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SECRETARY OF THE AIR FORCE**

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Manpower and Organization

**MANAGEMENT OF MANPOWER
REQUIREMENTS AND AUTHORIZATIONS**

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This Instruction implements Air Force Policy Directive (AFPD) 38-2, *Manpower*. It provides guidance for determining manpower requirements, the use of military manpower, or Workforce Mix (WFM), military essentiality, grade allocation and determination, reviewing requests for contract, managing colonel and chief master sergeant grades, establishing Active Guard and Reserve authorizations and grade determination, defining criterion and guidelines for Individual Mobilization Augmentee (IMA) requirements within the Selected Reserve, managing rated officer requirements and positions, establishing statutory tour requirements and preparing a Manpower Estimate Report (MER). This publication applies to all activities assigned to the United States Air Force (USAF), which includes major commands (MAJCOM), field operating agencies (FOA) and direct reporting units (DRU), Air Force Reserve Command (AFRC), and Air National Guard (ANG) units, except where otherwise noted. In collaboration with the Chief of the Air Force Reserve (HQ USAF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (HQ USAF/A1) develops policy for Total Force manpower requirements management. This Air Force publication may be supplemented at any level; MAJCOM-level supplements must be approved by the HRM Strategic Board (HSB) prior to certification and approval.

Supplements (other than Air National Guard and Air Force Reserve Command) must be routed to Headquarters USAF Manpower, Organization and Resources, Manpower Requirements Division (AF/A1MR) for coordination prior to further staffing. AFI content changes, related to ANG and AFRC, must be approved by the Director of the Air National Guard (NGB/CF) through the ANG Manpower, Organization, and Resources Division (NGB/A1M); or Air Force Reserve Command (AF/RE) through the Air Force Reserve Command Manpower, Organization and Resources Division (AFRC/A1M), respectively. Requests for waivers must be submitted to the AF/A1MR for consideration and approval. Refer recommended changes and questions about this publication to AF/A1MR using the AF Form 847, Recommendation for Change of Publication; route AF Form 847 through channels to AF/A1MR, 1040 Air Force Pentagon Suite 5B349, Washington, DC 20330-1040 or e-mail: afa1mr.workflow@pentagon.af.mil. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS). The use of a name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This publication has been revised and it is recommended it be thoroughly reviewed. Major changes include the inclusion of Tier Waiver Authorities as outlined in AFI 33-360, *Publications and Forms Management*, [paragraph 1.9](#); the merging of Air National Guard Instruction (ANGI) 38-201, *Determining Manpower Requirements*, ANGI 38-202, *Air National Guard Enlisted Grades Program*, and AFRCI 38-201, *Manpower Authorization, Allocation, and Change Request* manpower guidance; and updated guidance pertaining to colonel and chief master sergeant grade review process. Programs such as competitive sourcing, planning and programming manpower, readiness and contingency management, productivity and performance management programs are not covered in this instruction as they are contained in the following publications: AFI 38-203, *Commercial Activities Program*, AFI 38-204, *Programming USAF Manpower*, AFI 38-205, *Expeditionary Manpower Management*, AFI 38-301, *Productivity Enhancing Capital Investment Program*, AFI 38-501, *Air Force Survey Program*, AFI 36-2829, *Eugene M. Zuckert Management Award*, AFI 36-2830, *Air Force Productivity Excellence Award*, and AFI 36-2868, *Chief of Staff Team Excellence Award* respectively."

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Chapter 1

GENERAL ROLES AND RESPONSIBILITIES

1.1. Overview. This chapter describes the roles and responsibilities of various organizations responsible for the management of manpower requirements and authorizations.

1.2. Roles and Responsibilities.

1.2.1. The Air Force Directorate of Manpower, Organization and Resources (AF/A1M) is responsible for developing and disseminating plans, policies and procedures governing the effective and economical use of manpower.

1.2.2. Air Force Career Field Managers (CFM) will coordinate all directives with AF/A1 IAW AFI 33-360, *Publications and Forms Management*, to include all new or revised directives or interim changes (e.g., AFIs, AFPDs, AFPCNs, or Air Force Policy Memorandums/Air Force Supplements to a Department of Defense Directive (DoDD), etc.). During the review, AF/A1M will review for manpower and/or additional duty impact; refer to AFI 38-206, *Additional Duty Management*, for further guidance and detail concerning additional duties. Air Force CFMs are also responsible for appointing functional representatives to assist the manpower standards development team. Air Force CFMs and functional managers or representatives, if appointed, will coordinate on all manpower standards and variances that impact their functional area.

1.2.3. The Air Force Personnel Center Manpower Directorate (AFPC/MA):

1.2.3.1. Provides and develops factors, tools and overarching industrial and management engineering methodologies to accurately quantify essential manpower required for the effective and efficient accomplishment of capabilities supporting Air Force missions.

1.2.3.2. Develops manpower programming tools (e.g., man-hour availability factors (MAF) and indirect man-hour models) for Air Force-wide resource and military grades allocation and advises Air Force leadership on innovative performance management in support of Air Force strategic plans.

1.2.3.3. The AFPC/MA manpower requirements squadrons (MRS) and flights (MRF) are responsible for accurate quantification of active component manpower requirements through development of Air Force Manpower Standards (AFMS). Other offices or agencies interested in what AFPC/MA produces, such as Air Force Human Systems Integration Office (AFHSIO), may visit the AFPC/MA website for posted items.

1.2.4. Air National Guard (ANG) Manpower, Organization, and Resources (NGB/A1M).

1.2.4.1. NGB/CF, through the ANG Manpower, Organization, and Resources Division (NGB/A1M), is responsible for the accurate quantification of ANG manpower requirements through the development, implementation and management of ANG Manpower Standards (MS) and Unit Type Codes (UTC) approved by gaining MAJCOMs.

1.2.5. Air Force Reserve Command (AFRC) Manpower, Organization, and Resources (AFRC/A1M).

1.2.5.1. AF/RE, through the AFRC Manpower, Organization, and Resources Division (AFRC/A1M), is responsible for the accurate quantification of AFRC manpower requirements through the development, implementation and management of AFRC Manpower Standards (AFRCMS) and Unit Type Codes (UTC) approved by gaining MAJCOMs.

1.2.6. SAF/AAR, MAJCOM, DRU and AFISRA manpower offices (hereafter referred to as MAJCOM) are responsible for the effective and economical use of command manpower resources and providing MAJCOM policy and guidance to the installation or servicing manpower office. A MAJCOM manpower staff:

1.2.6.1. Reviews and/or coordinates (in conjunction with their functional communities) on products developed from manpower studies and manpower standards affecting their MAJCOM and submits all variance requests to AFPC/MA.

1.2.6.2. Ensures their command follows Department of Defense (DoD) and Air Force directives on military essentiality; i.e., *DoDD 1100.4, Guidance for Total Force Manpower (TFM) Management*.

1.2.6.3. Executes grade allocations, to include colonel and chief master sergeant grades, IAW implementation guidance/instruction.

1.2.6.4. Ensures MAJCOM unique and Foreign National MAFs are developed and updated as needed.

1.2.6.5. Ensures all documentation, relative to a validated IMA requirement, is maintained.

1.2.6.6. Ensures rated positions are established at the lowest organizational level consistent with mission requirements.

1.2.6.7. To satisfy congressional requirements for new major acquisition programs affecting their command, submit Manpower Estimate Reports (MER) IAW Secretary of Defense (SECDEF) requirements and **Chapter 6**. MERs tied to major acquisition programs must be coordinated with AFHSIO through the mandatory coordination process.

1.2.7. Installation Manpower Offices (MO), (also referred to as the servicing manpower office) are responsible for advising commanders on Air Force manpower policies and procedures for the management of requirements and authorizations, (T-1); performing base-level analysis, (T-1); processing manpower actions, (T-1); supporting manpower standards development studies through workload measurement and data collection, (T-1); and assisting local functional communities with their manpower requirements and concerns, (T-1). Other duties can include:

1.2.7.1. Supporting commanders with base-unique Continuous Process Improvement efforts such as Business Process Reengineering, Lean, Six Sigma, etc. and other local Wing/installation-unique manpower and organizational issues, etc. (T-1).

1.2.7.2. Processing manpower actions in support of organizational and position changes. (T-1).

1.2.7.3. Working closely with other base agencies, particularly the local Contracting, Finance, and Civilian Personnel activities with regard to resource management issues. (T-1).

Chapter 2

DETERMINING MANPOWER REQUIREMENTS

2.1. Overview. By definition, a manpower requirement is the manpower needed to accomplish a job, mission, or program. A manpower requirement can be documented as a funded manpower authorization or an unfunded requirement. A manpower authorization is a funded manpower position on the Unit Manpower Document (UMD). The Air Force considers manpower a resource to support approved programs. Manpower is not a program by itself which can be manipulated apart from the programs it supports. Manpower is a limited resource which is sized to reflect the minimum essential level to accomplish the required workload.

2.2. General Information.

2.2.1. Air Force active component manpower planning and programming is centralized at Headquarters Air Force (HAF) where national security policy is translated into force structure programs. Execution is decentralized to MAJCOMs where budget and resource allocations are translated into command programs and units. The Air Force Management Engineering Program (MEP) provides manpower standards to help commanders determine manpower requirements.

2.2.2. Manpower requirements will only be based on MAJCOM or higher headquarters directives.

2.2.3. Air Force Functional Area Managers (FAM) and/or Career Field Managers (CFM) will coordinate on manpower studies with AF/A1M prior to commitment of resources. This includes services provided by private sector contractors. For MAJCOM-level manpower studies, MAJCOM functional managers will coordinate with the MAJCOM A1M prior to the commitment of resources.

2.2.4. Manpower study lead teams (AFPC/MA, ARF, or MAJCOM) will not release preliminary results, manpower estimates, or manpower requirements without AFPC/MA, AF/A1M, or NGB/A1M approval. This policy is to ensure integrity throughout the manpower community ensuring only 'valid results' are released to Air Force leadership.

2.2.5. AF/A1M has approval authority for manpower standards applicable to the Active Component, whether applicable to multiple commands, a single command, or a single location; and NGB/A1M has approval authority for all manpower standards pertaining to ANG units.

2.3. Air Force Management Engineering Program. The MEP provides the framework for developing Air Force manpower standards and analysis tools to systematically identify minimum and essential manpower required to accomplish approved missions.

2.3.1. Manpower standards are developed IAW AFMAN 38-208, *Air Force Management Engineering Program* (Volumes 1-3), which contains specific procedures, methods, tools, statistical requirements and formats for conducting and documenting manpower studies.

2.3.2. As part of the MEP, the Logistics Composite Model (LCOM) is an approved Air Force computer simulation program used to develop aircraft maintenance manpower requirements (AMMR) and AETC AMMR models. **Note:** When an LCOM model is not

available or feasible to determine aircraft maintenance manpower requirements, the maintenance man-hour per flying hour (MMH/FH) requirements computation can be applied. Specific instructions and an example are located at [Attachment 2](#). Overarching LCOM program management is delegated to AFPC/MA.

2.4. Roles and Responsibilities.

2.4.1. AF/A1M.

- 2.4.1.1. Office of primary responsibility and approval authority for the MEP.
- 2.4.1.2. Develops policy and guidance for the Secretary of the Air Force (SecAF) with respect to determining and managing Air Force manpower requirements.
- 2.4.1.3. Reviews all Air Force directives (e.g., AFIs, AFPDs, AFPCNs, and interim changes, etc.) for potential impact on manpower requirements or workload data reporting systems prior to certifying a new manpower standard.
- 2.4.1.4. Provides manpower standard application and implementation guidance to MAJCOMs.
- 2.4.1.5. Reviews and approves active component manpower standards.
- 2.4.1.6. Approves specific active component LCOM scenarios to meet aircraft maintenance manpower needs.

2.4.2. AFPC/MA. As the management engineering arm of the Air Force, the 'MA' directorate of AFPC is responsible for the following:

- 2.4.2.1. Executes the MEP per policy and guidance as established by AF/A1M.
- 2.4.2.2. Develops approved management engineering tools and techniques to effectively and efficiently execute the MEP.
- 2.4.2.3. Provides active component manpower study scheduling.
- 2.4.2.4. Develops, posts and maintains all active component manpower standards, to include AFPC/MA-approved MAJCOM manpower standard variances.
- 2.4.2.5. Staffs active component manpower standard products with Air Force functional communities and MAJCOM manpower staffs during the standards development process. At a minimum, the manpower standards development staffing process consists of staffing the manpower standard data to include a manpower equation/determinant in various form(s), a description of work center processes and any applicable variances or manpower tables. (**Note:** when a study stakeholder requires an Impact Statement, one can be developed/provided.)
- 2.4.2.6. Provides MAJCOMs with work descriptions and manpower standards for review during manpower standards development and subsequent staffing process. MAJCOMs will provide the necessary supporting material to support their comments. It is recommended that the review be accomplished within no less than 30, but no more than 60 calendar days, depending on the depth and critical timeline of the study.
- 2.4.2.7. Notifies MAJCOM/A1Ms when new/revised manpower standards are updated/posted.

2.4.2.8. Once a MAJCOM/A1M notifies the AFPC Management Engineering Division (AFPC/MAE) that an active component manpower standard is no longer applicable to a particular function, or location for which it would otherwise apply, AFPC/MAE will then notify the applicable MRS or MRF to validate and confirm the non-applicability of the manpower standard and notify the MAJCOM/A1M of the results. If confirmed, AFPC/MAE will update the applicability statement of the manpower standard.

2.4.3. NGB/A1M. As the management engineering arm of the ANG, A1M is responsible for the following:

2.4.3.1. Executing the MEP IAW policy/guidance outlined in this Instruction and AF/A1M.

2.4.3.2. Developing approved industrial/management engineering tools and techniques to effectively and efficiently execute the MEP.

2.4.3.3. Approving and disseminating the ANG manpower study schedule.

2.4.3.4. Developing, posting and maintaining ANG full-time manpower standards, to include NGB-approved manpower standard variances.

2.4.3.5. Staffing ANG manpower standards throughout ANG functional communities during the standards development process. At a minimum, the manpower standards development staffing process consists of staffing the manpower standard data, to include the manpower equation/ determinant in various form(s), a description and/or picture of the work/process and any applicable variances or manpower tables.

2.4.3.6. Providing ANG functional communities with work descriptions and manpower standards for review during manpower standards development and subsequent staffing process. MAJCOMs will provide the necessary supporting material to support their comments. **Chap 9, *Air National Guard Manpower Requirements***, contains further detailed information.

2.4.3.7. Notifying ANG functional communities when new or revised manpower standards are updated and/or posted.

2.4.4. Deputy Chief of Staff for Logistics, Installations and Mission Support (AF/A4/7) coordinates on all active component LCOM scenarios.

2.4.5. Air Force Career Field Managers.

2.4.5.1. Work with the manpower community, as necessary, to review manpower standards for applicability and currency.

2.4.5.2. Appoint a functional representative to assist and be a part of the manpower standard development team. Partners with AFPC/MA and participates in manpower standard development studies.

2.4.5.3. Identify initiatives and best practices to the AFPC/MA lead team during the manpower standards development study process.

2.4.5.4. Review and coordinate on new active component manpower standards prior to AF/A1M approval.

2.4.5.5. Will submit requests for new MAFs to AF/A1MR.

2.4.6. SAF/AAR and MAJCOM Manpower (AIM) Staff.

2.4.6.1. Provides manpower requirements determination policy and guidance to installation manpower offices.

2.4.6.2. Acts as focal point to the AFPC/MA lead team for manpower standard studies.

2.4.6.3. Reviews and coordinates on manpower standards development and LCOM products; reviews and analyzes MAJCOM inputs; works with the respective functional to mitigate issues at the MAJCOM-level and consolidates installation inputs into a single command response back to AFPC/MA and/or the respective MRS or MRF.

2.4.6.4. Notifies the installation, or servicing manpower office of their scheduled involvement in manpower standards development efforts.

2.4.6.5. Determines and/or validates all manpower requirements not included in approved manpower standards.

2.4.6.6. Coordinates proposed manpower changes with affected MAJCOM functional staffs prior to updating projects in MPES.

