manning personnel deficiencies.

MANPOWER BALANCING: See QUAN/QUAL Balancing.

MANPOWER MANAGEMENT: The methodical process of determining, validating, and using manpower requirements as a basis for budget decisions; determining manpower authorization priorities based on available funding and personnel inventory; and the ability to link all these factors together.

MANPOWER, PERSONNEL, AND TRAINING INFORMATION SYSTEMS (MAPTIS): MAPTIS is the aggregate of the separate but interrelated ADP information systems that support the Navy's Total Force management. MAPTIS provides an integrated management approach for systems which have been planned and developed under various management schemes. The systems have been grouped into two types: management information systems (MIS) which utilized large-scale systems of records and process factual data; and decision support systems (DSS) which are model-based systems for the projection of future trends.

MANPOWER REQUIREMENT: The minimum quantitative and qualitative resource needed to perform a specific mission, function, or task.

MANPOWER RESOURCES: Human resources available that can be applied against manpower requirements.

MANPOWER TYPE: Defines the manpower category (officer, enlisted, civilian, etc.) used to authorize the manpower requirement. Reference (f) contains code descriptions.

MILITARY ESSENTIALITY CODE (MEC): A code to denote the reason for military staffing (i.e., combat readiness, law, training, discipline, or military background). Reference (f) contains code descriptions.

MILITARY PERSONNEL NAVY (MPN): The PPBS account for pay, allowances, and clothing for active duty military personnel.

MILITARY SKILL: Skill associated with a military paygrade as opposed to occupational specialties. Defined for enlisted

personnel under the Naval Standards section of the Occupational Standards.

MISSION: The highest generalized level of descriptive official tasking by higher authority required to accomplish the Navy's assigned war fighting and support capability.

MOBILIZATION: The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. This includes activating all or part of the reserve components, as well as assembling and organizing personnel, supplies, and material.

NAVY ENLISTED OCCUPATIONAL CLASSIFICATION SYSTEM (NEOCS): Provides the method the Navy uses to identify enlisted personnel skills and the manpower requirements associated with these skills. The system forms the basis for actions taken concerning enlisted personnel planning, procurement, training, promotion, distribution, assignment, and mobilization. NEOCS consists of the enlisted rating structure and its supplement, NEC structure. Special qualifications further complement both the enlisted rating structure and the NEC structure.

NAVY OFFICER OCCUPATION CLASSIFICATION SYSTEM (NOOCS): Provides a means to identify the skills, education, training, experience, and capabilities to officer personnel and the Navy's officer requirements. The system is designed to facilitate efficient personnel and manpower planning, procurement, training, promotion, distribution, career development, and the orderly call to active duty of inactive duty personnel. NOOCS consists of four major subsystems (the designator/grade structure, the NOBC structure, the subspecialty structure, the AQD structure).

NAVY STANDARD WORKWEEK: The total times expressed in average hours per week that are available per person to accomplish the required workload (including watches) of the various types of Navy units. Navy standard workweeks are key elements in the calculation of Navy manpower requirements.

NAVY TRAINING PLAN (NTP): The principal document for defining manpower, personnel, and training requirements for new aviation equipment, systems, subsystems, or total ship developments; ships transferred to the Naval Reserve, Reserve Programs; area training requirements or mission continuation; and the resources (manpower, training, equipment, military construction, etc.) necessary to support the training requirements. It controls the

planning and implementation action for meeting the requirements for system, subsystem, or subsystem component or non-hardware oriented development, to produce trained and qualified personnel required to install, operate, maintain, or otherwise use the same being introduces into the Navy.

NAVY WORKING CAPITAL FUND (NWCF): See Defense Working Capital Fund (DWCF)

NONBUDGETED MANPOWER: Manpower resources used by an activity which are not included in the activity's budget line (e.g., temporary additional duty (TAD), transient, non-appropriated funded, reserves, military students, marines, borrowed, and other (miscellaneous) support such as volunteers, civilian student aids, interservice support received categories).

OCCUPATIONAL STANDARDS (OCC STDS): Standards that express the Navy's minimum requirements for enlisted occupational skills.

OFFICER DISTRIBUTION CONTROL REPORT (ODCR) (NAVPERS 1301/5): A monthly report, issued by CHNAVPERS and updated by each activity, which displays each officer manpower authorization by CNO within a given naval activity and indicates the name and other pertinent information concerning the incumbent of that requirement.

OFFICER PROGRAMMED AUTHORIZATIONS (OPA): A recurring, published document projecting planned officer authorizations for current and future FYs (budget and program years). Planned authorizations are summarized by designator and paygrade within designator for each FY and controlled precisely to the approved end strength for each FYs. The electronic version of the OPA is sent directly to community managers upon publication.

OTHER MOBILIZATION (OTHMOB) DESIGNATION: Manpower requirement necessary for mobilization but not meeting the SELRES criteria.

OUT-OF-CYCLE PROGRAMMING: The reallocation of programmed end strength outside of the PPBES process.

PAY PLAN (PY PL): A system or schedule authority; such as statuses, Executive Orders, and regulations of the Office of Personnel Management, or other agencies, establishing and governing rate or pay for civilian employees.

PEACETIME REQUIREMENT (PR) CODE: Indicates whether the manpower requirement exists during peacetime only, mobilization only, or peacetime and mobilization.

PERSONNEL, FATIGUE, AND DELAY (PF&D): Work-hours added to leveled or base time to provide for personal needs, fatigue, and unavoidable delay. (Usually applied as a percentage of the leveled, normal, or adjusted time.)

a. Personal - Allowances included in a standard to permit the worker to attend to personal necessities such as obtaining water, making trip to rest room, etc.

b. Fatigue - Allowance included in the production standard to allow for decreases or losses in production that might be attributed to fatigue (include coffee breaks).

c. Delay - Allowance for unavoidable delay due to actions beyond the control of the worker or supervisor

PERSONNEL ASSIGNED: A tabulation of all officer and enlisted personnel charged to an activity. This information is presented in the unit's ODCR and EDVR.

PERSONNEL INVENTORY: Numbers of personnel available by occupational classification, paygrade, and distribution category.

PLANNING, PROGRAMMING, BUDGETING AND EXECUTION SYSTEM (PPBES): Assists the CNO and SECNAV in making decisions regarding the allocation of Navy resources. A formalized procedure by which strategy is developed in consideration of the threat. Force requirements are developed to support the strategy; programs are developed to provide over a period of time the ships, aircraft, weapons systems and manpower for the force requirements. Programs are reviewed for execution, estimates are refined and funds are budgeted to obtain the required manpower and weapons systems. At the DON level the system produces inputs to the DoD planning process, the DON POM, DON Budget estimates the DON input to the President's budget.

POSTGRADUATE EDUCATION: A course of study beyond the baccalaureate level which may or may not lead to the awarding of an advanced degree.