2.4.6.7. Coordinates on LCOM scenarios.

2.4.6.8. Applies and implements approved manpower standards.

2.4.6.9. Establishes an annual manpower standard application program; at a minimum, reviews manpower standards for applicability and updates with the functional community and reapplies manpower standards every two-years or earlier if dictated by significant workload or mission changes.

2.4.6.10. Implements the results of a manpower standard application in MPES and ensures MPES reflects the results accurately within 90 days from notification, receipt of implementation instructions, and/or posting of the manpower standard.

2.4.6.11. Notifies AFPC/MAE when an active component manpower standard is no longer applicable to a particular function/location for which it was developed. As stated in **Para. 2.4.2.8**, AFPC/MAE will then contact the applicable MRS to validate and confirm the non-applicability and notify the MAJCOM/AIM of the results. If confirmed, AFPC/MAE will update the applicability statement of the manpower standard.

2.4.6.12. Submits all valid active component variance requests to AFPC/MA within 90 days following test application of the manpower standard. Prior to submission, validates the need based upon required work, in coordination with MAJCOM functional Office of Primary Responsibility (OPR), and validates the number of hours estimated to accomplish the required work. During manpower standard development, ensures each variance meets the minimum threshold of 25 monthly man-hours to be considered and is not a combination of different processes used to circumvent this threshold.

2.4.6.13. Air Education and Training Command (AETC) Manpower and Organization Division (AIM) is responsible for developing all technical training requirements through the AETC Manpower Pricing System and Program Flying Training manpower determinants.

2.4.7. MAJCOM Career Field Manager (CFM).

2.4.7.1. Participates in manpower standards development studies and reviews and provides coordination to MAJCOM manpower staff on manpower standards development and LCOM products.

2.4.7.2. Partners with the MAJCOM manpower staff to identify the minimum essential work is captured to obtain an accurate determination of manpower requirements for the stated mission.

2.4.7.3. Submits and/or coordinates on manpower change actions and other manpower products within their functional area of responsibility, before updating in MPES.

2.4.8. Installation Manpower Office (MO). The installation MO advises commanders on the utilization and management of manpower requirements, (T-1); assists study teams with workload measurement, workload factor (WLF) data collection and validation of workload information, (T-1). Specific MO responsibilities also include: reviewing AF Forms 9, or other contract purchase requests, when manpower is involved, (T-1); Host-Tenant and Inter-service Support Agreement review, (T-1); Memorandum of Understanding review and analyses for manpower impact, (T-1); civilian position management, (T-1); deployment planning, (T-1); supporting various productivity programs, (T-1); reviewing all manpower action requests for local impact, (T-1); insourcing and outsourcing oversight, (T-1); collection/validation of WLF data when the MAJCOM manpower staff requires collection for application of manpower standards, (T-1); and providing Management Advisory Study (MAS) services for units within their area of responsibility, (T-1). The term, servicing Manpower Office will be used in those instances where more than one manpower-type office or activity resides on an installation, particularly in those instances where the MO interfaces with other local activities belonging to the same Wing (Civilian Personnel, Contracting, Financial Management (FM), etc.)

2.4.8.1. Contract Purchase Request Manpower Review.

2.4.8.2. Installation-level Roles and Responsibilities:

2.4.8.2.1. Supervisors and/or commanders (Requiring Activity) will submit Contract Purchase Request Packages, to include funding documentation (i.e., AF Form 9, to include modifications and terminations), the independent government estimate, and the performance work statement to the installation/servicing manpower office for validation. (T-1).

2.4.8.2.2. The requiring activity will also provide sufficient technical information (e.g., AFSC, skill-level, FAC, OSC, total contract cost and start/stop dates contract requirements, contract labor cost, contractor full-time staffing, or man-hour estimates, as may be available) to assist the installation/ servicing MO in reviewing the contract request. (T-1).

2.4.8.3.1. The installation/ servicing Contracting Squadron/ Office will:

2.4.8.3.2. Process the request for services, including modifications and contract extensions/ terminations, once the installation/ servicing MO has reviewed and validated the request. (T-1).

2.4.8.4. Installation/ servicing Manpower Office will:

2.4.8.4.1. Review and coordinate on all service-type contract requests, modifications, or terminations to ensure/ validate the proposed contract work is not performed or funded by the existing in-service workforce. (T-1). Particularly, the MO will review to ensure no duplication of manpower or resource expenditure will occur if the request is approved as it is against Air Force policy to pay ‘twice’ for workload to be performed; i.e., manpower which has been allocated on the unit’s UMD to perform workload, contractors will not be acquired to perform the same work. (T-1). The MO will complete their review within 5 workdays of receipt of the purchase request. (T-1).

2.5. The Role and Definition of the Functional Account Code (FAC). A function is a homogeneous grouping of processes; that is, tasks requiring similar equipment/processes that are grouped together. A function is most typically located in a centralized area and functional personnel perform work that contributes to the same end product; typically their duties are similar or closely related. A FAC is used to identify each function and facilitate the analysis and accounting of its manpower requirements. A FAC title does not equate to (nor should it equate to) an Office Symbol Code (OSC); formerly referred to as an Organizational Structure Code. With respect to a manpower standard, a FAC indicates where the position is earned (i.e., a particular function). For example, if positions in a function are earned by manpower standard, the positions will have the FAC of the manpower standard. If the manpower standard has “X” in the FAC number, the “X” is a place holder. If a function has more authorizations than were earned, the position(s) must be deleted when the manpower standard is implemented or show another FAC for which the position is earned. (**Note:** An OSC can have more than one FAC; however, this must be kept to a minimum.) If there is no manpower standard applicable to the function, the FAC will reflect what function the position is earned. In addition, FAC title nomenclature will not include duty title information or organizational structure information (e.g., “Chief” in Chief Budget Development or “Division” in Resources Division).

2.5.1. FACs are 6-digit codes used to identify functions. The first four digits describe the Air Force-level function, while the last two digits can identify command-unique functions. All FACs and their titles are controlled by AF/A1MR through system controls within MPES; the purpose being to standardize and avoid duplication of the codes and titles.

2.5.1.1. A FAC indicates where the position is earned (i.e., a particular function) in a work center. In other words, when a position is earned by manpower standard in a particular function, the position will reflect the FAC of the manpower standard. **Note:** In the event the position is realigned to another FAC for any reason, the original FAC will be changed to reflect the new function; however a notation shall be made in the command remarks code, or local remarks code field in MPES identifying the FAC and OSC the position was realigned from.

2.5.2. The first digit of the FAC represents the major groups of functions. The functional groups are divided into seven categories to identify the major type of work performed.

1XXX Command and Command Support
 2XXX Maintenance
 3XXX Operations
 4XXX Mission Support
 5XXX Medical

6XXX Research and Development
7XXX Activities Outside the U.S. Air Force

2.5.3. The functional category “8XXX” is used to identify the several missions and/or support activities performed by contract personnel under a single contract for operation on Air Force installations; because of the restrictions imposed on its use, it is not considered a major category.

2.5.4. The first and second digits of a function code, when combined, represent the basic function of the major grouping (11XX – Information Management, 15XX – Comptroller, etc.). The third and fourth digits provide the additional detail to identify a specific activity (1110 – Administrative Communications, 1512 – Military Pay, etc.).

2.5.5. Submit FAC requests through the respective MAJCOM A1M office to AF/A1MR with the recommended FAC number (if known), FAC title and the FAC definition. If approved, the AF/A1M Requirements Division (AF/A1MR) will update the FAC information in MPES.

2.5.6. AF/A1MR establishes new FACs when warranted within an approved manpower standard. The FAC for the manpower standard, developed by AFPC/MA, is usually a 4-digit FAC, but can be a 6-digit FAC, with “XX” or “00” as the fifth and sixth digit.

2.6. Office Symbol Codes (OSC). An OSC identifies the organization structure and functional responsibilities within a unit; for instance, ‘HO’ is the OSC for the History Office in the wing headquarters and SE is the OSC for the Safety Office in the wing headquarters. Refer to AFI 38-101, *Air Force Organization*, paragraph 4.4., for a further explanation and detail.

2.7. The Role and Application of the MAF and Overload Factor (OLF). AF/A1M is the approval authority for all MAFs. The Air Force uses different MAFs to define and ultimately quantify the number of full-time equivalents (FTE) a given function requires, as relevant to the use of man-hours. Dividing the man-hours earned from the application of a manpower standard by the appropriate MAF and overload factor results in FTEs. AFPC/MA is responsible for developing and quantifying MAF's (e.g., Military Peacetime and Civilian) and special MAF's (e.g., fire protection personnel work a 72-hour workweek) for functions that cross command lines.

2.7.1. A MAF is the average number of man-hours, per month, an assigned individual is available to do primary duties (direct and indirect work). The MAF calculations account for time away from the work center related to leave, medical care, education and training (other than on-the-job training), permanent change of station (PCS), organizational duties, etc. FN MAFs reflect host nation unique non-availability. Use AF-approved FN MAFs as appropriate to include special workweeks.

2.7.1.1. **Attachment 3** contains a detailed explanation of standard, wartime and special Air Force workweeks and/or MAFs that are used in manpower standards development/application.

2.7.1.2. Commands will submit requests for new MAFs to AFPC/MA for review. Each request must contain detailed justification and supporting data for the new MAF and describe the circumstances and personnel availability policies.

2.7.2. The overload factor is normally applied in conjunction with certain MAFs during the manpower standards application and ensures effective use of Air Force manpower authorizations. The overload factor realizes Air Force leadership's expectation that some overtime is an effective tool instead of adding additional manpower requirements.

2.7.2.1. Different standard workweeks have different overload factors.

2.7.2.1.1. Use the 7.7 percent (1.077) overload factor in military work centers and work centers with 1 to 6 civilian positions.

2.7.2.1.2. Use a 4.0 percent (1.04) overload factor for the extended overseas 48-hour workweek.

2.7.2.1.3. Use a 1.2 percent (1.012) overload factor for the wartime sustained and wartime contingency 60-hour workweek.

2.7.2.1.4. Do not apply overload factors against wartime surge, firefighter, United States Air Force Academy (USFA) faculty, or FN civilian workweeks.

2.7.3. The rounding rules for converting man-hours to manpower in the application of manpower standards are stated below and are depicted in the example at [Attachment 4](#).

2.7.3.1. For United States Direct Hire (USDH) civilians, in work centers with 1 to 6 civilian positions, apply the OLF and round fractional manpower up to the next whole number.

2.7.3.2. For military and FN civilians, round manpower results to two decimal places and then round any fractional manpower up to the next whole number.

2.8. Manpower Standard Application Procedures. AFPC/MA will notify the appropriate HAF functional and manpower addressees in each command when a new manpower standard is approved/posted (initial application); manpower standards are available for download from the MA SharePoint site: <https://afma.eis.af.mil/mas/Manpower%20Standards/Forms/AllItems.aspx>.

2.8.1. Unless otherwise directed by AF/A1M, MAJCOM manpower offices/staffs will apply and implement new active component manpower standards (initial application) and update MPES within 90 days of AFMS posting on the AFPC/MA SharePoint site and reapply manpower standards every two-years or earlier when significant workload or mission changes dictate. During these reapplications, review the active component manpower standards for currency; apply and implement LCOM manpower studies, simulated and non-simulated portions, under these same criteria.

2.8.2. When implementing a manpower standard, follow the application procedures contained in the manpower standard, then use [Attachment 4](#) to calculate detailed manpower requirements.

2.8.3. Manpower standard application and implementation includes applying the manpower standard with the most current available WLF data, per the applicable manpower standard's direction, and making the resultant changes to requirements in MPES.

2.8.3.1. Update the manpower requirements coding with the correct Manpower Standards Implementation (MSI) code. There are multiple MSI codes to identify how a requirement was determined.

2.8.3.2. Update MPES using the FAC associated with the manpower standard.

2.8.3.3. Update authorized grades, using MAJCOM and Career Progression Group (CPG) grade factors for necessary adjustments. (**Chapter 4** contains a more inclusive discussion of grades).

2.8.3.4. Update other MPES data codes/attributes as required—paying particular attention to correctly updating the Grade, Air Force Specialty Code (AFSC), Special Access Requirements (SAR) and Personnel Reliability Program (PRP) codes.

2.8.4. Unless otherwise directed by AF/A1M, MAJCOM manpower staffs will:

2.8.4.1. Reallocate available manpower resources among their installations IAW the application results of the manpower standard in coordination with the respective MAJCOM functional representative or as directed by the MAJCOM commander.

2.8.4.2. Implement Air Force policy for MPES time-phasing as follows:

2.8.4.2.1. When implementation results equate to an increase or decrease in funded manpower authorizations, the MPES action requires an effective date of current quarter plus two fiscal quarters (FQ) as of the first day of the following month of the manpower authorization change/action. The personnel system projects a personnel action the following month with 6 to 9 months lead time. For example, if a manpower action is input to MPES during December (FYXXQ1), the effective date can be no earlier than 1 July (FYXXQ4) in order for the personnel system to generate a corresponding personnel actions; the effective date is particularly important if a change results in a PCS action.

2.8.4.2.2. When implementation results equate to an increase or decrease of unfunded manpower requirements, the MPES action will be updated to reflect the action effective immediately.

2.8.5. When implementation results exceed the current number of funded authorizations, each command will either (1) establish unfunded manpower requirements or (2) realign funded authorizations from within the command. Unfunded requirements will be updated in MPES, and must be reviewed every two-years to ensure the unfunded requirements remain valid.

2.8.6. If the Air Force functional authority (typically the HAF 2-letter) gains approval from the Air Force Corporate Structure to cross-level manpower resources, AF/A1M will notify MAJCOM manpower staffs to apply and report the results to AF/A1M, but withhold implementation of the new manpower standard until further guidance is received. AF/A1M will process a normal inter-command transfer action in the next programming cycle. The AF/A1M Programming (AF/A1MP) staff will work with each command for specific situations.

2.9. Foreign Military Sales (FMS) Manpower - Determining FMS Resource Requirements.

2.9.1. The Arms Export Control Act, 22 USC 2751 (and following sections relating to the section, consistent with the Foreign Assistance Act of 1961, as amended) authorizes the sale of defense articles and services. The DoD Appropriation and Authorization Acts include in the USAF statutory end strength ceiling, manpower resources to support FMS. Although most FMS manpower is reimbursable, the Air Force programs the requirements to ensure

coverage in the Future Years Defense Program (FYDP). The HAF does not retain a “pool” of manpower authorizations available for new FMS programs.

2.9.2. Preparing a Manpower Requirements Package (MRP).

2.9.2.1. MAJCOMs, FOAs, and DRUs prepare a Manpower Requirements Package to justify support for an FMS case (see AFMAN 16-101, Chapter 4, para 4.6). Use AFMSs whenever possible; however if no AFMS applies, use alternative Air Force approved methods to determine requirements.

2.9.3. Manpower Classification.

2.9.3.1. FMS manpower authorizations are categorized as either: full-time or part-time; those positions performing less than 10% FMS work are not considered FMS.

2.9.4. Use the following information to determine classification of required FMS positions:

2.9.4.1. Full-time positions perform FMS duties 90% or more of the available time.

2.9.4.2. Part-time positions perform both FMS and USAF workload. Part-time authorizations spend more than 10% (but less than 90%) of their available time supporting FMS.

2.9.4.3. Use overhires for approved requirements when appropriate (surge or short term workload). FMS funding must be available.

2.9.5. MPES coding of FMS Manpower. Code FMS positions under Table 2.1 as follows:

2.9.5.1. Use Program Element Code (PEC) A2002 for full-time manpower reimbursed by direct case funds.

2.9.5.2. Program the authorizations in the appropriate PEC for commands using part-time manpower authorizations to perform direct case workload.

2.9.5.3. Program manpower reimbursed by administrative surcharge funds in the appropriate major force program using a shred of "S." Note: Only civilian and contractor positions (to include Advisory and Assistance Services (A&AS) contractors) can be reimbursed with Administrative Surcharge funds. Military positions in an FMS admin surcharge PEC are Air Force funded).

Table 2.1. FMS Air Force Remarks Codes (Use Air Force Remark 2).

A8	FMS CAT 3
F2	FMS CAT 1 (90-100% EFFORT)
FA	FMS CAT 1 (10-29% EFFORT)
FB	FMS CAT 1 (30-49% EFFORT)
FC	FMS CAT 1 (50-69% EFFORT)
FD	FMS CAT 1 (70-89% EFFORT)
FE	FMS CAT 1 _CAT 2 SHARED (10-29% EFFORT)
FF	FMS CAT 1 _CAT 2 SHARED (30-49% EFFORT)
FG	FMS CAT 1 _CAT 2 SHARED (50-69% EFFORT)
FH	FMS CAT 1 _CAT 2 SHARED (70-89% EFFORT)
G2	FMS CAT 2 (90-100% EFFORT)

GA	FMS CAT 2 (10-29% EFFORT)
GB	FMS CAT 2 (30-49% EFFORT)
GC	FMS CAT 2 (50-69% EFFORT)
GD	FMS CAT 2 (70-89% EFFORT)
K2	FMS/INTERNATIONAL PROGRAMS (90-100% EFFORT)
KA	FMS/INTERNATIONAL PROGRAMS (10-29% EFFORT)
KB	FMS/INTERNATIONAL PROGRAMS (30-49% EFFORT)
KC	FMS/INTERNATIONAL PROGRAMS (50-69% EFFORT)
KD	FMS/INTERNATIONAL PROGRAMS (70-89% EFFORT)

Chapter 3

USE OF MILITARY MANPOWER

3.1. Overview. This chapter details the types of manpower used to accomplish Air Force missions and provides the tools for determining the appropriate mix of manpower and private sector support necessary to accomplish Air Force missions consistent with applicable laws and policies; also known as Workforce Mix (WFM). DoD Instruction (DoDI) 1100.22, *Policy and Procedures for Determining Workforce Mix*, provides additional guidance and procedures for determining the manpower mix of each function. The table in Enclosure 3, para 1.a. of DoDI 1100.22 contains a decision matrix for determining the mix of a workforce to the function level. **Attachment 5** contains a decision matrix for determining the manpower mix to the skill of the position.

3.2. Types of Manpower. The Air Force uses three types of manpower to perform required work: military personnel (active duty, Air Force Reserve, individual mobilization augmentee (IMAs), and National Guard), in-service civilian employees, and contracted services.

3.3. Use of Military Personnel. In accordance with DoD guidance, the Services assign military personnel only to positions that:

- 3.3.1. Directly contribute to the prosecution of war (combat, combat support or combat service support).
- 3.3.2. Are military by law.
- 3.3.3. Are military by custom or tradition.
- 3.3.4. Are needed for overseas rotation, operational deployment augmentation, and/or career field sustainment.
- 3.3.5. See **Attachment 5** for additional determination.

3.4. Use of Non-military Personnel. For combat support or combat service support, use in-service civilian employees or contract services. See **Attachment 5** for additional determination.

3.5. Roles and Responsibilities.

3.5.1. AF/A1M is the OPR for policy defining military essentiality and ensuring MAJCOMs follow DoD policies and procedures when identifying manpower positions as military essential.

3.5.1.1. AF/A1M works closely with SAF/AQ to support the review of the Inventory of Contract Services (ICS) as required by Title 10 USC Section 2330a that is directly associated with Contract Full Time Equivalent (CFTE) information collection.

3.5.1.2. AF/A1M is the OPR to oversee that CFTE information provided from the Enterprise-wide Contracting Manpower Reporting Application (e-CMRA), also required by 10 USC Section 2330a, that is entered into MPES to supplement Workforce Mix determinations.

3.5.2. MAJCOM manpower staffs.

3.5.2.1. Follow DoD and Air Force directives on military essentiality. Create new military manpower positions only if the positions satisfy military-essentiality criteria. Use [Attachment 5](#) to guide the decision process.

3.5.2.2. Maintain number of authorizations by grade at or below their command grade levels using their grade allocation factors levied by the Air Force Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). The CPG factors can be used as a guide to maintain grade levels within their command.

3.5.3. Installation (servicing) Manpower Office:

3.5.3.1. Follows policies and procedures regarding military essentiality to establish new manpower positions, implement major mission or duty changes, or consider conversion of current positions. (T-1). Use [Attachment 5](#) in the decision process. Determine military essentiality on the basis of the requirements of the position, or the need to maintain a specific capability rather than the characteristics of the incumbent. (T-1).

3.5.3.2. Codes each manpower position in MPES for military essentiality, using the Inherently Governmental/Commercial Activity (IGCA) data field. (T-1).

3.5.3.3. Coordinates all actions involving civilian manpower authorizations with the local servicing civilian personnel office. (T-1).

3.6. Manpower Mix. Military essentiality is the initial consideration to determine the correct manpower mix.

3.6.1. Military Essential Work. When current authorized civilian positions are identified as military essential, commands will convert the civilian authorization to military through attrition unless mission requirements dictate a faster conversion. Coordinate any conversion in functions that impact ANG forces training with the National Guard Bureau; coordinate Air Force Reserve conversions with AFRC.

3.6.2. Nonmilitary Essential Work. Use in-service civilian employees or contract services to perform work not requiring military personnel. *Note:* In work centers where civilian authorizations have been abolished as a result of a civilian reduction in force, MAJCOMs may not reassign permanent or overage military personnel to perform the tasks formerly accomplished by reduction-in-forced in-service civilian employees. Functional managers may maintain the workload with the work center's residual military including IMAs as specified in Chapter 9 or by realigning other civilian positions.

3.6.3. Manpower Mix Decision Process. See [Attachment 5](#).

Chapter 4

MILITARY GRADES

4.1. Overview. This chapter provides an overview of the military grade allocation process with regards to ‘funded’ authorizations. Authorized (funded) military grades are established and allocated to commands within congressionally mandated ceilings IAW Air Force policy. With the exception of colonels and chief master sergeants, whose grades are allocated through a board process, the Air Force allocates grades via a programming model utilizing funded authorization ‘required grades’ to determine a fair share grades distribution by command and AFS/CPG. This chapter does not apply to general officers or the Air Reserve Component (ARC).

4.2. The Military Grade Allocation Process.

4.2.1. As stated, military grades are established and allocated to commands in order to remain within congressionally mandated grade ceilings IAW Air Force policy. Grades must remain in balance with the funding accounts identified within the annual DoD Authorization Bill.

4.2.2. Congressional ceilings constrain the number of active duty general officers, field grade officers and noncommissioned officers in the grades of chief master sergeant and senior master sergeant. The DoD Authorization Bill defines the maximum number of officers and enlisted authorizations.

4.3. Grade Parameters and Allocations.

4.3.1. Military positions required to perform Air Force missions are identified by grade and skill using the manpower requirements determination process. The Air Force considers enlisted skill level, rather than grade, the primary indicator with regard to experience and/or effectiveness required to perform a task; therefore the accuracy of stated grade and skill level requirements must be maintained when implementing enlisted grade adjustments.

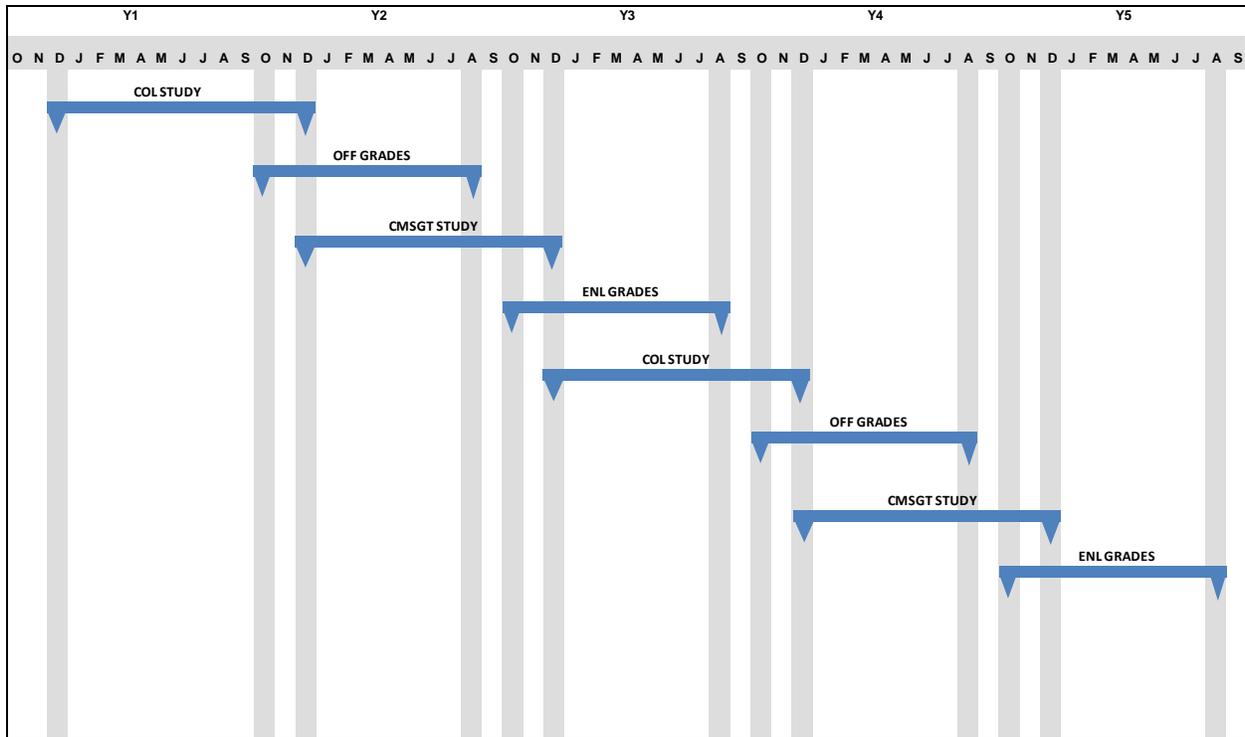
4.3.2. The Air Force documents all funded and unfunded manpower requirements in MPES. Funded requirements contain required and authorized grades; the required grade data field in MPES reflects unconstrained grades/positions to accomplish a specific workload (constrained only by application of manpower standards or other manpower determinant). The authorized grades data field reflects fiscal reality and defines those grades allowed by applying allocated grade factors to authorized end strength.

4.3.3. Statutory ceilings constrain the number of field grade officers (colonels, lieutenant colonels and majors) and senior enlisted non-commissioned officers (chief master sergeants and senior master sergeants). Colonel and chief master sergeant review boards are established to review, validate, and recommend those positions to be funded at the grade of colonel or chief master sergeant. Parameters for the remaining lower officer and enlisted grades are established through the grades allocation process which applies to lieutenant through lieutenant colonel and airman first class through senior master sergeant grades.

4.3.4. In summary, Air Force military grade management is an integral process comprised of colonel and chief master sergeant grade reviews and officer and enlisted grade allocations. Although each is a separate event, they are designed to occur in sequence to ensure top down allocation and grade determination (i.e., colonels followed by officer allocations and chief

master sergeant followed by enlisted allocations). The table below represents the board and allocation sequence.

Figure 4.1. Grade Cycle Timeline.



4.4. Roles and Responsibilities.

4.4.1. Chief of Staff of the Air Force (CSAF).

4.4.1.1. The CSAF authorizes the Colonel Review Board, appoints a chairperson, membership, and gives final approval to the colonel grades order-of-merit listing approved by the board.

4.4.1.2. Notifies external agencies when the scope of a Colonel or Chief Grade Review will encompass agencies that are generally excluded (i.e., Combatant Commands (COCOM) and Defense Agencies). External agencies are defined as agencies with authorizations for activities over which the Air Force does not exercise control but are jointly manned by the sister services and/or by foreign governments and the United States, such as Joint and Combatant Commands, and other activities of other military departments or US government agencies outside the DoD.

4.4.1.3. Delegates authority to AF/A1 to administer the colonel and chief master sergeant grade program.

4.4.2. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1).

4.4.2.1. Establishes and administers Air Force policy governing the management of all Defense Officer Personnel Management Act (DOPMA) colonel and chief master sergeant grades to include the control and allocation of those grades.

- 4.4.2.2. Convenes the Colonel and Chief Master Sergeant Grade Review Boards.
- 4.4.2.3. Establishes controls to ensure Air Force-approved colonel and chief master sergeant grades are adhered to within MPES and develops procedures for adding additional colonel/chief grades or realigning Air Force approved colonel/chief grades.
- 4.4.3. Director of Manpower, Organization and Resources (AF/A1M):
 - 4.4.3.1. Oversees the Air Force colonel and chief master sergeant grade allocation process.
 - 4.4.3.2. Responsible for overall officer and enlisted grades allocation planning, policy and execution.
 - 4.4.3.3. Identifies budgeted end strengths and statutory grade ceilings.
 - 4.4.3.4. Approves and maintains fixed grades.
 - 4.4.3.5. Establishes criteria for reviewing/assessing colonel and chief master sergeant positions.
 - 4.4.3.6. Approves and maintains the colonel and chief master sergeant directed grade lists, as well as other positions deemed to be 'fenced' from the board review process (**Para 4.9.3**).
 - 4.4.3.7. Provides overall management and oversight of Air Force rotational and nominative positions.
 - 4.4.3.8. Approves officer and enlisted grade allocations.
 - 4.4.3.9. Notifies commands to implement the approved colonel, chief master sergeant, officer and enlisted allocations.
 - 4.4.3.10. Will establish the final Air Force baseline for colonel and chief grades to be used in the grade allocation process.
 - 4.4.3.11. Coordinates with commands when grades are over and/or under the established officer and enlisted grade allocation.
 - 4.4.3.12. Reclaims approved colonel and chief master sergeant grades not implemented by commands. These grades will be redistributed to meet other Air Force requirements.
 - 4.4.3.13. Facilitates the inter-command transfer of colonel and chief master sergeant grades resulting from Air Force-directed mission and/or organization changes.
- 4.4.4. Air Force Colonel Management Office (AF/DPO).
 - 4.4.4.1. Executive agent for, and advisor to, the Colonel Grade Review Board.
 - 4.4.4.2. Coordinates on all colonel grade change requests submitted to AF/A1M.
 - 4.4.4.3. Provides analyses of colonel data for Board review.
 - 4.4.4.4. Staffs the final results for CSAF review and approval, with AF/A1M assistance.
- 4.4.5. Air Force Chief master sergeant Management Office (AF/DPE).
 - 4.4.5.1. Executive agent for, and advisor to, the Chief Master Sergeant Grade Review Board.

4.4.5.2. Coordinates on all chief master sergeant grade change requests submitted to AF/A1M.

4.4.5.3. Staffs final board results to AF/A1 for review and approval.

4.4.6. Career Field Managers (CFM).

4.4.6.1. CFMs review their respective AFS/CPG 'required grade' funded positions prior to grades allocation and throughout the grades allocation process.

4.4.6.2. Review colonel and chief master sergeant positions submitted by the command functional during the review process and provide an Air Force-level perspective for board consideration to include prioritization and Air Force 3-letter functional authority endorsement.

4.4.6.3. Review out-of-cycle colonel and/or chief master sergeant grade change requests to ensure the duties and responsibilities of the proposed request warrant the expenditure of these scarce grade resources.

4.4.7. Air Force Personnel Center Manpower Directorate (AFPC/MA).

4.4.7.1. Executes the Colonel and Chief master sergeant Grade Review Process.

4.4.7.1.1. Advises AF/A1M concerning grade review processes and procedures.

4.4.7.1.2. Manages the data collection process with commands and HAF Career Field Managers.

4.4.7.1.3. Analyzes and stratifies command and HAF functional inputs.

4.4.7.1.4. Coordinates with AF/A1M and AF/DPO/DPE in preparation of the review board.

4.4.7.1.5. Provides approved results to commands for implementation.

4.4.7.1.6. Monitors command compliance of approved colonel and chief master sergeant grades.

4.4.7.1.7. Assists AF/DPO and AF/DPE with the final staffing of respective board results.

4.4.7.2. Officer and Enlisted Grade Allocation Review Process.

4.4.7.2.1. Defines data system requirements supporting the grade allocation process.

4.4.7.2.2. Provides analysis, programming and data processing support for developing and maintaining the MPES Grades Allocation Module (MGAM).

4.4.7.2.3. Manages the officer and enlisted allocation process for AF/A1M.

4.4.7.2.4. Analyzes and evaluates grade allocation results.

4.4.7.2.5. Compares grade allocation results to AF/A1PF's recommended AFS sustainment levels.

4.4.7.2.6. Prepares final grade factors for command allocation.

4.4.7.2.7. Assists CFMs with enlisted and officer Air Force Specialty (AFS) reviews.

4.4.7.2.8. Provides final grade factors to commands.

4.4.7.2.9. Assists commands with enlisted and officer command grade allocation implementation.

4.4.7.2.10. Monitors command compliance with officer and enlisted command grade factors by comparing historic UMDs against the command's FYDP and applying command grade factors on a quarterly basis.