PROGRAM:

a. A combination of PEs designed to express the accomplishment of a definite objective which specifies the time-phasing of required actions and the means proposed for its accomplishment. Programs are aggregations of PEs based upon the first two numbers in the PE code, and in turn, aggregated to the total FYDP.

b. A plan or scheme of action designated for the accomplishment of a definite objective which is specific as to the time-phasing of the work to be done and the means proposed for its accomplishment, particularly in quantitative terms, with respect to manpower, material, and facilities' requirements. The program provides a basis for budgeting.

PROGRAM BUDGET DECISION (PBD): A SECDEF/Office of Management and Budget (OMB) decision in prescribed format directing changes to the FYDP related to funding issues.

PROGRAM DECISION MEMORANDUM (PDM): A document which provides decisions of SECDEF and DEPSECDEF, supported by the DRB, from the results of the program review process on POMs.

PROGRAM ELEMENT (PE): Identifies and allocates resources to a specific Navy warfare and/or supportive program. Resources include Navy personnel, equipment, and facilities.

PROGRAM MANAGER: An individual who has the responsibility of managing resources assigned to their program and ensuring the program is accurately priced, balanced, and executable; who knows the policy and history regarding those assigned resources.

PROGRAM OBJECTIVES MEMORANDUM (POM): Document in which each military department and Defense agency recommends and describes biannually its total resource and program objectives. Program objectives are fiscally constrained. To allow flexibility for each service to develop balanced programs, reallocation of funds is permitted between major mission and support categories unless specifically stated otherwise in SECDEF's Fiscal Guidance Memorandum.

PROGRAM YEAR: A fiscal year in the FYDP that ends not earlier than the second year beyond the current calendar year. Thus, during the calendar year 1997, the first program year is FY99.

PROGRAMMING: The process of translating planned force requirements into time-phased manpower over the FYDP.
(See also: OUT-OF-CYCLE PROGRAMMING)

PROJECTED OPERATIONAL ENVIRONMENT (POE): The environment in which the ship or squadron is expected to operate, including the military climate (e.g., at sea, at war, capable of continuous operations at readiness Condition III).

PROJECTED WORKLOAD: An amount of work proposed or anticipated in the future to meet the requirements of a program/function.

QUALITY: The skill, grade, and experience associated with the manpower requirement and/or authorization.

QUALITY CONTROL: Those actions taken by the performing organization to control the production of goods or services so that they will meet the requirements of the performance work statement.

QUALITIZATION: The act of applying skill, grade, and experience associated with the manpower requirement and/or authorization in cases for which the requirement has been projected before the billet quality has been determined (e.g., acquisitions of new platforms for which manning documents have not been finalized).

QUAN/QUAL BALANCING: The matching of MPN and RPN manpower authorizations to end strength.

RATE: Identifies enlisted personnel occupationally by paygrades E-1 through E-9.

RATING: A broad enlisted career field identifying an occupational specialty that encompasses related aptitude, training experience, knowledge, and skills for the purposes of career development and advancement.

READY RESERVE: Consists of Reserve units and individual Reserve members that are liable for immediate AD during war or national emergency. The Ready Reserve includes the SELRES and the IRR. Reference (tt) contains details on the Ready Reserve.

REQUIRED FUNCTIONAL CATEGORY (RFC): Grouping of similar categories or work within a functional area. An RFC is a subdivision of a functional capability and includes parameters.

The RFC is the lowest level for which staffing standards can be developed.

REQUIRED FUNCTIONAL CATEGORY (RFC) CODE: A 3-position, alphanumeric code used to identify each manpower requirement in TFMMS with the appropriate mission area/functional category of work for which the requirement is needed. Reference (f) contains code descriptions.

REQUIREMENT: A specific manpower space which is assigned qualifiers that define the duties, tasks, and functions to be performed and the specific skills and skill level required to perform the delineated functions.

REQUIREMENT INDICATOR (RI) CODE: A 1-position field used in NMRS and in TFMMS to provide a method of indicating what requirements' determination methodology established the manpower requirement. Reference (f) contains code descriptions.

REQUISITION TAKE-UP MONTH: The month The Enlisted Personnel Readiness and Support Branch (PERS 4013) identifies the prospective individual to fill the authorization.

RESERVE UNIT IDENTIFICATION CODE (RUIC): UIC or a drilling reserve unit.

RESOURCE SPONSOR: Office responsible for an identifiable aggregation of resources which constitute inputs to warfare and supporting tasks. The span of responsibility includes interrelated programs or parts of programs located in several mission areas.

SEA/SHORE ROTATION RATIO: This ratio represents the number of years that are required at sea, on average, for a certain number of years of shore duty.

SELECTED RESERVE (SELRES): That part of the Ready Reserve consisting of Reserve units, as designated by the Secretary concerned, and of individual Reservists, in pay status, required to participate in IDT periods and annual training. The SELRES also includes Reserve and Individual Mobilization Augmentee (IMA) personnel. Reference (tt) contains details on SELRES.

SENSITIVE UIC INDICATOR (SUI): Code on the AMD indicating whether or not an AMD may be distributed to external Navy sources.

SERVICE DIVERSIONS: Service diversions are actions required of personnel by regulations or standard routine which must be accomplished during working hours and which detract from an individual's availability to do productive work.

SHIP MANPOWER DOCUMENT (SMD): Quantitative and qualitative manpower requirements for an individual ship or class of ships and the rationale for determination of the requirements. Requirements are predicated upon a ROC/POE, ship configuration, specified operating profile, computed workload, and established doctrinal constraints such as standard workweeks, leave policy, etc.

SHORE MANPOWER REQUIREMENTS: BSO determined, Enabler/Enterprise endorsed and CNO (N12) approved quantitative and qualitative manpower requirements for a naval shore activity.

SKILL FIELD: An area of applied knowledge.

SQUADRON MANPOWER DOCUMENT (SQMD): Quantitative and qualitative manpower requirements for an individual aviation squadron or a class of squadrons and the rationale for the determination of the manpower requirements. Manpower requirements are predicated upon statements of ROC/POE, aircraft configuration, specified operating profile, computed workload, and established doctrinal constraints.

SPONSOR: A broad term covering responsibilities assigned a command, bureau, or office in support of a designated project. Sponsor responsibility may include: justification of funds, program objectives, technical guidance, procurement, manpower, training, and other means.

STAFFING STANDARD: Depicts the quantitative and qualitative manpower required to accomplish a specific function(s) from the lowest to the highest workload values.

STANDARD: An acknowledged measure of comparison.

STANDARD, PRODUCTION: A measure of time allowed to accomplish a specific unit of work. It is based on an average trained, skilled, and experienced operator working at a normal pace, plus personal time, fatigue, and delay (PF&D) allowances to accomplish work by using a standardized process or method.

STATEMENT OF MANPOWER REQUIREMENTS (SMR): For shore activities, displays an activity's approved quantitative and qualitative peacetime manpower requirements.

STUDENTS, TRAINEES, TRANSIENTS, or HOLDEES (STTH): (See Individuals Account).