4.4.7.2.11. Analyzes trend data and command compliance with established grade factors and notifies AF/A1M when the commands over/under allocate.

4.4.8. Combatant Commands, and Defense Agencies. These are agencies external to the Air Force, but which possess and/or require Air Force authorizations to man activities the Air Force does not control, but are jointly manned by other Services and/or foreign governments and the United States; to include HQ Joint and Combatant Commands, activities of other military departments and US government agencies outside the DoD.

4.4.8.1. Manages colonel and chief master sergeant requirements by:

4.4.8.1.1. Identifying colonel and chief master sergeant requirements to include prioritizing and ranking positions during Air Force review process.

4.4.8.1.2. Implements Air Force Colonel and Chief Master Sergeant Review results as directed by AF/A1M implementation instructions as necessary/appropriate.

4.4.8.1.3. Ensures MPES reflects only Air Force approved colonel and chief master sergeant positions.

4.4.8.2. Ensures required grade data in MPES reflects accurate command grade requirements.

4.4.8.3. Ensures commands stay within their respective command grade factors when applied to FYDP.

4.4.8.4. Implements grade allocations IAW [paragraph 4.8](#)

4.4.8.5. Submits Colonel Military Position Description (AF Form 81A) and Chief Master Sergeant Military Position Description (AF Form 81B) grade requests to AF/A1MR for out-of-cycle changes.

4.4.9. SAF/AAR and MAJCOM A1Ms.

4.4.9.1. Validate colonel and chief master sergeant position requests to ensure the workload expressed warrants a colonel or chief master sergeant grade, and ensure that the Required Grade field in MPES is updated to reflect same. Funded positions will only have an authorized grade of colonel or chief master sergeant if the position has been approved through the Colonel and Chief master sergeant Review Board process, and/or AF/A1MP.

4.4.9.2. Provide a funded offset (position number) for each unfunded requirement submitted to the Colonel and Chief Master Sergeant Review Boards. The offset position number must be RIC 0004/0104 and having a THRU DATE of at least three fiscal years from the current year. This will ensure that unfunded colonel or chief master sergeant positions approved by the board will be funded.

4.4.9.3. Oversee the command colonel and chief master sergeant review process.

4.4.10. MAJCOM A1L, or equivalent office.

4.4.10.1. Participate in prioritizing/ranking colonel and chief master sergeant requirements.

4.4.10.2. Coordinate on colonel and chief master sergeant military position descriptions.

4.5. Colonel Position Management.

4.5.1. Colonel grades are a critical resource managed within the statutory ceiling set forth by Title 10 United States Code, Subtitle A, Chapter 32, Section 523 (referred to as DOPMA). DOPMA applies to all active duty officers in Resource Identification Code (RIC) 0004, except for the following:

4.5.1.1. Medical Corps and Dental Corps positions, (AFSCs: 44xx, Physician; 45xx, Surgery; 47xx, Dental; 40C0C, Medical Commander; 40C0D, Dental Commander and 48xx, Aerospace Medicine).

4.5.1.2. United States Air Force Academy permanent professors.

4.5.2. Another special category of colonel positions are Air Force Directed Colonel Grades. A directed colonel grade is a command leadership position or unique staff-level position requiring military officer leadership in a minimum grade of colonel due to the level of responsibility inherent with the position. Directed colonel grades do not require review by the Colonel Grade Review (CGR) Board. The Directed Requirements are as follows:

4.5.2.1. Executive Officer for the Secretary of the Air Force and Executive Officer for the Under Secretary of the Air Force.

4.5.2.2. Executive Officer for the Air Force Chief of Staff and Executive Officer for the Air Force Vice Chief of Staff.

4.5.2.3. Wing Commander, Wing Vice-Commander, or Group Commander position identified in the Manpower Programming and Execution System (MPES) with a organizational type code of "WG" or "GP".

4.5.2.4. Any funded colonel position approved by CSAF to meet the Command Screening Board, per AF/DPO (Colonels Group).

4.5.2.5. Staff Judge Advocate positions in units/organizations where the Commander has General Courts Martial convening authority.

4.5.3. Colonel positions residing in activities outside of the Department of the Air Force.

4.5.3.1. No command or Air Force functional prioritization is required unless the CSAF directs their review.

4.5.3.2. The CGR Board will review these positions as an entire entity versus individual positions unless otherwise directed by the CSAF.

4.5.3.3. The CGR will provide an assessment and recommendation of the total number of colonel grades the Air Force may source to the outside activities taking into account the number of permanent, rotational, and nominative colonel requirements established by the Joint Manpower Validation Process.

4.5.3.4. CSAF will make the final determination as to the number of colonel grades allocated to the activities outside of the Department of the Air Force.

4.5.4. DOPMA colonel positions are managed through a colonel review process consisting of six processes beginning with the updating of colonel requirements in MPES; providing duty and mission descriptions for each colonel position; command/HAF CFM prioritization; board preparation; convening of an Air Force Board; and AF/A1 approval and implementation of the Board results.

4.5.4.1. Updating colonel requirements in MPES. AF/A1 will notify commands to begin updating MPES with their colonel requirements by updating the Required Grade (RQRD GRD) in MPES. Command A1Ms are responsible for validating all colonel requirements using sound manpower principles. Notify AFPC/MAMF of any pending or forecasted organizational changes, either activations or inactivations impacting colonel positions not reflected in MPES. HAF CFMs will work with their MAJCOM counterparts to advocate their position on where colonel requirements are needed. Unless mission dictates there will be no additional MPES updates impacting colonel positions (funded/unfunded) once commands have updated MPES with their colonel requirements and AFPC/MA has pulled those requirements from MPES to begin collecting duty descriptions. Any changes must first be approved by AF/A1MR.

4.5.4.2. AFPC/MAMF will provide each command a data collection sheet containing all their colonel requirements identified in MPES. Commands will update the data collection sheet with the duty description, mission description, and rater information for each colonel position. Duty and mission descriptions will be written in very concise statements. Board members have limited time to read this information.

4.5.4.3. Commands and HAF CFMs will prioritize all non-directed colonel positions. Each position will be given a unique prioritization value starting at "1" indicating the highest priority colonel position incrementally down to the lowest priority position known as "1-n". There cannot be any duplicate prioritization values. The HAF CFM will prioritize by the three-digit Air Force Specialty (AFS). The CFM is limited to prioritizing the colonel requirements defined and submitted by the commands. That is why it is imperative for the CFM to be involved with their command counterparts at the beginning of the process when the commands are defining their colonel requirements. It is recommended, at the very least, that the positions prioritized in the top and bottom ten percent have rationale included of why it was prioritized as such. This aids the board members if/when major prioritization differences exist between the command and HAF CFM prioritization values.

4.5.4.4. Board preparation. AFPC/MAMF prepares the data meeting the board working in conjunction with AF/A1MR and AF/DPO. AF/DPO is responsible for board member selection, which is close-hold. The composition may vary but will have a mix of MAJCOM and HAF functional representation.

4.5.4.5. The Air Force Colonel Review Board is responsible for establishing an overall order-of-merit of all colonel requirements submitted by the commands. The board takes into account the command/HAF CFM prioritizations, CSAF vision, and any other applicable information provided to the board members. The board will recommend to the

CSAF those positions which, in the Boards opinion, warrant colonel grade funding based on the number of colonel grades Title 10 supports for the projected officer end strength.

4.5.4.6. AF/DPO, along with the AF/A1M staff, forward the board results up to the CSAF. The AF/A1 will notify the command A1s the final results have been determined, followed by AFPC/MAMF release of detailed results and instructions to the command A1Ms. Once the final grade results are implemented by the Commands, no further MPES changes can be made to an authorized colonel position for two full fiscal quarters (6-months) from the date of the AF/A1 Implementation Memo.

4.5.5. Until the next CGR, commands will retain and utilize the colonel grades allocated by the CGR process as mission dictates, adhering to the following procedure below, except for one condition: Colonel grades associated with mission/unit losses will be transferred to HAF if the command also loses the FYDP to HAF, or transfers FYDP to another command (inter-command transfer). Additionally, new colonel grades may be allocated to the command when gaining new mission(s) and/or FYDP.

4.5.6. Post Board of colonel grade change procedures. Following the implementation period, any changes to the approved AF colonel grade results will be handled as "out-of-cycle" requests. Procedures differ depending upon the category(s) of colonel grade involved. Most changes will involve the non-directed category but rarely may involve the Directed Colonel grade category.

4.5.6.1. Approval authority to realign a 'non-directed' colonel grade as an offset to another directed or non-directed colonel grade requirement, or a directed colonel grade as an offset to another directed colonel grade requirement, rests with the MAJCOM/CC or equivalent. Command A1Ms will ensure the action, to include AFS changes, is coordinated with the affected MAJCOM functional area manager(s). An informational copy of the full transaction (the Authorization Change Request and new colonel Position Description (AF FM 81A)) will be provided to AF/A1MR, AF/DPO & AFPC/MAMF. If the MAJCOM/CC or equivalent wishes to pursue the change with no offset, the MAJCOM will forward the package to include the request, justification, and rationale to AF/A1M who will staff and coordinate with the HQ functional area manager and AF/DPO prior to forwarding the package to the appropriate approval authority.

4.5.6.2. Approval authority to realign a directed colonel grade as an offset to a non-directed colonel grade requirement rests with AF/A1M. If the MAJCOM/CC or equivalent wants to pursue such a change, the MAJCOM forwards the AF Form 81A, and a memo to include justification and rationale, to AF/A1M who will staff the package for approval. **Note:** adherence to the provisions of paragraph 4.4.9.2. is required.

4.5.6.3. Commands will make all colonel grade changes (in MPES) effective no earlier than current quarter, plus two quarters, from the date updated in MPES to allow for personnel lead-time actions unless otherwise directed by AF/A1M.

4.5.6.4. As a guiding principal, because colonel grades are a critical and scarce resource, the application of a colonel grade, serving in the capacity as Deputy, or the occasion of a colonel grade residing in the same work center (OSC) as a civilian General Schedule (GS) 15, should be rare and limited to the absolute extent possible only when/where mission requirements dictate.

4.6. Chief Master Sergeant Position Management.

4.6.1. Chief master sergeant grades are a critical resource managed within the congressional ceiling set forth by Title 10 United States Code, Subtitle A, Chapter 31, Section 517. All active duty chief master sergeant positions in RIC 0104 are covered by Title 10 and managed by the chief master sergeant grade review process. The Chief Review process follows the same procedures as the Colonel Review up until the boarding process; refer to **paragraphs 4.5.4.1 through 4.5.4.4** AF/DPE replaces the roles of AF/DPO within those paragraphs. Command chief master sergeants and group superintendent positions are boarded separately from the other chief master sergeant positions as explained below.

4.6.1.1. Command chief master sergeant and group superintendent boarding process. Command chief master sergeant and group superintendent positions do not require prioritization due to these positions being determined by specific criteria approved by the Chief Master Sergeant of the Air Force (CMSAF). A board consisting of the CMSAF, AF/A1, and AF/DPE validates these positions and makes final approval using the intent of AFI 36-2109, *Chief master sergeant of the Air Force and Command Chief master sergeant Programs* and any additional criteria approved by the CMSAF.

4.6.1.2. For all other chief master sergeant positions, the Air Force Chief Review Board is responsible for creating an overall order-of-merit of all chief master sergeant positions submitted by the commands. The board takes into account the command/HAF CFM prioritizations, CMSAF vision, and any other applicable information provided to the board members. The board's recommendation to the AF/A1 of which positions to be funded to a chief master sergeant is based on the number of chief master sergeant grades Title 10 supports for the projected enlisted end strength.

4.6.2. A directed chief master sergeant grade is a position (manpower requirement) that warrants the grade of chief master sergeant due to the level of responsibility inherent with the position. The approved directed grade list contains certain chief master sergeant positions which are considered to be directed, or institutional, grade requirements which do not require board review.

4.6.2.1. HAF: Chief Master Sergeant of the Air Force, Chief of the Air Force Chief Master Sergeant Management Office, Chief of Enlisted Promotions and Evaluations and Chief of Airmen Assignments.

4.6.2.2. MAJCOM: Chief of Enlisted Promotion and Evaluation, Commandant Senior Noncommissioned Officer Academy.

4.6.2.3. Chief Master Sergeant Grade Review Implementation. No changes will be made to funded chief master-sergeant positions in MPES for 180 calendar days following receipt of the HAF message implementing the CMSgt grade results.

4.6.3. Chief Master Sergeant Grade Change Procedures.

4.6.3.1. Approval authority to realign a 'non-directed' chief master sergeant grade as an offset to another directed or non-directed chief master sergeant grade requirement, or a directed chief master sergeant grade as an offset to another directed chief master sergeant grade requirement rests with the MAJCOM/CC or equivalent. Coordinate all AFS changes with the affected MAJCOM functional area manager(s). An informational copy

of the full transaction (the Authorization Change Request and new chief master sergeant Position Description (AF FM 81B)) will be provided to AF/A1MR and AF/DPE. If the MAJCOM/CC or equivalent wishes to pursue the change with no offset, the MAJCOM will forward the package to include the request, justification, and rationale to AF/A1M who will staff and coordinate with the HQ functional area manager and AF/DPE prior to forwarding the package to the appropriate approval authority."

4.6.3.2. Approval authority to realign a directed chief master sergeant grade as an offset to a non-directed chief master sergeant grade requirement rests with AF/A1M. If the MAJCOM/CC or equivalent wants to pursue such a change, the MAJCOM forwards the package to include the request, justification, and rationale to AF/A1M. AF/A1M will staff the package for approval. **Note:** the provisions of **Paragraph 4.4.9.2** must be adhered to.

4.6.3.3. Make all chief master sergeant grade changes effective no earlier than current plus two quarters from the date updated in MPES to allow lead time for personnel actions unless otherwise directed by AF/A1M.

4.7. Air Force Reserve Colonel and Chief Master Sergeant Management.

4.7.1. Colonel and chief master sergeant Air Force Reserve Traditional Reserve positions (TRs) are typically determined by UTC requirement. Active Guard Reserve (AGR) colonel and chief master sergeant positions are determined by validating a position description created by the organization requesting the position. Position descriptions are validated by AFRC/A1M for Reserve unit AGRs, and by AF/REX for Reserve AGR positions outside of Air Force Reserve (at the HAF, OSD, COCOMs, etc).

4.7.2. The total number of AGR colonel and chief master sergeant grades are controlled by statute as specified in Title 10 USC, Section 12012.

4.8. Officer and Enlisted Grade Allocation. The grade allocation process is designed to meet three objectives, (1) ensure compliance with legislative and budgetary grade constraints, (2) provide a method to equitably distribute limited grades throughout the Air Force and, (3) provide grade targets to functional and personnel communities to more effectively manage limited personnel resources. This method ensures grades are fairly allocated to commands across all Air Force specialties based on established FYDP and grade ceilings; further, it ensures the number of authorized grades reflected on unit manpower documents do not exceed allowable grade levels. Command adjustments to 'Required' grades, during the command grade allocation process, shall be IAW approved manpower determinants or standards as applicable. The following procedures are used to allocate active duty military grades on a biennial basis:

4.8.1. Air Force Grade Ceiling Determination.

4.8.1.1. Colonel, lieutenant colonel and major grades are managed within congressional ceiling constraints set forth by United States Code (USC) Title 10, Subtitle A, Chapter 32, Part II, Section 523. Air Force policy identifies and computes captain and lieutenant grades with regard to remaining end strength.

4.8.1.2. Field grade officer ceilings are based on funded end strength, for the allocation years from the appropriate table in USC Title 10, Subtitle A, Chapter 32, Part II, Section 523. Since there is no specific ceiling outlined in USC Title 10 for company grade

officers, captain and lieutenant grade allocations approximate the projected personnel inventory for the allocation years.

4.8.1.3. Chief master sergeant and senior master sergeant grades are constrained, by law, to three percent of the total budgeted enlisted force end strength, of which no more than one percent may be allocated as chief master sergeant. Air Force policy determines the remaining enlisted grade ceilings (by percentage) for the remaining end strength for the allocation years.