SUPPORT MANPOWER: Shore manpower associated with shore activities. Support manpower is all manpower associated with units included in categories not included in combat manpower.

SYSTEM: A group of interacting, interrelated, or interdependent elements forming a collective entity.

TASK: A subdivision of work within a particular category.

TASKING DIRECTIVE: Any document from higher authority which generates a requirement to perform work.

TOTAL FORCE AUTHORIZATION AND REQUIREMENTS SYSTEM (TFARS): A reengineered manpower management system which will manage and provide the position and job data to distribution and other manning systems. TFARS will replace TFMMS (Total Force Manpower Management System) to provide position based manpower functionality necessary to support Sea Warrior. It will be the single authoritative source for activity and manpower data and will send the demand signal to the Navy's military distribution systems to assure personnel readiness. It will provide the ability to track manpower funded and unfunded positions to active and reserve military, civilians, contractors, and other systems.

TOTAL FORCE MANPOWER MANAGEMENT SYSTEM (TFMMS): The single, authoritative data base for Total Force manpower requirements, and active duty MPN/RPN manpower authorizations and end strength. Provides storage and retrieval of historical, current, budget, and out-year manpower data. TFMMS provides access to current, budget, and out-year manpower data. TFMMS provides access to current manpower data for resource sponsors, BSOs and others and provides storage and retrieval transaction history.

TFMMS MICRO MANPOWER CHANGE APPLICATION (TMMCA): A software package that allows manpower managers to initiate AMD Change Requests through a PC. This is a viable alternative to employing the TFMMS Mainframe Computer.

TRAINING: Instruction which provides the learner with knowledge and skills required for immediate application in the accomplishment of a specific task or combination of tasks.

TRAINING REQUIREMENT:

a. A requirement to train personnel in a specified quantity to perform identified duties and thereafter be available for assignment to the duties at a specified time.

b. A requirement for a training or education program which will produce trained personnel for an identified purpose.

c. The performance which is required of a person in order to be effective in a given situation. Thus, the jobs to which individuals are assigned have performance connotations, which are training requirements in the sense that the individuals must be trained to perform as required.

d. A need, established by the training organization, for support of specified nature.

UNAVOIDABLE DELAY: An occurrence which is essentially outside the worker's control or responsibility that prevents the worker from doing productive work.

UNIT IDENTIFICATION CODE (UIC): A five position numeric or alpha-numeric code assigned by DFAS to ships, aircraft, units, shore activities, divisions of shore activities, command, bureaus and offices, contractors' plants, and in some instances to functions or the specialized elements for identification. By use of this code, programming decisions can be related to organizational units and to commands, bureaus and offices responsible for administering funds affecting those units.

WATCH: That period during a duty day wherein an individual is assigned and required to be at a specific place to carry out such functions as security, safety, and communications. Normally, this period will be of 4-hour duration and will fall between the end of one work day and the beginning of the next. Total work-hours expended in the watch category are counted as productive work in the computation of the minimum manpower requirements.

WORK-HOUR: A unit of work equal to the productive effort of one person working 1 hour.

WORK-HOUR AVAILABILITY FACTOR (WAF): The average number of work-hours per month an assigned individual is available to perform primary duties. Required work-hours are divided by the WAF to determine the manpower requirements.

WORK-YEAR: A unit of work equal to the productive effort of one person working 8 hours per day, 5 days per week for a period of 1 year, adjusted to include paid leave and holidays.

WORKLOAD: An expression of the amount of work, identified by the number of work units or volume of a workload factor (WLF), that a work center has on hand at any given time or is responsible for performing during a specified period of time.

a. Additive Workload. Work requirements of a specific activity which are in addition to work requirements common to other like activities.

b. Excluded Workload. Work not required at a specific activity which is required and common to other like activities.

c. Deviation. Procedural, equipment, or climate differences that cause significant time variations in common tasks at like activities.

WORKLOAD INDICATOR (WI): A broad index used to measure work and establish a relationship between workload and manpower requirements.

WORKWEEK: A unit of time that relates to a normal workweek per individual (e.g., 1 workweek per 10 employees = 10 man-weeks).

APPENDIX C

NAVY STANDARD WORKWEEKS

1. General

a. An integral part of manpower requirements determination is the establishment of standard workweeks for utilization of personnel. Workweeks for sea duty units and detachments are based upon operational requirements under projected wartime conditions. The workweek for ashore units is based upon peacetime conditions. They are used by CNO in the documentation of manpower requirements.

b. The Navy's standard workweeks are key elements in the calculation of Navy manpower requirements. They are guidelines for sustained personnel utilization under projected wartime or peacetime conditions and are not intended to reflect the limits of personnel endurance. They are for planning purposes only and are not restrictive nor binding on commanders or commanding officers in establishing individual working hours. Daily workload intensity is a function of operational requirements; as such, the actual day-to-day management of personnel is the responsibility of the commanding officer. Under certain circumstances it may become necessary to exceed the standard workweek; however, extending working hours on a routine basis could adversely affect such matters as moral, retention, safety, etc., and as policy, such extensions should be avoided.

2. Policy. To reduce the total number of hours personnel are required to be on board for work and duty, commanding officers shall maintain the maximum feasible number of duty sections. The size of each duty section shall be the minimum necessary to ensure safety, security, and the performance of required functions. When in Condition V, ships in U.S. ports shall strive to maintain six duty sections, unless otherwise directed by FLTCOMs. Shore activities in the U.S. or overseas where accompanying dependents are authorized shall strive to maintain a minimum of four duty sections, unless precluded by urgent and extreme circumstances.

3. Basic Workweek Considerations

a. Work Averaging. The nature of Navy work, watch, duty requirements make it difficult under all circumstances to fix work periods on a daily or weekly basis. Averaging techniques are, therefore, employed in determining the elements comprising

the various workweeks. As a result, workweeks are not necessarily an expression of the maximum weekly hours that may be expended by an individual in any particular week, but rather regulate the average weekly hours that will be expended on a monthly annual basis.

b. Assumptions. Average weekly hours expressed in each Navy standard workweek are guidelines for sustained personnel utilization. Basic assumptions are as follows:

(1) At-Sea. The afloat workweek assumes a unit steaming in Condition III (Wartime/Deployed Cruising Readiness) on a three-section watch basis.

(2) Ashore. The workweek for activities where accompanying dependents are authorized is based on a 5-day, 40-hour workweek.

c. Mobilization. The Navy standard workweek for mobilization is used to measure the Navy's ability to respond during contingencies. The measurement of this workload under such conditions is a difficult task. Establishment of specific workweek elements provides an analytical base for manpower planning during mobilization.

d. Overseas. The determination of standard workweeks for foreign national employees is the responsibility of BSOs. The standard workweek for foreign national employees should be developed by locale and used in the development of shore manpower requirements. CNO (N1) approval of foreign national workweeks is not required. The current standard workweek will continue to be used in determining U.S. civilian manpower requirements overseas.

e. Workweek Analysis. Use the Navy standard workweeks in paragraph 4.