4.8.2. Exclude the following from the process:

4.8.2.1. Air National Guard or Air Force Reserve positions.

4.8.2.2. Active (statutory tour) Air National Guard or Air Force Reserve Positions.

4.8.2.3. Medical Corps and Dental Corps Positions (AFSC 44xx, Physician; 45xx, Surgery; 47xx, Dental; 40C0C, Medical Commander; 40C0D, Dental Commander and 48xx, Aerospace Medicine).

4.8.2.4. Subtract student, transient and personnel holdee (patients, prisoners and separatees) and trainee grades from Air Force grade ceilings. AF/A1M withholds and does not allocate non-permanent party students (data provided by A1MP), transients and personnel holdees to the commands. AFPC/MA provides historical data for withheld grades.

4.8.3. Exclude the following grades from the fair share process:

4.8.3.1. General Officer positions. General officer grades are determined by a separate process.

4.8.3.2. Colonel positions and chief master sergeant grades are determined through separate processes.

4.8.4. Subtract fixed grades, approved and provided by AF/A1M, from the total grades available; these fixed grades are not part of the fair sharing piece of the grades allocation process, but are added back in after fair sharing is completed to determine the command grade and AFS factors (AFS factors will be referred to as CPG factors throughout the grades allocation process). The following categories are fixed at the authorized grade in MPES:

4.8.4.1. Outside the Air Force positions are requirements coded as Air Force FAC 7XXX in MPES, excluding PEC 00091519X, 000A2002X, or 000A1009A. These requirements are identified with activities the Air Force does not control but are jointly manned with sister services and/or by foreign governments, and the United States, to include HQ Combatant Commands and Joint HQs activities of other military departments and U.S. Government agencies outside DoD. (**Note:** in the above example X equals any value.)

4.8.4.2. Reimbursable positions are requirements coded as PEC 00091519X, 000A2002X, or 000A1009A. These positions are assigned to U.S. Government agencies outside the DoD (for example, OSD support) or support the Foreign Military Sales program. No dollars are generated through the Air Force programming process for reimbursable positions; reimbursable positions are reimbursed from the host agency but are chargeable to the Air Force FYDP and grade ceilings. (**Note:** again, in the above example X equals any value.)

4.8.4.3. Miscellaneous fixed positions are functions or units with unique mission requirements approved and identified by AF/A1MR, per letter, prior to each allocation process (e.g. Special Duty, Band, certain USAFA positions, SNCO Academy instructors, USAFA group and squadron commander and support commander positions, etc.).

4.8.5. A grades allocation module of MPES is used to compute and allocate grades fairly across commands and AFS (CPGs).

4.8.6. Grade Factor Allocation to the MAJCOMs. AF/A1M approves and provides command grade and AFS factors derived from the sum of fixed and fair share grades for all officer and enlisted positions. Grades are allocated as factors (or percentages) to be applied to each command's FYDP. Two types of factors are developed and distributed:

4.8.6.1. Command grade factors: Command compliance with command grade factors is mandatory, factors are provided to allow for grade adjustments as command resources may fluctuate. Commands must implement the command grade factors to determine the overall command grade allowances for each grade; these established grade allowances will prevent commands from exceeding their fair share distribution of grades.

4.8.6.2. AFS (CPG) grade factors: Commands are accorded flexibility when implementing AFS grade factors. These factors serve as a fair share guide for manpower and functional personnel; Commands may redistribute grades by AFS as needed to meet mission requirements, but must remain within the commands overall grade allowances per grade as determined by implementing the command grade factors.

4.9. Command Grades Allocation Implementation and Maintenance.

4.9.1. Commands are given two grade factors: **1)** Command Grade Factors (mandatory) and **2)** Command AFS (CPG) Factors (guideline).

4.9.2. For enlisted positions, determine mandatory command grade allowances for each grade by applying the mandatory command grade factors to the command's FYDP as such:

4.9.2.1. Subtract UMD authorized chief master sergeant grades from the FYDP results in an "adjusted FYDP." (**Note:** recommend using a dated UMD snapshot that is easily replicated).

4.9.2.2. Multiply the "adjusted FYDP" by each individual grade "command grade factor" (**Note:** all fixed grades are included in the FYDP); this will result in a "mandatory command grade allowances" for each grade.

4.9.3. Enlisted AFS/CPG grade allowances for each grade are determined by applying the AFS/CPG grade factor to the AFS/CPG "authorized grade" total as outlined below. (**Note:** authorized grade totals include all fixed grades; results are used only as a guide).

4.9.3.1. Subtract all chief master sergeant "authorized grades" from each AFS/CPG's authorized grade total (**Note:** recommend using dated UMD snapshot easily replicated).

4.9.3.2. Multiply "total authorized grades" for that AFS/CPG by each grade's AFS/CPG factor within the AFS/CPG.

4.9.3.3. The result(s) will be the AFS/CPG grade allowance for each grade in that AFS/CPG (**Note:** repeat for all remaining AFS/CPGs in the command).

4.9.3.4. Sum the results for all AFS/CPG grade allowances for each grade and compare the AFS/CPG grade allowances to mandatory command grade allowances as referenced in [paragraph 4.9.2](#)

4.9.3.5. The results of that comparison will show if a command is under or over allocated in any particular grade IAW the mandatory command grade allowances.

4.9.3.6. An over allocation in any grade dictates the command must take action to comply with mandatory command grade allowances.

4.9.3.7. Commands have the flexibility to redistribute grades among AFS/CPGs during this process but must remain in compliance with the mandatory command grade allowances. (**Note:** “fixed” or authorized grades, cannot be adjusted.)

4.9.4. For officer positions, determine mandatory command grade allowances for each grade by applying the mandatory command grade factors to the command’s FYDP as such:

4.9.4.1. Subtract authorized Generals, Colonels and Medical Corps/Dental Corps (MC/DC) grades from the FYDP command’s FYDP results in an “adjusted FYDP” (**Note:** recommend using a historical (dated) UMD snapshot that can be replicated).

4.9.4.2. Multiply the “Adjusted FYDP” by each individual “command grade factor” (**Note:** all fixed grades are included in the FYDP); the results are the “mandatory command grade allowances” for each grade.

4.9.5. Officer AFS/CPG grade allowances for each grade are determined by applying the AFS/CPG grade factor to the AFS/CPG “authorized grade” total as outlined below. (**Note:** authorized grade totals include all fixed grades; results are used only as a guide).

4.9.5.1. Subtract authorized general, colonel and MC/DC officer grades from the authorized grade total. (**Note:** recommend using a historical (dated) UMD snapshot that can be replicated.)

4.9.5.2. Multiply “total authorized grades” for that AFS/CPG by each grade’s AFS/CPG factor within the AFS/CPG.

4.9.5.3. The result(s) will be the AFS/CPG grade allowance for each grade in that AFS/CPG (**Note:** repeat for all remaining AFS/CPGs in the command).

4.9.5.4. Sum the results for all AFS/CPG grade allowances for each grade and compare the AFS/CPG grade allowances to mandatory command grade allowances as referenced in paragraph 4.9.4.

4.9.5.5. The results of the comparison will show if a command is under or over allocated in any particular grade IAW the mandatory command grade allowances.

4.9.5.6. An over allocation in any grade dictates the command must take action to comply with mandatory command grade allowances.

4.9.5.7. Commands have the flexibility to redistribute grades among AFS/CPGs during this process but must remain in compliance with the mandatory command grade allowances. (**Note:** “fixed” or authorized grades, cannot be adjusted.)

4.10. Grade Terminology/Definitions.

4.10.1. Fixed Grades: Fixed grade categories are grades funded at 100 percent to the UMD authorized grade. These grades are subtracted from the grades baseline during the fair sharing process. However, they are added back into the fair share grades and are included in the final command and CPG grade factor determination.

4.10.2. Student, Transient, Personnel Holdee and Trainee Account. The STP holdee account is used by Air Force budget programmers to determine the number of authorizations to allocate for the total number of military personnel who are not available for duty and not authorized on the UMD. STP category accounts include:

4.10.2.1. Trainees: Enlisted trainees and officer accession students include those active duty enlisted and officer military personnel who have not completed initial entry training.

4.10.2.2. Students: Military trainees in PCS status of 20 weeks or greater (excludes upgrade training and flying training).

4.10.2.3. Holdees: Active duty military member dropped from assigned strength of a force structure unit and attached to a holding activity for medical, disciplinary, or pre-separation non-availability.

4.10.2.4. Patients: Active duty military members reassigned to a medical facility when hospitalization has exceeded or is expected to exceed 90 days.

4.10.2.5. Prisoners: Active duty military members convicted by civil or military court and sentenced to confinement for 30 days or more.

4.10.2.6. Transients: Active duty military members who have left their unit when executing a PCS move. This covers only the time for leave and travel.

4.10.2.7. Colonels and chief master sergeants that are in a STP status are included as part of the DOPMA ceiling. Since this value fluctuates on a monthly basis, a value is used based off a factor developed over 36 months historic data.

4.10.3. Fenced: Colonel and Chief master sergeant positions, identified by the AF/A1M, that will be exempt from the Colonel and Chief master sergeant Reviews.

Chapter 5

CIVILIAN POSITION MANAGEMENT

5.1. Overview. The Air Force is committed to managing civilian manpower authorizations within Congressional and budgetary constraints while also balancing mission needs with economy and efficiency of operations. The policy directives that govern appropriated civilian resource management, position management and classification are AFD 36-5, *Civilian Personnel Resource Management* and AFD 36-14, *Position Management and Classification*. The primary controlling factors in managing civilian resources are the validation of the civilian manpower requirement (permanent and temporary) by the servicing manpower office, the availability of manpower authorizations, work years and financial resources.

5.2. Roles and Responsibilities.

5.2.1. Supervisors and/or commanders. Submit temporary or term requests, and new or revised civilian position description documents, to the servicing manpower office for coordination using a locally-devised Authorization Change Request (ACR) or other transmittal document. (T-1).

5.2.1.1. Once the proposed action is validated and approved, the MO will return the action to the originator who will attach it to the Request for Personnel Action (RPA) for transmittal to the servicing civilian personnel activity. (T-1).

5.2.1.2. The servicing civilian personnel activity will then provide the MO office a copy of the approved/classified civilian position to ensure the grade is consistent with the duties described in the position description, as well as the location of the position within the unit and its responsibilities as contained in the position description. After the approved/classified position description is returned, an ACR will be accomplished to update the required grade. (T-1).

5.2.2. Installation/Service Manpower Office.

5.2.2.1. Coordinates with the servicing civilian personnel activity on ACR and organizational change requests (OCR) impacting civilian positions. (T-1).

5.2.2.2. Ensures all ACRs use 'To Be Determined' (TBD) for the authorized and required grades (pay band), for the Civilian position description (CPD), and four zeros "0000" for the occupational series (OCC Code) for civilian positions that do not yet have a final classification determination. (T-1). Final classification determination is defined as the official classification of the position by the servicing civilian personnel activity. (T-1). For civilian positions receiving a final classification determination, an electronic PDF copy of the final classification determination shall be attached to the ACR to document the completed action. (T-1).

5.2.2.3. With regard to the authorized civilian grades, occupational series, and civilian personnel documents (PD), these will be updated directly into MPES via the authoritative source, DCPDS. (T-1). The process for these three fields will occur on a weekly basis to reduce processing times and eliminate unnecessary errors in MPES. (T-1).

5.2.2.4. Coordinates on all new or revised permanent (i.e., non-temporary, non-term) civilian position descriptions, (T-1); and validates that the proposed civilian positions are assigned against valid UMD positions. (T-1). The installation MO will also review to ensure the approved organizational structure is maintained. (T-1).

5.2.2.5. Reviews civilian position description documents to ensure the duties are consistent with the work center requirement and validates that the duties described in the position description are consistent with the AFSC and skill level allowed by existing manpower standards or by the position supervisor when a manpower standard is not available. (T-1). The MO certifies the position description, or Core Doc, does not include duplicate duties nor duties/responsibilities of any other position, or workload contained in existing contracts, regardless the type or funding source. (T-1). Duty descriptions and codes in Air Force Officer Classification Directory (AFOCD) and Air Force Enlisted Classification Directory (AFECD), found on the AFPC/MA website, are broad indicators of duties and responsibilities and serve as valuable references on the type experience and/or level of civilian skills required. (T-1). The above is critical to ensuring the integrity of the unit manpower document which is an installation manpower office responsibility. (T-1)

5.2.2.6. Reviews the unit's UMD, organizational charts and any other pertinent documentation to affirm the duties of the civilian position are consistent with the work described in the position description and that it is appropriate for the work center. (T-1). An interview with the supervisor of the position, to ensure the duties are correct/valid, may be appropriate if there is some question as to the duties attributed to the position and the intended grade, or other unintended consequences such as impacting another position or adversely affecting the supervisor to subordinate ratio. (T-1). The Office of Personal Management's (OPM) General Schedule Supervisory Guide (GSSG) states that supervisory work must constitute a major duty occupying at least 25 percent of the position's time. **Note:** some other factors to take into consideration would be the amount of time spent supervising, the complexity of the work of the organization, the type and grade level of the employees supervised, how the employees perform their work, whether fully administrative and/or technical duties are performed, etc. (T-1).

5.2.2.6.1. Reviews the action to ensure span of control and layering principals (complexity of mission, similarity to similar organizational units, level of supervision required by subordinate units, degree of coordination required among subordinates, physical distance between subordinates and supervisor and organization structure) are acceptable; i.e., that no duplication or layering of supervision will occur within the organization as a result of the action, (T-1); and that new or revised duties and responsibilities do not replicate existing supervisory positions. (T-1). Established supervisory positions include military or civilian personnel.

5.2.2.6.2. Identifies unnecessary deputy or assistant positions and/or duties; co-equal managerial positions or duplication of supervisory duties at any level are not permitted, whether performed by two or more military, civilian, or a combination of the two. (T-1). MAJCOM/A1Ms, or equivalent, will approve deputy and assistant positions only when determined to be essential for span of control; the military or civilian head of the organization is frequently absent due to official duties (and no other subordinate can serve in an acting capacity; or other valid mission necessity.

5.2.2.7. Reviews and validates the requirement for a civilian overhire. (T-1). Civilian overhires are typically characterized as a short-term, seasonal or cyclical, workload requirement of less than one year's duration. (T-1). Term overhires may be engaged for non-permanent work up for a period up to 4-years for competitive service and up to 5-years for excepted service. (T-1). Work load that is projected to last more than 4 years for competitive service and more than 5-years for excepted service is considered to be permanent and a funded position must be obtained to support it. (T-1). It is recommended that Overhires not be retained for workload beyond 4-years for competitive service and beyond 5-years for excepted service (some exceptions are positions involving hazardous material and/or environmental cleanup, base closures, etc.) (T-1).

5.2.2.7.1. Overhires will not be validated and/or approved to replace, or compensate for unfunded manpower requirements on the UMD for long periods of time. (T-1). In instances as this the installation MO will explore other options to include realigning a lower priority funded manpower authorization from elsewhere on the installation to permanently resolve the situation, or obtain MAJCOM permission to pursue a local additive to the manpower standard. (T-1). The MO must be careful to fully justify the proposed option/resolution to the Wing Commander, Group Commander, or other senior decision making official. (T-1).

5.2.2.7.2. Overhires are subject to: MO workload validation; funding validation by the servicing resource management authority and recruitment of positions approved by the servicing civilian personnel activity or other similar activity/authority. (T-1).

5.2.2.8. The Installation MO Officer, or Chief, serves as an advisor to the Installation Civilian Employment Cost Management Committee (CECMC) or like board, to assist with manpower related resource issues/questions. (T-1).

5.2.2.9. Submits project work file information to the MAJCOM, or builds project work files in MPES to update the occupational series (OCC code) and grade (pay band) upon receipt of the final classification determination from the servicing civilian personnel activity. (T-1).

5.2.3. Servicing Civilian Personnel Activity.

5.2.3.1. Ensures requests for personnel action that change or establish position descriptions have first been routed through, and coordinated/validated by, the installation MO prior to taking any classification action; this is to ensure the RPA is consistent with the intent of the position(s) on the UMD. (T-1).