4. Detailed Description of Navy Standard Workweeks

a. Afloat (Wartime) - Military Personnel

Ship Standard Workweek	81.00 hrs
Productive Workweek (NOTE 1)	70.00 hrs
Analysis of Duty Hours	
Total hours available weekly	168.00
Less Non-Available Time:	
Sleep	(56.00)
Messing	(14.00)
Personal needs	(14.00)
Sunday (free time)	(3.00)
Scheduled On Duty Hours Per Week	81.00
Less:	
Training (NOTE 2)	(7.00)
Service diversion (NOTE 3)	(4.00)
Total Hours Available for Productive Work (NOTE 1)	
	70.00

NOTE 1. For watchstanders, 56 hours is allocated to watch stations (8 hours x 7 days) (14 hours available for work in addition to 56 hours watch standing = 70 hours).

NOTE 2. Training is an activity of an instructional nature, which contributes directly to combat readiness and deducts from the individual's capability to do productive work. Training hours are factored to reflect those scheduled events (e.g., general drills, engineering casualty damage control) for all hands. Hours indicated have been standardized for Condition III in SMDs.

NOTE 3. Service diversion consists of actions required of military personnel by regulations or the nature of shipboard/staff routine. Service diversion includes, but is not limited to, the following types of activities:

(1) Quarters, inspections, and sick call.

(2) Other administrative requirements including: Commanding Officers Non-Judicial Punishment (NJP), participation on boards and committees, interviews, and non-training-related assemblies.

(3) Flight and hangar-deck integrity watches.

b. Aircraft Squadrons - Military Personnel

(1) Shore-Based Squadrons (e.g., HT, VT) Where
Accompanying Dependents are Authorized:

Ship Standard Workweek	40.00 hrs
(Routine is 8 hours per day, 5 days per week, excluding meal hours)	
Productive Workweek	33.38 hrs

Analysis of Duty Hours

Total hours available weekly	40.00
Less Non-Available Time:	
Training	(1.47)
Service Diversion	(1.00)
Leave	(2.62)
Holidays	(1.53)
	} (6.62)

Total Hours Available for Productive Work	33.38
--	--------------

(2) Shore-Based Deployable Squadrons (e.g., VP,)
Accounting or Diversion Incident to Messing:

Ship Standard Workweek	81.00 hrs
Productive Workweek	60.00 hrs

Analysis of Duty Hours

Total hours available weekly	81.00
Less Non-Available Time:	
Training	(7.00)
Diversions	(14.00)
	} (21.00)

Total Hours Available for Productive Work	60.00
--	--------------

(3) Squadron Personnel At Sea:

Ship Standard Workweek	81.00 hrs
Productive Workweek	70.00 hrs

Analysis of Duty Hours

Total hours available weekly	81.00
Less Non-Available Time:	
Training	(7.00)
Diversion	(4.00)
	} (11.00)

Total Hours Available for Productive Work	70.00
--	--------------

c. Military Personnel - Ashore (Peacetime) CONUS and
Outside the United States (OUTUS)

(1) Accompanying dependents are authorized:

Ship Standard Workweek	40.00 hrs
(Routine is 8 hours per day, 5 days per week, excluding meal hours)	
Productive Workweek	33.38 hrs

Analysis of Duty Hours

Total hours available weekly	40.00
------------------------------	-------

Less Non-Available Time:

Training	(1.47)	}	(6.62)
Service Diversion	(1.00)		
Leave	(2.62)		
Holidays	(1.53)		

Total Hours Available for Productive Work	33.38
--	--------------

(2) Accompanying dependents are NOT Authorized

Ship Standard Workweek	57.00 hrs
(Routine is 9½ hours per day, 6 days per week, excluding meal hours)	
Productive Workweek	49.60 hrs

Analysis of Duty Hours

Total hours available weekly	57.00
------------------------------	-------

Less Non-Available Time:

Training	(1.47)	}	(7.40)
Diversions	(1.00)		
Leave	(3.11)		
Holidays	(1.83)		

Total Hours Available for Productive Work	49.60
--	--------------

(3) Military Firefighters and other Watchstanding Personnel Employing the 72-hour Workweek

Ship Standard Workweek		72.00 hrs
Productive Workweek		62.10 hrs
Analysis of Duty Hours		
Total hours available weekly		72.00
Less Non-Available Time:		
Diversions/Training	(4.83)	} (9.90)
Leave	(5.07)	
Total Hours Available for Productive Work		62.10

d. U.S. Civilian Personnel Ashore CONUS and OUTUS

(1) Civilian personnel assigned to shore activities

Ship Standard Workweek		40.00 hrs
(Routine is 8 hours per day, 5 days per week, excluding meal hours)		
Productive Workweek		33.38 hrs
Analysis of Duty Hours		
Total hours available weekly		40.00
Less Non-Available Time:		
Training	(0.32)	} (6.62)
Diversions	(0.20)	
Leave	(4.57)	
Holidays	(1.53)	
Total Hours Available for Productive Work		33.38

NOTE: For foreign national employees the scheduled workweek and the non-available time may vary. BSOs should verify these time factors and/or develop new factors for use in determining manpower requirements.

(2) Civilian Supervisory Firefighters Employing the 56-hour Workweek

Ship Standard Workweek 56.00 hrs
(Routine is four 8-hour days and
one 24-hour day per week)
Productive Workweek **48.99 hrs**

Analysis of Duty Hours

Total hours available weekly 56.00
Less Non-Available Time:
Training (0.20) }
Diversion (0.44) } (7.01)
Leave (6.37)

**Total Hours Available for
Productive Work 48.99**

(3) Civilian Firefighters Employing the 72-hour Workweek

Ship Standard Workweek 72.00 hrs
(Routine is 12 hours per day, 6
days per week)
Productive Workweek **63.15 hrs**

Analysis of Duty Hours

Total hours available weekly 72.00
Less Non-Available Time:
Training (0.20) }
Diversion (0.44) } (8.85)
Leave (8.21)

**Total Hours Available for
Productive Work 63.15**

5. Determination of Manpower Requirements

a. In cases where manpower requirements are derived through weekly work-hour measurement, calculation, or validation use the following general equation to determine the number of manpower requirements:

$$\text{Number of Requirements} = \frac{\text{Total Weekly Work-hours (WHs) Required}}{\text{Applicable Productive Workweek}}$$

b. In cases where manpower requirements are derived through monthly work-hour measurement, calculation, or validation use the following general equation to determine the number of manpower requirements:

$$\text{Number of Requirements} = \frac{\text{Total Monthly Work-hours (WHs) Required}}{\text{Applicable Productive Workweek}}$$

c. Requirements per watch needs for continuous watchstanders (24-hour days/7 days per week) for accompanied and unaccompanied tours are derived as follows:

$$24 \text{ hrs} \times 7 \text{ days} = 168 \text{ hrs per week}$$

$$168 \text{ hrs/week} \times 4.348 \text{ weeks/month (MO)} = 730.464 \text{ WHs/MO}$$