5.2.3.2. Ensures over hire requests are first coordinated with the servicing MO per [paragraph 5.2.2.4](#) (T-1).

Chapter 6

MANPOWER ESTIMATE REPORT (MER) REQUIREMENTS

6.1. Overview. The MER, also known as a Manpower Estimate by OSD, satisfies the congressional requirement to submit major acquisition program manpower requirements to the Office of the Secretary of Defense (SECDEF). The SECDEF reviews the manpower requirements report prior to approving full-scale engineering development or production and deployment. [Attachment 8](#) is an example of the required format for the MER.

6.2. General Information.

6.2.1. MERs are required by Title 10 United States Code, Section 2434. DoDI 5000.2, *Operation of the Defense Acquisition System*, directs the development/completion of a MER at several milestones including full operational deployment (FOD) of defense systems.

6.2.2. The MER is the source document for determining the manpower requirements portion of the “total costs of ownership” for acquisition systems required by DoDD 5000.1, *The Defense Acquisition System*, Section E1.4. In addition, it is the only OSD-level acquisition document that addresses manpower affordability from a military and DoD civilian end strength perspective, as well as contractor FTE perspective and is the only required acquisition document that addresses skill shortages.

6.2.3. A MER is an authoritative source document for projected out-year military, civilian and contract support manpower required for the acquisition and/or upgrade of a weapon system, support and automated information systems; or the concurrent transfer of systems from the Active to Reserve Component and retirement of systems from the inventory. They are used to develop strategic forecasts of the defense workforce and assist with strategic planning. A MER will be developed for all manpower-intensive programs (e.g., programs with high personnel or critical skill requirements) regardless of acquisition category and consistent with the DoD component’s manpower policies.

6.2.4. Manpower authorities (may be at HAF or at MAJCOM-level) assess whether the estimates are comprehensive and accurate; there are sufficient resources (i.e., military, civilian and contract services) to support the program; there will be adequately trained personnel to operate, maintain and support the system; congressional “controls” (floors and ceilings) and administrative restrictions on special programs (such as resources “fenced” for the National Intelligence Programs) have been observed; and lastly that manpower and personnel objectives and/or thresholds in the capabilities documents have been met.

6.2.5. The MER further outlines the official Air Force manpower position and addresses whether the system is affordable from a military end strength, DoD civilian end strength and contractor FTE stand-point. In addition, the manpower assessment ensures that MERs are based on the level of performance most likely to be achieved and recommends post-fielding verification of high-risk factors used for the estimate. At later milestone decisions, the MER reflects results of developmental tests, as available.

6.2.6. The MER also summarizes key personnel decisions or assumptions that have a significant effect on manpower (e.g., plans for developing new, or restructuring existing career fields). It addresses whether there are any hard-to-fill occupations, personnel

inventory shortfalls, or other personnel concerns that could adversely impact full operational deployment or sustainment of the system. When appropriate, the MER summarizes the knowledge, skills and abilities required by the operators, maintainers, trainers and support personnel and discusses any significant differences or shortfalls from the current and projected inventory.

6.2.7. The manpower authority for the lead DoD component for joint programs is responsible for obtaining approval of the MER from all DoD component manpower authorities participating in the program.

6.2.8. A draft MER should be approved for release at least 3 to 6 months in advance of the Defense Acquisition Board (DAB) milestone review so that the manpower can be used for development of cost estimates and affordability assessments. The final MER is submitted to the Office of the Under Secretary of Defense (Personnel and Readiness) [OUSDP&R] in sufficient time to support the Overarching Integrated Product Team (OIPT) review in preparation for the DAB. Normally, the MER is sent 3 weeks prior to the OIPT review.

6.2.9. The content of the MER is approved by the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) or designee and tailored to fit the program under review. For example, manpower for system-specific training is generally included in the estimate, while manpower for basic training is usually excluded. A MER is required at Milestones B, C and full-rate production. It will be updated at each of these milestones consistent with changes in other program documentation. Where possible, the estimate will reference rather than duplicate information in other acquisition program documentation.

6.3. Manpower Estimating Considerations.

6.3.1. Estimating Methodologies.

6.3.1.1. The MER briefly describes methodologies used to estimate the manpower for each type unit and organization and states whether the Air Force manpower authority, or designee, has validated the methodologies. It identifies key factors and assumptions used to estimate the manpower (e.g., maintenance ratios, equipment usage rates, crew ratios, aircrew instructor positions, course development and fielding schedule) and states whether they were provided by the program manager, based on comparable contemporary systems, or reflect test results.

6.3.1.2. Reengineering initiatives and studies, approved plans for base closures, restructuring initiatives, OMB Circular A-76 competitions, in-sourcings, direct conversions, or other initiatives that significantly affect the quantity or workforce mix of military and civilian manpower and contract support must be addressed.

6.3.1.3. The source of support for all new and modified systems, regardless of acquisition category, is based on the Manpower Mix Criteria and Guidance for Risk Assessments. Risk mitigation takes precedence over cost savings in high-risk situations or when there are intelligence or security concerns.

6.3.2. Affordability. System affordability represents the degree to which the life-cycle cost of an acquisition program is consistent with the long-range investment and force structure plans of the Department and addresses the following points:

6.3.2.1. New, Displaced and Replaced Equipment. If systems are retired from the inventory or move from active to the ARC to support fielding of the new system, the MER must identify the replaced systems, affected units or platforms and the replacement rates (e.g., two-for-one replacement), by fiscal year.

6.3.2.2. Manpower Requirements and Contract Support. The MER must compare manpower requirements for the new system with those required for the replaced systems (i.e., systems retired or transferred) and describe increases or decreases in military or DoD civilian end strength and contractor civilian manpower requirements. Increases or reductions in CFTEs must also be reported. The cause for increases or decreases (e.g., equipment replacement rates; reduced force structure; reduced levels of maintenance; changes in operating tempos, maintenance ratios, crew ratios; or training throughput course changes) must be reported if significant to the program. If manpower for the new system is significantly higher or lower than what was required by the replaced system, manpower officials will also assess whether manpower providing indirect support, such as base operating support (BOS) and operational medical and mess, will increase or decrease and report any significant changes. (T-1).

6.3.2.3. Manpower Authorizations. The estimate must address resource shortfalls and state whether any increases in military or civilian authorizations, beyond what is included in the FYDP, or waivers to existing manpower constraints, will be required to achieve the resource levels reported in the estimate. Major resource shortfalls are identified as risks in the MER and reported to the program manager for inclusion in the acquisition strategy.

6.3.2.4. Staffing. In addition to reporting the manpower requirements and authorizations, assurances are needed that skilled personnel required to operate, maintain, train and support the system will be available upon fielding. Manpower might be required and authorized but the positions are not filled due to career field manning recruitment, retention, training, or other personnel issues; this can seriously impact the future success of the acquisition. The MER addresses whether there are any hard-to-fill positions, personnel shortfalls, or other issues that could adversely affect fielding. Major personnel shortfalls must be identified as risks in the MER and acquisition strategy.

6.3.3. Risk Assessment. At full-rate production, manpower authorities will recommend post-fielding verification of high-risk factors.

6.3.3.1. The MER clearly states whether the manpower requirements reported in the estimate are subject to change.

6.3.3.1.1. The MER states whether any of the factors or assumptions used to estimate the manpower are significantly different from what is used to determine manpower requirements for comparable contemporary systems and whether the differences are significant enough to represent a risk to the validity of the manpower estimate. When significant manpower reductions or changes in skill sets are expected as a result of technology insertion and/or doctrine and policy changes, the MER addresses the risk of achieving these reductions or changes commensurate with the developmental and programmatic risk of the technology and/or doctrine and policy changes. Estimates for systems under spiral or block development must indicate whether post-fielding verification of the manpower for the initial systems confirmed or invalidated the MER. The estimate must also address whether the maintenance, support, or training

concepts represent a significant enough departure from those of comparable contemporary systems to warrant post-fielding verification of the manpower.

6.3.3.1.2. The MER indicates whether approved restructuring initiatives (e.g., reorganizations, functional realignments, streamlining, or reengineering efforts) have been completed for OMB Circular A-76 competitions, personnel initiatives (e.g., consolidation of military or civilian career fields), or other actions that could affect the manpower or provide for more efficient and effective processes as required by DoDI 5000.2, Section 3.7.2.1.

6.3.3.2. When engineering designs increase individual workloads or task complexities, the impact on human performance and risk of cognitive or physical overload must be evaluated. The MER identifies whether there is a risk that operators, maintainers, or support personnel may not have the skills or abilities to perform the required duties/mission.

6.3.3.3. Major manpower resource or personnel shortfalls must be identified as risks in the MER and acquisition strategy. The MER also states whether the new system meets or exceeds manpower and personnel constraints (objectives and thresholds) in the Capability Development Document and key performance parameters in the Acquisition Program Baseline.

6.4. Manpower Estimate Report Preparation. AF/A1MR prepares a Staff Summary Sheet (SSS) and a memo for AF/A1M signature. The lead command prepares all remaining items.

6.4.1. Staff Summary Sheet. AF/A1MR coordinates the MER throughout the HAF and Secretariat. The staff summary sheet lists the commands responsible for developing the MER and gives a brief statement of requirements, offsets and shortfalls.

6.4.2. Cover memorandum from AF/A1M to OUSD (P&R). This memorandum transmits the Air Force report to OSD for entry into the acquisition process.

6.4.2.1. This memorandum briefly identifies the program and milestone under review, resource shortfalls, personnel issues and the effect the program will have on the Air Force manpower structure. It indicates whether increases in military or civilian manpower are above programmed levels or waivers to existing manpower constraints/restrictions are required to support the program.

6.4.2.2. The cover memorandum states program risks and whether manpower constraints (objectives and thresholds) and key performance parameters for manpower are met or exceeded.

6.4.3. The MER consists of the following elements:

6.4.3.1. The first paragraph cites the pending milestone decision and the legal mandate for the report. If the Air Force is the lead service for a multi-service report, reference the location of the other service reports within the Air Force input. The second paragraph summarizes the program, gives the FOD manpower requirements and states the timing and size of any manpower shortfalls. Use a third paragraph, if needed, to describe the impact of any manpower shortfall on fielding the system.

6.4.3.2. Program Synopsis. This provides decision makers a program summary that describes the system, shows deployment schedules and explains the operations, maintenance and training concepts for the system.

6.4.3.3. Manpower Requirements Methodology and Rationale. This illustrates manpower requirements for operations, maintenance, support and training by component and/or command. Identify each component's and/or command's requirement by category and the methodology used to estimate requirements as appropriate.

6.4.3.4. Component Requirements Detail. For each component, prepare a separate display of the manpower required for the new system. This shows basic functions used to build requirements, parallels information in [paragraph 6.4.3.3](#) and projects the requirements by year from initial production to retirement of the weapon system. This is generally for 20 years past FOD and a five-year retirement schedule.

6.4.3.5. Manpower Impacts by Component. Required by OSD Personnel and Readiness (OSD P & R), this piece of the MER summarizes offsets and shortfalls, and will cover the same time period as [paragraph 6.4.3.4](#) and provide the best available data. If offsets and shortfalls are undefined or undecided, provide a paragraph listing the reasons why offsets/shortfalls are undefined and/or undecided and a projected date they will be available. Group the data by components and divide each group into Requirements, Offsets and Shortfalls, broken out by Officers, Enlisted, Civilians and Contractors. Lastly, provide a summary of the total Air Force requirements, offsets and shortfalls.

6.4.3.6. Statement of Manpower Requirements. This covers all years beginning with initial fielding and ending with retirement and disposal of the system, to include environmental cleanup and includes five groupings (Operations, Maintenance, Support, Training and Total).

6.4.3.7. The Maintenance grouping includes organizational and intermediate maintenance. Under Support Grouping include depot maintenance, central logistics support, program office, Air Force plant representative office, contract administrative support and associated BOS manpower for each element. Under Operations Grouping include Aircrew Instructors and other operations student support (e.g., Standardization/Evaluation, Liaison, Life Support). Under Training Grouping include course development requirements.

6.4.3.8. Each grouping will include a breakout reflecting active officer, active enlisted, civilian (U.S. and FN), Air Force Reserve and ANG technicians, drill officers, drill enlisted, AGR officer, AGR enlisted, contractors and the overall total. If technician and/or contractor requirements are part of the program, include a man-year total, which is a total of all categories and a manpower total which excludes the contractors and technicians. Any manpower shortfall will be identified/programmed as 'organic' resources when required skills are not available.

6.4.4. Periodic updates of the MER will follow same procedures. AF/A1 and lead command will identify known changes to initial concepts when tasked.

Chapter 7

ACTIVE GUARD AND RESERVE REQUIREMENTS

7.1. Overview. Commands establish AGR authorizations for members of the ANG or AFRC. These authorizations are filled by personnel voluntarily serving on extended active duty or active duty (other than training) for a specified period of time, usually over 360 days. Department of Defense Instruction 1205.18, *Full-Time Support (FTS) to the Reserve Components*, is the governing directive listing duties and responsibilities of FTS to the Reserve components.

7.2. Roles and Responsibilities.

7.2.1. Congress and OSD establish ceilings/limitations on management headquarters activities and Air Force personnel end strengths. Programs utilizing AGR authorizations are subject to the usual budgetary review scrutiny just as any other Air Force program IAW Title 10 and Title 32 United States Code.

7.2.2. Command-established AGR authorizations.

7.2.2.1. Include duties that support the applicable section of Title 10 United States Code, Armed Forces, AFPD 36-21, *Utilization and Classification of Air Force Military Personnel* and AFI 36-2116, *Extended Active Duty for Reserve Component Officers*.

7.2.2.2. Include duties not routinely assigned to, or not the responsibility of, the active force.

7.2.3. The Director of the ANG (NGB/CF) and the Chief of the Air Force Reserve (AF/RE) validate all AGR authorizations not specifically established in law, ensure position currency and approve establishment/change to AGR positions (as delegated by Deputy Assistant Secretary of the Air Force, Reserve Affairs (SAF/MRR)).

7.2.4. Title 10 United States Code, Sections 12011 and 12012 limit the grades for AGR field grade officer and senior enlisted authorizations.

7.2.5. Document all AGR authorizations in MPES with the appropriate RIC and functional category.

7.3. Procedures to Change or Request New Authorizations.

7.3.1. A single request may include more than one similar type position. All requests must identify the total number of authorizations required and follow the instructions in [Attachment 5](#) to determine the appropriate manpower work force mix. AGR resources are extremely limited. Requests for new authorizations will include potential sourcing options. The requesting unit organizational commander, or chief, shall include a cover letter stating the overall intent of the position. (T-1). Follow the instructions in [Attachment 6](#) for AGR position requests.

7.3.2. NGB/CF and AF/RE will review the requests for need, compliance, allocation use and impact on congressional, OSD and budget limits. NGB/CF and AF/RE approve validated requests.

7.3.3. NGB/CF and AF/RE send copies of the validation, funding decision and supporting documentation to the requesting manpower activity.

7.3.4. HQ AFRC/A1M maintains AGR authorizations within approved end strength and grade ceilings for the AFRC AGR unit program. AGR unit requirements and authorizations supporting Air Force approved programs do not need to be forwarded to AF/RE.

Chapter 8

GENERAL GUIDELINES FOR ANG AND RESERVE COMPONENT MANPOWER

8.1. Roles and Responsibilities.

8.1.1. AF/A1M.

8.1.1.1. Arbitrates manpower requirement disagreements between gaining/losing commands and the ARC.

8.1.1.2. Monitors the MPES manpower database to make sure the data complies with policies and procedures.

8.1.2. Gaining Command. The Gaining command is responsible for:

8.1.2.1. Setting mobilization manpower requirements for gained units in coordination with the Joint Force Provider Component and IAW [paragraph 8.2.2](#)

8.1.2.2. Developing mobilization manpower requirements for ARC units and provides manpower requirements to HQ AFRC/A1M, or Headquarters National Guard Bureau Manpower, Organization and Resources Division (NGB/A1M).

8.1.2.3. Informing NGB or HQ AFRC of specified manpower requirement changes needed before making them in MPES. Clearly explain the rationale for the change.

8.1.2.4. Forwarding any unresolved disagreements to AF/A1M for resolution, and providing a summary of the differences and recommendations to NGB/A1M, AF/REX and HQ AFRC/A1M.

8.1.3. AFRC and ANG/A1M.

8.1.3.1. AFRC and ANG will ensure the appropriate gaining command is identified in MPES for all ARC manpower requirements.

8.1.3.2. Establish manpower requirements needed for in-place mobilization and for managing, supporting and training units in a non-mobilized status when the gaining command does not provide this support. Incorporate these authorizations with the gaining command's mobilization manpower requirements and send the consolidated data to HAF, the gaining MAJCOM, MA and the respective reserve units.

8.1.3.3. Monitor unit programming actions to ensure unit designations are valid and personnel accounting symbol (PAS) codes are available. Confirm and communicate unit designation and PAS codes to gaining commands as soon as they complete programming actions. (**Note:** Only NGB may allocate manpower resources, to include skill level and grade and prepare manpower documents for ANG state headquarters according to approved Air Force staffing guides).

8.1.3.4. Validate authorizations needed for the non-mobilized environment.

8.1.3.5. Review ARC authorization skill and grade distribution to ensure they comply with current Air Force and DoD guidance (DoDD 1100.4) as outlined in this publication.

8.2. Establishing Manpower Requirements.

8.2.1. Criteria. The Air Force bases manpower authorizations approved for ARC units on:

8.2.1.1. Established ARC manpower standards and guides, support agreements and programming documents.

8.2.1.2. Approved unit type codes (UTC).

8.2.1.3. Information and automated manpower file excerpts exchanged among gaining and host commands, the NGB, HQ AFRC, ANG and HAF.

8.2.2. Requirements for Gained Units. Commands establish mobilization manpower requirements for gained ARC component units; these requirements state the manpower resources needed to augment the active forces in wartime and contingencies. (**Note:** Obtain NGB/A1M or HQ AFRC/A1M coordination before placing mobilization manpower requirements into MPES. Use the required grade of the active force UMD and standards for like functions to determine ARC required grades.)

8.2.3. Requirements for full-time in-place and non-mobilized units. The ANG and HQ AFRC will determine manpower requirements needed for in-place mobilization and for managing, supporting and training Guard and Reserve units in a non-mobilized status.

8.2.3.1. With justification for change, state whether the action was started by the gaining command or is a peacetime requirement authorized by this chapter.

8.2.3.2. ANG and/or HQ AFRC maintains the ACRs for their respective authorizations included in MPES.

8.2.3.3. Documents. The USAF Program Guidance and USAF Programs, Installations, Units and Priorities documents provide the numbers and types of ARC units programmed by time period and unit location. AF/A1M uses the Manpower Transaction Report to monitor manpower programs established for ANG and AFRC units.

8.3. Changes in Grade. ANG or HQ AFRC may specify military grades that differ from those specified in the gaining command's standard statement. This flexibility enables them to respond to management problems inherent to the unit.

8.3.1. Retain all enlisted required grade changes within the required AFSC and skill level spread shown in the governing directive Manpower Force (MANFOR Packaging System) detail by the gaining command. Further, do not change the authorized skill level more than one skill level from the required skill level unless the UTC allows. For example if the required skill is a 3D071, you may substitute a 3D051 or 3D091.

8.3.2. Keep all officer required grade changes within the required AFSC and grade spread authorized in the governing directive (MANFOR Packaging System detail) for the gaining command required AFSC. Further, do not change the authorized grades more than one grade level from the required grade unless the UTC allows more than one grade.

8.3.3. Restriction. Commands may not use this grade realignment guidance to shift grades between gaining command wartime requirements and ARC additive requirements approved for in-place mobilization for managing, supporting and training units in a non-mobilized status unless baseline enlisted and officer grade requirements are adhered to.

Chapter 9

AIR NATIONAL GUARD MANPOWER REQUIREMENTS

9.1. Overview. This following guidance applies to all Air National Guard (ANG) units supported by the ANG Manpower, Organization, and Resources Division (NGB/A1M), and outlines ANG processes and procedures to comply with this chapter. The procedures contained in this chapter govern the development, implementation and subsequent management of ANG Manpower Standards (MS) for determination of full-time manpower requirements within the ANG. This chapter also outlines the procedures for determining ANG military manpower requirements.

9.2. National Guard Bureau (NGB) A1M Responsibility.

9.2.1. Sign the study contract and approve the finalized manpower standard for application.

9.3. Management Engineering Branch (NGB/A1MM) Responsibilities.

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

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

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

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

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

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

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

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

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

9.3.2.5. Data Computation and Analysis: This phase includes task analysis and resolving data inconsistencies. Correlation and regression analysis will be conducted using measurement data and potential workload factors to select one or more logical man-hour equations with the best statistical attributes. This phase also includes determining Manpower Standard Variances for mission, technical, or mission unique reasons along

with the determination of appropriate Air Force Specialty Code (AFSC) and skill level mixes. These and other techniques can be found in AFMAN 38-208, Volumes 1 and 2; AFMAN 38-208, Volume 3 concerns Logistics Composite Modeling, or LCOM.

9.3.2.6. Study Summary Preparation: This phase documents the study results by including an Introduction and Overview, the proposed ANGMS(s), Computation and Analyses Results, Impact of the Proposed ANGMS(s) and Executive Summary.

9.3.2.7. Staffing and Approval. During this phase, brief and obtain acknowledgment from NGB/A1M, NGB/A1MM, NGB/A1MR and the functional OPR. The functional OPR is not approving and/or disapproving the results, but is verifying that the intent of the study contract was achieved.

9.3.3. Notify NGB/A1MR, state Director of Staff-Air and Human Resource Office (HRO) of study completion.

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

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

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

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

9.4. Functional OPR Responsibilities.

9.4.1. Coordinate study contracts and obtain the appropriate signatures.

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

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

9.4.4. Schedule, coordinate, and fund Temporary Duty (TDY) for SMEs participating in study meetings and workshop.

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

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

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

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

9.4.9. Review Study Summary and provide acknowledgement. Disagreements must be substantiated with complete rationale. Disagreement based solely on manpower reductions cannot be accommodated.

9.5. NGB/A1MR Responsibilities.

- 9.5.1. Provide NGB/A1MM with a current UMD baseline prior to initiating study.
- 9.5.2. Notify NGB/A1MM of any manpower actions which may impact manpower studies in progress.
- 9.5.3. Provide one manpower analyst to assist during standard development workshops.
- 9.5.4. Conduct an impact application of new or revised manpower standard within one fiscal quarter of receiving a newly approved ANGMS.
- 9.5.5. In conjunction with the functional OPR, brief the ANG Corporate Structure on the manpower standard impact application results and resource impact.

9.6. Unit Manpower Document Development and Maintenance.

9.6.1. Determining Full-time Manpower Requirements. A1MR Responsibilities:

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

9.6.1.2. Perform currency reviews in conjunction with bi-annual application of manpower standards.

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

9.6.1.4. The FAM will review the POD for currency to identify work no longer performed, or work processes that have changed since the standard was developed; additionally, the FAM must justify all proposed changes with regulatory (i.e., AFI) references and supporting documentation.

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

9.6.1.6. If the FAM identifies significant changes since the standard was developed, NGB/A1MR will forward a copy of the FAMs concerns to NGB/A1MM. The FAM, NGB/A1MM and NGB/A1MR will jointly determine whether the standard is still valid or requires update.

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

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

9.6.2.2. NGB/A1MR will analyze the workload data for extremes, or trends, and resolve data anomalies with the functional OPR. There may be approved program changes that will result in data that will be significantly different than historical workload data averages. In these cases, it is more appropriate to use projected workload for determining manpower requirements or less than a full year of workload data. For example, if a manpower standard uses flying hours to determine manpower requirements, and a unit is

approved to add 2000 flying hours in the next few months, do not use the 'historical' average.

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

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

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

9.6.2.6. When implementation of an ANG Manpower Standard results in an increase or decrease in funded manpower authorizations, the MPES action requires an 'effective date' of current quarter plus two fiscal quarters (FQ) as of the first day of the following month of the manpower authorization change action.

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

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

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

9.6.6. Determine manpower requirements using alternative methods such as staffing patterns and post manning when no ANGMS is applicable.

9.7. Determining Military Manpower Requirements. NGB/A1MR Responsibilities:

9.7.1. Review new Unit Type Codes (UTCs) and unit Designed Operational Capability (DOC) taskings during the initial development and staffing process to validate manpower requirements and determine ANG manpower impact.

9.7.2. Build UMDs IAW gaining MAJCOM (Major Command) approved UTCs and DOC taskings.

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

9.7.2.2. Coordinate UMD changes with appropriate gaining MAJCOMs.

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

9.7.3. Determine authorized military grades (GRD) by applying Career Progression Group limits and providing grade enhancement. Due to grade enhancement, the minimum

authorized grade on ANG UMDs is Staff Sergeant for enlisted and Major for officer positions. Required grades (RGR) will reflect the UTC requirement.

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

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

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

9.9. Manpower Change Request (MCR) Process.

9.9.1. Requesting Unit Responsibilities.

9.9.2. The Commander or supervisor will submit MCRs to NGB/A1M in accordance with this Instruction. (T-1). Local offices should submit ANG Manpower Change Requests via e-mail to A1M_Actions.

9.9.3. The unit Wing Commander will sign the MCR. (T-1).

9.9.4. Ensure all MCRs impacting full-time manpower positions include the respective State Human Resource Office (HRO) endorsement. (T-1).

9.9.5. Ensure all MCRs impacting military manpower positions have Manpower Management Office (MPMO) endorsement. (T-1).

9.9.6. Ensure all MCRs affecting State Joint Force Headquarters (JFHQ) are signed by the Assistant to the Adjutant General (ATAG) or Director of Staff (DOS). (T-1).

9.9.7. Ensure all MCRs do not adversely impact UTC tasked manpower requirements. (T-1).

9.9.7.1. Ensure all MCRs requesting realignment of full-time resources remain within valid full-time manpower requirements, allocated resources by RIC and authorized control grades. (T-1).

9.9.7.2. MCRs requesting movement of resources between Program Element Codes (PECs) are cautionary and require additional NGB staffing and coordination. (T-1).

9.10. National Guard Bureau/A1M will:

9.10.1. Acknowledge MCR receipt and provide the requestor with a MCR tracking number.

9.10.2. Process all MCRs within 30 days of receipt.

9.10.2.1. If approved, NGB/A1M will notify the requester and/or State HRO in writing of the approval and the requested changes will be updated on the unit's UMD.

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

9.10.3. Staff all MCRs requiring functional coordination with the affected FAMs.

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

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

Chapter 10

AIR NATIONAL GUARD ENLISTED GRADES PROGRAM/EXECUTION

10.1. Overview. This chapter establishes policy for an enlisted grades program for all Air National Guard (ANG) military positions at the unit level and is applicable to all enlisted grades included in Unit Manpower Document (UMD) funded military end-strength numbers, except those organizations, AFS(s), Special Duty Identifiers or Reporting Identifiers identified in advance by the ANG Command Chief or Director, Air National Guard. This guidance will be implemented by Career Field Functional Managers (CFFM)/Office of Primary Responsibility (OPR) and the Air National Guard Manpower, Organization and Resources Division. The ANG Enlisted Grades Program is designed to ensure that enlisted grades are equitably distributed throughout all ANG field level units.

10.1.1. Program Objectives. The ANG Enlisted Grades Program is designed to meet the following objectives:

10.1.1.1. Ensure compliance with established grade percentages.

10.1.1.2. Provide a method/procedure to equitably distribute enlisted grades throughout all ANG field level units.

10.1.1.3. Provide Directorate Enlisted Grades Council representatives/Career Field Functional Managers (CFFMs) the authority to allocate grades in their Air Force Specialties (AFSs) they represent.

10.2. Enlisted Grades Council (EGC). The EGC will convene and review the enlisted grade structure every two years. The Director, Air National Guard (DANG) can direct an enlisted grade review at any time deemed necessary. The major participants in the ANG Grades Program are: ANG Command Chief, CFFMs, EGC representatives, a representative from the ANG Manpower Office and the Enlisted Field Advisory Council (EFAC) representatives. The responsibilities for each of these participants are as follows:

10.2.1. ANG Command Chief. The ANG Command Chief is responsible for ensuring compliance with this Instruction and chairs the EGC and makes recommendations to the DANG.

10.2.1.1. CFFMs. Regardless of the Program Element Code (PEC), responsible for coordinating AFS(s) with Functional Area Managers (FAMs) and ensuring the grades allocations and distribution process supports mission requirements and career progression within their AFS(s). Conducts a review of the AFS/career fields and determines distribution while maintaining a zero within-grade balance of the total grades allocated for their AFS(s).

10.2.1.2. EGC Representatives. A chief master sergeant representative is assigned by each A Staff and Special Staff Director as listed in [paragraph 10.2.1.5](#). These representatives are responsible for the overall grades structure of all AFS(s) within their areas and represent the ANG corporate process on enlisted grades.

10.2.1.3. ANG Manpower, Organization and Resources Division. Manpower administers the ANG Enlisted Grades Program and co-chairs the EGC. This is

accomplished by ensuring the program parameters and percentage constraints are established and in compliance. Manpower maintains and provides the ANG Enlisted Grades data. Baseline data for this process is current end of fiscal year data from the manpower database. Manpower will schedule the council meetings. Manpower is also responsible for accurately reflecting and maintaining enlisted grades in the manpower data system.

10.2.1.4. Enlisted Field Advisory Council (EFAC). The EFAC will provide three representatives for the EGC. These members represent the voice of the field in the ANG corporate process on enlisted grades.

10.2.1.5. Air Force Specialty Responsibilities by NGB A Staff and Special Staff Directorate.

10.2.1.5.1. NGB/A1 - 3SX and 3M0.

10.2.1.5.2. NGB/A2 - 1NX, 1A8 and 9SX.

10.2.1.5.3. NGB/A3 - 1AX, 1CX, 1P0, 1SX, 1TX and 1WX.

10.2.1.5.4. NGB/A4 - 2XZ, 2FX, 2GX, 2MX, 2PX, 2RX, 2SX, 2TX, 2WX and 6CX.

10.2.1.5.5. NGB/A6 - 3DX.

10.2.1.5.6. NGB/A7 - 3EX and 3PX.

10.2.1.5.7. NGB/FM - 6FX.

10.2.1.5.8. NGB/SG - 4X.

10.2.1.5.9. NGB/CF - 3NX, 5JX, 5RX, 8FX, 8RX, 9EX, 9GX and HRAs.

10.3. Enlisted Grade Percentages and Allocation Process.

10.3.1. ANG Enlisted Grade Percentages. The below percentages are the cornerstone of the ANG Enlisted Grades Program and are applicable to all ANG field level units. They are defendable to Air Staff, and are not to be exceeded as they represent a percentage of total ANG funded enlisted end-strength:

10.3.1.1. CMSgt - 2%.

10.3.1.2. SMSgt - 5%.

10.3.1.3. MSgt - 18.5%.

10.3.1.4. TSgt - 25.5%.

10.3.1.5. SSgt - 49%.

10.3.2. These percentages are applicable to all enlisted grades included in funded military end-strength numbers, except organizations, AFS(s), Special Duty Identifiers or Reporting Identifiers identified in advance by the ANG Command Chief or Director, Air National Guard.

10.4. ANG Enlisted Grades Allocation Process.

10.4.1. The first foundational rule will be to apply the percentages established in [paragraph 10.3.1](#)

10.4.2. The second criteria will be to ensure no Unit Type Code (UTC) was broken after applying the percentages. If a UTC is broken, review the UTC to ensure it is properly constructed. If the UTC build is deemed to be correct with respect to resources, rework the AFS Grade allocations through EGC.

10.4.3. The final rule requires that all disconnects will be identified and brought to the attention of EGC for resolution.

10.5. Implementation. CFFMs/EGCs will work with manpower to revise the Unit Manpower Document (UMD) to reflect the grade changes generated by the ANG Enlisted Grades Allocation Process.

Chapter 11

INDIVIDUAL MOBILIZATION AUGMENTEE REQUIREMENTS

11.1. Overview. IMAs are individual members of the Selected Reserve or Participating Individual Ready Reserve assigned to an active component of the DoD or other U.S. Government agency in war, contingency operations and peacetime to meet national defense, strategic national interest and domestic objectives.