(1) Accompanied

<i>168 WHs/Week</i>		<i>730.464 WHs</i>		<i>5.03</i>
<i>33.38 Available</i>	or	<i>145.136 Available</i>	=	<i>Requirements</i>
<i>WHs/Week</i>		<i>WHs/MO</i>		<i>per Watch</i>

(2) Unaccompanied

<i>168 WHs/Week</i>		<i>730.464 WHs</i>		<i>3.00</i>
<i>56.00 Available</i>	or	<i>243.488 Available</i>	=	<i>Requirements</i>
<i>WHs/Week</i>		<i>WHs/MO</i>		<i>per Watch</i>

6. Ashore Activities During Mobilization

a. A mobilization workweek is established to provide increased capabilities with assigned military and civilian manpower resources during emergency operations, combat build-up, available work hours.

b. The mobilization workweek is projected as a planning factor and may be adjusted as required to meet the command mobilization mission.

c. The mobilization workweek for ashore activities is:

Standard Workweek	60.00 hrs
(Routine is 10 hours per day, 6 days per week)	
Productive Workweek	57.22 hrs

Analysis of Duty Hours

Total hours available weekly	60.00
------------------------------	-------

Less Non-Available Time:

Training	(0.08)	}	(2.78)
Diversions	(1.98)		
Leave	(0.00)		
Holidays	(0.72)		

Total Hours Available for Productive Work	57.22
--	--------------

NOTE 1. This equates to a monthly WAF o 249 (248.7925) monthly work-hours.

APPENDIX D

FLAG OFFICER POSITION CRITERIA FORMAT

See explanation sheet that follow for interpretation of data fields. Indicate at each statement the priority in which selected criteria apply to this position and show recapitulation on sheet provided:

ACTIVITY: _____

BILLET TITLE: _____

BIN #: _____ BSC: _____ UIC: _____

A. NATURE OF THE POSITION

1. (_____) Characteristics of function.

Type:

Scope:

Level:

2. (_____) Grade and position of:

Superiors:

Principal subordinates:

Lateral points of coordination:

Military or governmental structure:

3. (_____) Supervision over the position

Proximity:

Degree:

4. (_____) Official relations with U.S. and foreign governmental officials and with the public

Nature:

Extent:

Level:

5. (_____) Reflection of national emphasis and determination.

6. (_____) Special qualifications required by the position.

B. MAGNITUDE OF RESPONSIBILITIES

1. (_____) Missions of the organization and special requirements of the position.

2. (_____) Number, type, and value of resources managed and employed.

Military forces:

Personnel:

Value of equipment and properties:

Total obligation authority:

Other:

3. (_____) Geographical area of responsibility.

4. (_____) Authority to make decisions and commit resources.

5. (_____) Auxiliary authorities and responsibilities inherent to the position.

6. (_____) Development of policy.

7. (_____) National commitment to international agreements.

C. SIGNIFICANCE OF ACTIONS AND DECISIONS

1. (____) Impact on national security or other national interests.
2. (____) Importance to present and future effectiveness and efficiency of the national defense establishment.
3. (____) Effect on the prestige of the nation or the armed forces.

RECAPITULATION OF PRIORITIES ASSIGNED

A. NATURE	B. RESPONSIBILITIES	C. SIGNIFICANCE
1. ()	1. ()	1. ()
2. ()	2. ()	2. ()
3. ()	3. ()	3. ()
4. ()	4. ()	
5. ()	5. ()	
6. ()	6. ()	
	7. ()	

Note: A priority number can be used only once for the entire recapitulation. For example, if priority 1 is assigned to category A3, it cannot be assigned to category B5.

Date Prepared: _____

Approved by: _____

FLAG OFFICER POSITION CRITERIA

Below is a brief explanation of the criteria used by DoD to validate flag officer positions. These criteria are grouped into three main categories - Nature of the position, Magnitude of the Responsibilities, and Significance of Actions and Decisions. These categories are broad in nature to provide latitude in justifying the manpower requirement. Some manpower requirements may involve all these criteria to a certain extent, but most manpower requirements will probably be justified in terms of only the most significant duties.

A. NATURE OF THE POSITION

1. Characteristics of Function. Type (e.g., command, general or coordinating staff, special staff, manager, deputy, specialist, etc.); Scope (e.g., operational command, training command, installation command, personnel management, officer personnel management, legal affairs, information, etc.); and Level of Function (e.g., national, secretarial, service, theater, field command, etc.).

2. Grade and Position of. Superior, principal subordinates, and lateral points of coordination; a consideration of the military or governmental structure within which the manpower requirement function is performed; and a statement of the level at which the function is performed.

3. Supervision over Position. The proximity (remoteness or closeness of supervision and the degree of independence of operation.

4. Official Relations with U.S. and Foreign Governmental Officials and with the Public. Nature (e.g., reports to, works for, keeps informed, provides liaison, etc.); extent (e.g., primary function, frequent requirement, continuous additional duty, occasional requirement, etc.); and level of official relations with U.S. and foreign governmental officials and with the public (e.g., governmental department or agency, national or local government, civil organizations, industry, press, etc.).

5. Reflection of National Emphasis and Determination. Relation of position to national objectives and programs, special conditions under which the position was first established or other reasons why the position reflects national will.

6. Special Qualifications Required by the Position. Any special qualifications such as advanced education, or particular training or experience, which are essential to the proper execution of positional responsibilities.

B. MAGNITUDE OF RESPONSIBILITIES

1. Missions of Organization and Special Requirements of the Position. The nature of the responsibilities that are associated with the position.

2. Number, Type, and Value of Resources Managed and Employed. Data should be displayed within three categories: operational control, administrative control, and immediate staff within each subsection.

(a) Military Forces. Number and type of forces normally assigned or programmed for planned or special operations.

(b) Personnel. Number of personnel (by officer and CWO, enlisted, and civilian).

(c) Value of Equipment and Properties (display in millions). Total value of equipment, supplies and real property.

(d) Total Obligational Authority & Foreign Resources. Scope and type of foreign resources involved, if any, or other important resources.

3. Geographical Area of Responsibilities. A consideration of the size, location and, if appropriate, the criticality of the land, sea, or air spaces involved.

4. Authority to make Decisions and Commit Resources. An identification of the scope of the position with respect to specific authority delegated to or withheld from the position in either routine or emergency situations.

5. Auxiliary Authorities and Responsibilities Inherent in the Position. Inherent requirements charged to the position by virtue of situation, location, proximity, tradition, etc.

6. Development of Policy. Involvement in the development of Navy policy within the specific functional areas associated with the position, e.g., budget, program, communications, or manpower.

7. National commitment to International Agreements.
Authority to make commitments to foreign nations or involvement in negotiating such commitments for the U.S.

C. SIGNIFICANCE OF ACTIONS AND DECISIONS

1. Impact on National Security or Other National Interests.
Effect of mission accomplishment or position performance on the protection of national interests or the advancement of national programs.

2. Importance to Present and Future Effectiveness and Efficiency of the National Defense Establishment. Effect on the force structure, operational capabilities, status of combat readiness, quality of personnel and equipment, cost-effectiveness, command and control means, management procedures and techniques, responsiveness to national needs, or other factors.

3. Effect on the Prestige of the Nation or the Armed Forces. How effectiveness or accomplishment reflects on the stature of the nation and its armed forces, and influences the credibility of national aims and capabilities.

FLAG OFFICER POSITION PROFILE

1.	Organization		
2.	Rotational <input type="checkbox"/>	Service Dedicated <input type="checkbox"/>	Nominative <input type="checkbox"/>
3.	Activity		
4.	Billet Title		
5.	Grade Requirement		
6.	Is this position required by statute, Presidential Executive Order, or international agreement?		Yes <input type="checkbox"/> No <input type="checkbox"/>
7.	Grade of incumbent as of 30 September.		
	If vacant, so state and indicate reason		Yes <input type="checkbox"/> No <input type="checkbox"/>
8.	To which Defense Planning and Programming Category is this position assigned?		Category:
9.	To which FYDP Program Element is the position assigned?		FYDP PE:
	FYDP PE:		
10.	Is this an "Assistance to" position		Yes <input type="checkbox"/> No <input type="checkbox"/>
11.	Is this a one-on-one deputy position		Yes <input type="checkbox"/> No <input type="checkbox"/>
12.	When was general/flag officer grade first assigned to this position?		Date:
13.	Was a different grade authorized for this position at any time?		Yes <input type="checkbox"/> No <input type="checkbox"/>
	If yes, indicate grade and reason:		
14.	Has there been any period when this position was not filled by a general/flag officer due to other than a rotation gap?		Yes <input type="checkbox"/> No <input type="checkbox"/>
	If yes, indicate why:		
15.	Could a civilian fill this position?		Yes <input type="checkbox"/> No <input type="checkbox"/>
	If no, indicate why:		
16.	If this position could not be filled by a general/flag officer, how would the work and responsibility be reassigned?		
17.	What would the effect of the change described in #16 be on the accomplishment of national security missions?		
18.	Date Prepared:		
19.	Approved by:		

APPENDIX E

ACTIVITY MANPOWER DOCUMENT/ACTIVITY WORKFORCE DOCUMENT (AMD/AWD)

E00 General

Responsible Offices	CNO NAVMAC
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1. Background. The AMD/AWD is a single source document that provides the quantitative and qualitative Total Force manpower requirements and authorizations allocated to naval activity to perform its assigned MFTs or ROC/POE. The AMD/AWD contains current and future peacetime and mobilization manpower requirements and authorizations.

2. The AMD/AWD descriptions located in this section are current as of the publishing of this instruction; however, they do regularly change. Please refer to NAVMAC's web page for the most current manpower document profiles.

E01 AMD/AWD Description

Responsible Offices	CNO (N12) NAVMAC
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References	(jj) NAVPERS 15839I Manual of the Navy Officer Manpower and Personnel Classifications
	(c) NAVPERS 18068F Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards, Volume II - Navy Enlisted Classifications
	(e) HR-1588-230, Title XI, Civilian Personnel Matters
	(f) NAVPERS 16000A, Total Force Manpower Management System (TFMMS/TFARS) Coding Directory, of Jul 03
	(g) NAVPERS 16000A, Total Force Manpower Management System (TFMMS/TFARS) to Total Force Authorization and Requirements System (TFARS) Coding Directory, of Sep 05
	(qq) OPM Handbook of Occupational Groups and Series FPM Supplement 512-1 - Job Grading System for Trades and Labor Occupations

1. Current Total Force Manpower Requirement and Authorization Total by Paygrade or Category Page. A general overall manpower summary of the current, complete TF manpower requirements and authorizations for all activities under a parent organization and/or individual activity is found at the end of an AMD/AWD. This information is divided into three categories: (1) officer (designator category and paygrade), (2) enlisted (paygrade), and (3) civilian (pay plan, occupational series and pay grade). With the advent of NSPS civil service quality information will be amended to comply with reference (e).

2. Activity, Manpower Requirement, and Manpower Authorization Information Pages. These pages contain descriptive information on a specific activity and its approved manpower requirements and authorizations. References (jj), (c), (e), (f), (g) and (qq) apply.

Appendix E to
Enclosure (1)

3. Summary Pages

a. Packet to End Strength Summary Page. Shows changes in manpower end strength after an AMD/AWD Change Request has been processed.

b. Officer, Enlisted and Civilian Summary Page(s).
Provides a summary of FYs and mobilization months of:

(1) Officer(s) by designator and paygrade.

(2) Enlisted by rating and NEC(s).

(3) Civilian(s) by PY PL and PY GR.

c. Mobilization Phase Date Summary Page. Provides a brief summary of mobilization phase months, PR and billets authorized (BA) for officers, enlisted, civil service, and others.

Activity Manpower Document
BSC Range 00000 to 99999

Activity Code	Activity Name	UIC	Predom		Packet	Home Port	Geographic Location		SUI	S/S	MCA	Dsk	Rspn	AGSAG	Number	Date	
(1)	(2)	(3)	(4)	(5)			(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)		
BGN END	CARN CAFC	CATR	Effective				Officer	Enlisted	Civilian				BIN	Billet Title			
(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(36)	(40)	(41)	(42)					
	Bgn End	RFC	P	R	M	Language		Desig	NOBC	SubSp	Rate	NEC	Py	Occ	Py		
						(24) (25)	(26)	R I E			Grade	Pri	Sec	Pri	Sec		
								(27) (28) (29)	(30)		(31)	(32)	(33)	(34)	(35)		
														(37)	(38)		
														(39)	(43)		
														(44)	(45)		
														(58)	(59)		
														(60)			
BSC		RSpn			AGSAG	MRC	MT	AC		FAC			AQD		P	H	
(46)		(47)			(48)	(49)	(50)	(51)		Pri	Sec		Pri	Sec	S	S	
														(54)	(55)	(56)	(57)

(top)

Activity Description Information - the following provides essential information pertaining to the activity. The BSO submits changes to this section to CNO (N12). If the affected activity is listed in the Standard Navy Distribution List (SNDL), BSOs must reference the approved OPNAVNOTE 3111 or 5450 from CNO (DNS).

REF #	FIELD TITLE	DESCRIPTION
	Date	The effective date of the data (TFMMS end of month run date).
	Page	Page number in sequential order
1	Activity Code	A 10-digit code identifying each activity. The first four numbers represent the type of activity (i.e., 1452: Naval Air Station), the next four numbers are unique to a specific activity, and the last two numbers indicate a parent-component activity relationship (00: parent activity, 01-99: component activity of the parent).
2	Activity Name	Assigned by CNO (N12); identifies short activity title per SNDL policy.
3	UIC	Unit Identification Code - assigned by DFAS; identifies the activity for accounting purposes.
4	Claimant/BSO	The short title of the command, bureau, or office designated as the BSO for that activity by CNO.

5	SMC	A code found in references (f) and (g) denoting the command or activity immediately subordinate to the BSO. (top)
6	Home Port Geographic Location	Indicates the actual location of the activity in State/Country and City format. (top)
7	SUI	Sensitive UIC Indicator - is a 1-digit code used to indicate if the activity and/or AMD/AWD information is sensitive. See references (f) and (g). (top)
8	S/S	Sea/Shore Code - is assigned by BUPERS to identify an activity's type of duty for personnel rotational purposes. (top)
9	MCA	Indicates which MCA activity is assigned for enlisted personnel management. (top) B = BUPERS; F = Fleet Forces Command
10	DSK	Desk/Action Officer Code - Identifies the subsection within NAVMAC assigned responsibilities for AMD/AWD Change Request processing and activity management. DSK codes are found in references (f) and (g). (top)

Manpower Requirement Information - the following provides statements of military and/or civilian manpower and associated skills determined by an approved manpower study based on the activity's MFT or ROC/POE. Submit change(s) to this section to NAVMAC via the BSO using the AMD/AWD Change Request.

REF #	FIELD TITLE	DESCRIPTION
11	PREDOM RSPN	Denotes the leading OPO resource sponsor responsible for the activity's overall program development and resources. RSPN codes are defined in references (f) and (g). (top)
12	PREDOM AG/SAG	Denotes the leading resource sponsor's AG/SAG for the activity. The AGSAG is used to identify and group similar types of activities for budget justification and accounting purposes. (top)
13	Packet Number	A 6-digit number assigned to an AMD/AWD Change Request by TFMMS/TFARS. This number indicates the last packet applied to the TFMMS/TFARS billet data base before the printing of the AMD/AWD. (top)
14	Packet Date	Indicates the date NAVMAC approved and applied the AMD/AWD Change Request packet to the data base. (top)
15	BIN	Billet Identification Number - is a 7-digit number generated by TFMMS/TFARS when a manpower requirement, organizational header, or billet note is initially entered into the system. Since TFMMS/TFARS assigns the BIN to a new manpower requirement, BINs cannot be duplicated or changed. (top)

16	Billet Title	A field, consisting of up to 40 characters, used for the manpower requirement title, organizational header, or billet note information. The following applies: Begin the title for officer manpower requirements with the NOBC short title. Additional title information or remarks can be made after a "/" (top)
17 18	EFF BGN/ END	Effective Begin Date and Effective End Date - a 5-digit date code indicating when the manpower requirement and/or authorization is to begin and end. The date format is CYYMM, where C = the first number of the century, YY = the last two numbers of the year, and MM = the number of the month (e.g., Oct 2015 will be reflected as 21510). (top)
19	CARN	Commercial Activities Reason Code - a one position field that identifies positions as Inherently Governmental or subject to completion of a study. See https://competitivesourcing.navy.mil for more details. (top)
20	CAFC	Commercial Activity Function Code - a five position field identifying the functional area of responsibility, mission area, and/or task of the position. See https://competitivesourcing.navy.mil for more details. (top)
21	CATR	Commercial Activities Tracking Code - a one position field that identifies legal information associated with the CAFC and CARN. See https://competitivesourcing.navy.mil for more details. (top)
22	SSC	Strategic Sourcing Code - a one position field that identifies positions involved in the Navy's cost-cutting plans (i.e., elimination, consolidation and privatization.) See https://competitivesourcing.navy.mil for more details. (top)
23	IMAP	Installation Management Accounting Program - a four position field that ties programmed manpower and budget by function. The IMAP code identifies Total Force manpower cost for performing a function. See https://ucsol.hq.navy.mil/impa/index.htm for more details. (top)
24 25	Mob Bgn/ End	Reflects the period within mobilization needing a manpower requirement. Valid entries are 01, 02, 03, 06 and 12, where 01 is the beginning of mobilization and 12 is the end of mobilization. MOB END must be equal to or greater than MOB BGN. (top)
26	RFC	This code is no longer used. A default value of "UNK" is used as a placeholder in this field. (top)
27	PR	Peacetime Requirement Code - indicates whether the manpower requirement exists during peacetime. (top)
28	RI	Used to show what validation process justifies the manpower requirement. Although it is mandatory for BSOs to assign an RI code to each manpower requirement, NAVMAC is the approval authority for all RI code assignments. See references (f) and (g) for details. (top)
29	MEC	This code is no longer used. A default value of "N" is used as a placeholder in this field. (top)
30	Language	An 8-digit code identifying foreign language and proficiency requirement (listening, reading, speaking, and writing). See reference (b) for details. (top)

OFFICER		
31	Desig Grd	Officer Designator and Paygrade - identifies specialty qualification and paygrade necessary to fill a particular manpower requirement. See reference (b) for more details. (top)
32	NOBC Pri/Sec	Identifies general duties of the manpower requirement defined in reference (b). (top)
33		
34	SubSp Pri/Sec	Identifies postgraduate education (or equivalent training and/or experience) required to fill a particular manpower requirement defined in reference (b) (top)
35		
36	JDAL	Joint Duty Assignment List - an 8 alpha (1)/number (2-8) character field with access for adding data is restricted to CNO (N123). Data is mandatory for all billets with AQD of JD1 or JD2. (top)
ENLISTED		
37	Rate Abbr	Identifies the rating and paygrade needed to fill a particular manpower requirement as defined in reference (c). (top)
38	NEC Pri	Identifies a specialized knowledge or skill required beyond those of the enlisted rating structure. See reference (c) for details. Assignment of NECs are based upon valid MFT manpower requirements. If two NECs are needed, use the MPFT to determine the primary and secondary NEC assignment. Identify and record NEC requirements on the AMD/AWD as far in advance as possible to permit orderly planning for the additional training required. (top)
39	NEC Sec	
CIVILIAN		
40	BLI	Budget Line Item - a six position field that provides the same function as the AGSAG does for Operations and Maintenance, Navy (OM&N) appropriations. (top)
41	CTY	Community Code - a one position field identifying the civilian community to which the position is assigned, (i.e., HR, Logistics, Engineering, etc.) (Currently under development). (top)
42	ORG	Civilian Organization Code - a ten position field used to identify the organizational level assigned to the civilian positions, such as Department, Division or Section (i.e., CNO (N1, N12, N122A), PERS-4, Code 20). Organizational Codes are assigned by BSOs/Activities. (top)
43	Py Pl	A system or schedule authority; such as statutes, Executive Orders, and regulations of the Office of Personnel Management (OPM), or other agencies, establishing and governing rate of pay for civilian employees. (Pending change to NSPS). See references (e) and (ww) for details. (top)
44	Occ Srs	A number assigned by OPM for civilian requirements identifying a specialized line of work and qualification requirements. Codes less than five digits shall be preceded with zeros (e.g., 00343, 00318, etc.). See references (e) and (ww) for details. (top)
45	Py Gr	A rating in a graduated scale for federal civilian positions that are established and designed within specific pay plan by law or regulation. (Pending change to NSPS). (top)
46	BSC	An ascending sequence of numbers determine by BSOs and/or activities to organizationally

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		structure manpower requirements, organizational headers, and billet notes within an activity's AMD/AWD. (top)
47	RSpn	Denotes the resource sponsor/Enterprise outside the activity's predominate resource sponsor, responsible for resourcing (funding) the manpower requirement. Appendix E provides the list of resource sponsors. Though shown on the manpower authorization line of an AMD/AWD, additions, changes, and deletions are made on the manpower requirement side of TFMMS/TFARS. (top)
48	AGSAG	Denotes the AGSAG of the manpower requirement, which may be different than the activities predominate AGSAG. Though shown on the manpower authorization line of the AMD/AWD, with additions, changes and deletions made on the manpower requirement side of TFMMS/TFARS. (top)
49	MRC	Manpower Resource Code identifies the types of resourcing (MPN, RPN or OM&N) for the manpower requirement when it is authorized. See references (f) and (g). (top)
50	MT	Manpower Type - defines the category of manpower used to authorize the manpower requirement. See refernces (f) and (g). (top)
51	AC	Identifies manpower authorizations that have a special or unique characteristic, and allows for easy identification. (top)
52	FAC Pri	Functionality Assessment Codes, discussed in Chapter 801, shown on the manpower authorization line of an AMD/AWD; changes can be made on both the manpower requirement and authorization side of TFMMS/TFARS. (top)
53	FAC Sec	
54	AQD Pri	Identifies the additional qualifications required by the MFTs not included in other classifications. Though AQDs are listed against the manpower authorization on the AMD/AWD, the primary AQD is added, changed, or deleted on the manpower requirement side of TFMMS/TFARS, and secondary AQD is added, changed, or deleted on the manpower authorization side of TFMMS/TFARS. (top)
55	AQD Sec	
56	PS	Identifies the status of the civilian requirement. (top)
57	HS	Identifies the type of hire for civilian requirement (top)
58	FD	Civilian Funded Code - a one position alpha field used to identify whether or not the civilian requirement is currently funded. If "F" the Civilian Manpower Type (MPWR) field must be completed. (top)
59	MP	Civilian Manpower Type - a two position field identifying how the requirement is resourced. (top)
60	SSQ	Specific Skills and Qualifications - a three position field used to identify Special Skills and Qualifications. (Codes under development. (top)

E02 DWCF/NWCF Activities

Responsible Offices	CNO NAVMAC
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1. Due to the budgetary restrictions on activities with DWCF and NWCF funding, manpower changes cannot be made in the execution and budget year. Therefore, all manpower changes to DWCF and NWCF activities will be assigned a change begin date of 13 to 24 months from the approval date on the AMD/AWD Change Request.

E03. AMD/AWD Change Request Packet

Responsible Offices	CNO NAVMAC
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References	(f) NAVPERS 16000A, Total Force Manpower Management System (TFMMS) Coding Directory, of Jul 03 (rr) TFMMS Micro Manpower Change Application (TMMCA) Users Manual with Practical Application
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1. The AMD/AWD Change Request packet, generated in TMMCA and/or TFMMS/TFARS, is used to add, change, or delete manpower requirement and/or authorization information documented on the AMD/AWD. Review and understand all applicable portions of this manual that govern the desired change, and utilize references (f) and (tt) for guidance and procedures on AMD/AWD Change Request packet development and submission.

2. The packet LOJ shall include:

a. Justification for Each Change. Explain changes to manpower requirements or authorizations in terms of changes to MFTs, workload, equipment, or other impacts imposed by higher authority.

b. All AMD/AWD Change Requests requiring end strength moves or programming changes (i.e., POM/PBD/ASN (FM&C) marks, out-of-POM-cycle Out-of-Cycle programming actions) shall not be submitted until CNO (N12) has approved and entered the end strength adjustment into TFMMS/TFARS. The BSO shall then identify and summarize this adjustment in the LOJ. The summary shall include all six elements of the LOA and FY(S) involved.

c. Summarize changes by officer designator/paygrade and enlisted rate/rating manpower authorizations in the LOJ. If all the affected manpower authorizations are not valid for all FY(S), summarize changes for each individual FY.

d. When one manpower authorization is used as compensation for another manpower authorization, address the BINs and BSC/UIC of both manpower authorizations in the LOJ.

e. The LOJ shall reference officer subspecialty change request Navy Subspecialty System (NSS) website number given upon

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approval of the change. The only exception is changing of Subspecialty Codes for medical subspecialty codes (15XXX thru 19XXX). All Medical Subspecialty Codes are routed thru BUMED. To minimize time required for approval, process all Subspecialty Codes via the web site (except medical) before processing a TFMMS/TFARS package.

f. For shore manpower requirements:

(1) When adding, deleting, or revising a shore or mobilization manpower requirement address how the change impacts both aspects (peacetime/mobilization).

(2) When adding mobilization manpower requirements identify the mobilization workload or skill that is different (volume or nature) from the peacetime workload.

(3) Provide justification when assigning SELRES to a manpower requirement. In addition, when using SELRES as backfill revalidate and provide justification for the military manpower requirement (i.e., military essentiality).

3. To assist in the packet and transaction determination, a sample AMD/AWD Change Request format is provided in reference (f). If end strength transactions are required, this sample format can be used to assist in determining the correct LOA changes required to balance the packet and/or activity.

4. Packet Balancing. When a packet contains FYDP and/or end strength changes, the packet must be balanced before forwarding. In addition to a balanced packet, NAVMAC shall ensure the activity (or activities), including individual LOAs, identified in the packet are balanced before, or by the AMD/AWD Change Request.

a. Release for packet summary option allows TFMMS/TFARS users' to determine the FYDP and/or manpower authorization adjustments an AMD/AWD Change Request packet will make if approved and release into TFMMS/TFARS for updating the database.

b. QUAN/QUAL query/report allows users to determine activity quantity and quality balance by comparing the total activity and individual LOA end strength against manpower authorizations.

5. Chop Chain. Prior to forwarding AMD/AWD Change Requests to NAVMAC, the following changes require endorsement and/or approval as indicated below:

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Enclosure (1)

- a. CNO (N131) or BUMED (MED-15) for medical officer manpower requirements, approves any officer subspecialty code change or changes affecting the subspecialty assignment (e.g., UIC, BSC, designator, paygrade, and AQD).
- b. CHNAVPERS (Pers-00F/N095) approves any changes to flag officer manpower requirements and/or authorizations.
- c. BUMED (MED-15) approves any manpower changes to medical/dental manpower requirements and/or authorizations.
- d. Manpower requirements and/or authorizations assigned to other BSOs should have the AMD/AWD Change Request forwarded for entry and approval.
- e. CNO (N122) approves all end strength changes.