11.2. Roles and Responsibilities.

11.2.1. SAF/AAR and MAJCOM Manpower (A1M) Staff will:

11.2.1.1. Review, coordinate and validate requests, from using organizations, for new requirements, ensuring the requirement meets one of the criteria in [paragraph 11.3](#) and does not violate the provisions in [paragraph 11.5](#)

11.2.1.2. Maintain documentation (AF FM 9, local form, etc.) for validated IMA requirements; units shall maintain the documentation for as long as the position exists, or as long as is practical.

11.2.1.3. Coordinate requests for changes to funded IMA requirements/authorizations through the servicing IMA Readiness Management Group (RMG) detachment to identify adverse personnel impact. (**Note:** MAJCOM level approval authority for changes to requirements rests with the active duty MAJCOM, not the RMG detachment).

11.2.1.4. Review unfunded IMA requirements every three years and delete requirements that are no longer valid.

11.2.1.5. Submit requests to fund validated IMA requirements to HQ AFRC/A1M. Requests must include a proposed funding strategy to include realigning resources already used by the command, coordinated offsets from another command, or requests for new funding in the next budget cycle.

11.2.2. Organizations/agencies external to the Air Force will:

11.2.2.1. Process requests IAW with DoDI 1235.11, *Management of Individual Mobilization Augmentees (IMAs)*.

11.2.2.2. Submit validated IMA requirements to AFRC/A1M, through SAF/AARX for review and resource options.

11.2.3. Air Force organizations, below MAJCOM level, having a requirement for an IMA, will forward IMA requests to their servicing MO for review, coordination and validation. (T-1). The servicing MO will follow the guidelines and criteria in this chapter to process the request.

11.2.4. HQ AFRC/A1M Responsibilities:

11.2.4.1. Provide guidance to manpower offices on the IMA program.

11.2.4.2. Review all requests to ensure IMA requirements meet the established criteria.

11.2.4.3. Program and manage IMA resources. (**Note:** All decisions pertaining to the funding of IMA requirements will be made by AF/RE.)

11.3. Criteria. As provided for in DoDI 1235.11, IMA requirements may be established to support mobilization (including pre- and/or post-mobilization requirements), contingency operations, or other specialized or technical requirements to augment the active duty component structure. Use the following guidelines when validating IMA manpower requirements:

11.3.1. Mobilization. Mobilization is the process by which the nation makes the transition from a normal peacetime preparedness state to a warfighting state. It involves the assembly, organization and application of the nation's resources for national defense and it encompasses all activities necessary to prepare systematically and selectively for war. A federal active duty status applying specifically to Title 10 United States Code, Section 12302 (Partial Mobilization) and Title 10 United States Code, Section 12301 (a) (Full/Total Mobilization) in which an Airman is involuntarily called to active duty for the period specified in the applicable statute. IMA requirements earned under this criterion should match the Active Duty UMD requirement/ position to be backfilled or augmented.

11.3.2. Contingency operations. The principal uses of IMAs under this criterion in support of manpower requirements related to Air and Space Expeditionary Forces (AEF) are as follows: (a) to backfill active duty positions that deploy from an AEF location; (b) fill a recurring AEF deployment requirement; or (c) augment Air Staff, MAJCOM and numbered air force (NAF) staff functions that must expand operations during these operations. The key basis for IMAs justified under this category requires that the IMA position either reduce the operations tempo (OPTEMPO) of the active force, provide workload relief for units that lose personnel on steady state deployment requirements, or augment MAJCOM or NAF staffs not manned to handle the expanded hours associated with contingency operations. IMA requirements earned under this criterion should match the Active Duty UMD requirement/ position to be backfilled or augmented.

11.3.3. Specialized, technical, or scientific. To augment active forces when the workload is mission essential and to maintain a military capability requiring specialized, technical, or scientific knowledge or experience in scope not otherwise available in the active duty force.

11.4. Additional Guidelines.

11.4.1. IMA wartime authorizations. Before requesting IMA authorizations to satisfy wartime requirements, designate manpower made available by planned wartime reductions or eliminating peacetime workloads.

11.4.2. Central/Single Manager Programs. IMAs with AFSCs in the chaplain, medical, legal and intelligence career fields are designated as "centrally managed" at AFRC. All requests for new IMA authorizations with these AFSCs must be coordinated with the appropriate AFRC functional manager. Additionally, Air Force Office of Special Investigation (AFOSI) is designated as a single manager for all IMAs in the AFOSI community.

11.4.3. General Officer requirements. The Reserve General Officer Baseline Study periodically reviews and validates requirements and authorizations for general officers and mobilization assistants (MA). The study is the basis for changes in requirements/authorizations to the gaining command for inclusion in MPES. AF/REG is the OPR for the baseline study.

11.4.4. Days allocated for use of Air Force Reserve and Air National Guard, (or Air Reserve Forces (ARC)), officers, NCOs and airmen are commonly referred to as Military Personnel

Appropriation (MPA) man-days because they are funded out of the military personnel appropriation account, an active duty account. AFI 36-2619, *Military Personnel Appropriate (MPA) Man-Day Program*, has a fuller explanation of both MPAs and man-days.

11.5. Restrictions. IMAs may not be authorized for the following purposes:

11.5.1. To augment ARC force structure.

11.5.2. To augment ANG units.

11.5.3. To replace military personnel expected to be unavailable for duty because of leave, hospitalization, professional military education, or other temporary reason.

11.5.4. To replace civilian employees who are Ready Reservists of the military services.

11.5.5. To manage and train AFRC personnel when that is the sole justification for an IMA requirement. (**Note:** MAJCOMs may use management and training of IMA personnel as partial justification for an IMA requirement, provided the MAJCOM can demonstrate that proficiency in the IMA's primary responsibilities will not be degraded; use of the IMA is economical and the IMA will exercise leadership and management skills required of the position and rank.) Additionally, MAJCOMs may assign administrative management of IMAs to a senior IMA position as long as it has a valid primary tasking. Active duty personnel within the MAJCOM retain primary responsibility for managing IMA program operations.

11.6. Requirements Validation Process. Processes for validating IMA requirements stem from responsibilities delineated in DoDI 1235.11.

11.6.1. Requests for IMA requirements generated within HAF and MAJCOMS will be initiated by the using organization; coordinated with the using Command Program Manager and Centrally Managed Program Manager, as appropriate; and forwarded to the servicing manpower function for review, coordination, validation and approval consideration.

11.6.2. The using organization initiates requests for IMA requirements generated within OSD, Defense Agencies, Joint Staff, Unified Combatant Commands or other organizations and agencies external to the USAF. The servicing manpower organization validates it and forwards to AF/REX.

11.6.3. IMAs may require 24 or 48 Inactive Duty for Training periods (IDT). Twenty-four IDTs are generally sufficient to perform the required AFSC proficiency and ancillary training. Forty-eight IDTs may be validated with sufficient justification.

Chapter 12

RESPONSIBILITIES FOR THE INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) PROGRAM REVIEW

12.1. Overview. This chapter assigns responsibilities, provides policy and establishes procedures to conduct an IMA Program Review (IPR). The IPR is a process that realigns lower priority IMA manpower authorizations to higher priority Air Force requirements; it is not a validation of all IMA requirements.

12.2. Roles and Responsibilities.

12.2.1. The Office of the Chief of Air Force Reserve will:

12.2.1.1. Ensure the most efficient and effective use of IMA resources.

12.2.1.2. Periodically identify chronically vacant IMA positions for reallocation to higher priority requirements that can be filled.

12.2.2. Conduct an annual review of the utilization of IMA positions in HAF, MAJCOMs, FOAs, DRUs, and Defense Agencies.

12.2.2.1. Ensure that HAF, MAJCOMs, FOAs, DRUs, and Defense Agencies have a defined timeline to budget, or “POM”, for requirements not funded in the IPR. (**NOTE:** the expression POM refers to the budget process output, Program Objective Memorandum).

12.2.2.2. Delegate the execution of the annual review to AF/REXX and AFRC/A1M jointly.

12.2.3. The Mobilization Assistant (MA) to the Chief of Air Force Reserve will:

12.2.3.1. Chair the Annual IPR process.

12.2.3.2. Communicate with all Reserve MAs regarding the IMA program review.

12.2.3.3. Provide input to AF/RE and AFRC staffs regarding which criteria will be considered for prioritizing the IMA reallocations.

12.2.3.4. Provide input to AF/RE, AF/REX and AFRC/A1M on the results of the proposed allocation, and coordinate the allocation results with the Reserve MAs prior to execution.

12.2.4. Manpower Division, Office of the Air Force Reserve (AF/REXX) will:

12.2.4.1. Advise AFRC/A1M of programming rules, limitations, ceilings, etc.

12.2.4.2. Develop business rules in concert with AFRC/A1M to reallocate divested IMA manpower authorizations.

12.2.4.3. Obtain AF/RE and RE MA concurrence.

12.2.4.3.1. AF/RE MA will coordinate the proposed reallocation of IMA resources with the affected agency’s senior MA if applicable. This is to provide a preliminary assessment of the potential impact of the program review prior to execution. (**NOTE:** This step is optional and will be followed at the discretion of AF/RE).

12.2.4.4. Notify organizations of their new allocations.

12.2.4.5. Program IPR results in the next available budget exercise.

12.2.5. Air Force Reserve Command (AFRC) Manpower, Organization and Resources Division (AFRC/A1M) will:

12.2.5.1. Collect historical execution data from HQ AFRC/RMG to determine the number of IMA authorizations to harvest from under-executing organizations.

12.2.5.2. Collect IMA requirements from the servicing manpower offices of HAF, MAJCOMs, FOAs, DRUs and Defense Agencies.

12.2.5.3. Develop criteria for allocating divested IMAs in conjunction with AF/REXX.

12.2.5.4. Implement new allocation on the UMD.

12.2.5.5. Keep track of HAF, MAJCOM, FOA, DRU and Defense Agency allocations.

12.2.6. Air Force Reserve Command Readiness Management Group (AFRC/RMG) will:

12.2.6.1. Provide execution data to AFRC/A1M, consisting of chronically vacant positions and hard to fill AFSCs.

12.2.6.2. Advise AFRC/A1M and AF/REXX of critically hard to fill requirements against the Air Force Stressed Career List.

12.2.7. AFRC/RMG detachment Program Managers (PM) will:

12.2.7.1. Serve in an advisory role to MAJCOMs, Defense Agencies, FOAs and DRUs.

12.2.7.2. Provide guidance to respective manpower offices/activities on conducting the IPR.

12.2.7.3. Provide support and data as needed to AFRC/A1M and the RMG.

12.2.7.4. Advise on the prioritization process to include AFSCs identified that can be filled with qualified reservists.

12.2.8. Headquarters AFRC Functional Managers will:

12.2.8.1. Coordinate with HAF, MAJCOMs FOAs, DRUs and Defense Agencies on new IMA requirements.

12.2.8.2. Review allocation plans.

12.2.9. Air Force Studies and Analysis (AF/A9) will:

12.2.9.1. Input HAF, MAJCOM, FOA, DRU and Defense Agency requirements, the allocation criteria, and the number of positions to reallocate into the allocation tool.

12.2.9.2. Utilize the IMA allocation model to provide a proposed IMA allocation.

12.2.10. Headquarters AF, MAJCOMs, FOAs, DRUS and Defense Agencies will:

12.2.10.1. Submit prioritized, unfunded requirements to AFRC/A1M in the format requested.

12.2.10.2. Implement new allocations on the UMD.

Chapter 13

INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) GENERAL POLICIES AND PROCEDURES

13.1. General Information. This chapter applies to IMA authorizations below the rank of Brig Gen at HAF, MAJCOMs, FOAs, DRUs and Defense Agencies.

13.2. Controlled Program Elements (PE). This instruction applies to IMA authorizations in controlled PEs, such as the Military Intelligence Program (MIP) or Special Operations Forces (SOF); authorizations cannot be reallocated between controlled PEs or non-controlled and controlled PEs. (**Note:** This guidance does not apply to IMAs assigned to COCOMs. Procedures will be developed for rebalancing COCOM requirements).

13.3. Execution Data. AFRC/RMG provides AFRC/A1M a listing of IMA authorizations that have been chronically vacant. AFRC/RMG and AFRC/A1M determine the number of vacancies that will be divested from each organization. IMA authorizations that are identified as either surplus to requirements or no longer linked to active component missions, or authorizations no longer required by organizations may also be added to the pool for reallocation; e.g., IMAs from inactivated organizations.

13.4. Requirements. AFRC/A1M requests HAF, MAJCOMs, FOAs, DRUs, and Defense Agencies submit their unfunded IMA requirements, by RIC, AFSC, OSC and Grade in a prioritized '1-to-N' list/specified format. AFRC/A1M notifies HAF, MAJCOMs, FOAs, DRUs, and Defense Agencies not to submit hard to fill requirements. Submissions will include the reason for the requirement; i.e., mobilization, contingency operations, specialized, scientific, technical, and economic or other operations IAW [Paragraph 11.3](#)

13.5. Allocation Model. AF/A9 has developed a model for allocating IMAs based on several criteria including stressed career fields, CSAF priorities and the '1-to-N' prioritized list. AFRC/A1M and AF/REXX will revalidate the criteria before each IPR and AF/REXX will submit the '1-to-N' requirements list, the allocation criteria, and the number of positions to reallocate to AF/A9 who then uses the model to provide a proposed allocation.

13.6. Allocation and Programming Guidance.

13.6.1. Reallocations that zero balance by RIC and Budget Sub-Activity (BSA) can be implemented immediately upon AF/RE approval. Reallocations that don't zero balance must be submitted in RAPIDS in the next POM before they can be implemented on the UMD.

13.6.2. AF/A1M and AF/REXX makes any adjustments to the allocation deemed necessary, coordinates it with the appropriate offices and obtains AF/RE approval. AF/RE signs letters notifying organizations of their new IMA allocations.

13.6.3. AFRC/A1M, AF/REXX and HAF, MAJCOM, FOA, DRU, and Defense Agency manpower offices/activities implement their allocations on the UMD IAW established MPES procedures. Allocations will be implemented immediately if a Zero Balance Transaction (ZBT) or in the program year if they require POM approval. AF/REXX programs the allocation in the FYDP at the earliest opportunity.

13.6.4. AFRC/A1M maintains HAF, MAJCOM, FOA, DRU, and Defense Agency IMA allocations and insures UMDs balance to the FYDP IAW AFI 38-204.

13.7. Out of Cycle Requests. HAF, MAJCOMs, FOAs, DRUs and Defense Agencies may submit urgent, high priority requests for IMAs with commensurate offsets to AFRC/A1M. AFRC/A1M and AF/REXX will recommend approval/disapproval based on the allocation criteria and the potential for filling the requirements.

13.7.1. HAF, MAJCOMs, FOAs, DRUs and Defense Agencies may fund IMA requirements by submitting them, with an offset, in their organization's POM; however, they must first be submitted to AFRC/A1M for validation. AFRC/A1M can, in certain situations, divest proposed offsets from submitting organizations if the offsets are proposed for a drastic mission change to a lower priority mission. A low priority mission is defined as one that is not listed on the CSAF's priorities, the Air Force stressed career list, or any other Air Force wide document addressing service wide manpower priorities. Emphasis will be placed on approving realignments to mission areas of high interest to AFR for potential unitization; i.e., conversion from IMA to a traditional reservist (TR) should the mission prove amenable to a unit concept.

Chapter 14

IMA PROGRAM REVIEW (IPR) TIMELINE

14.1. IPR Process.

14.1.1. AFRC/A1M submits an annual IPR request to HAF, MAJCOMs, FOAs, DRUs, and Defense Agencies during the January timeframe. The IPR data call will contain a sample IPR spreadsheet with specific MPES fields and a suspense date will be specified at that time. AFRC/A1M will review and consolidate all IPR inputs and forward to AF/REXX for prioritization (See **paragraph 14.2.**, Annual IPR Process Timeline).

14.1.2. The AF/RE Mobilization Assistant is given the opportunity to review the outcome of the provisional IPR. The AF/RE Mobilization Assistant will share the results with their MA counterpart at the Air Force office and/or Defense Agencies affected by the IPR reallocation to acquire feedback prior to the official implementation. Concerns will be addressed prior to final approval.

14.1.3. Upon AFRC/CC (or AF/RE) approval of the IMA reallocation plan, AFRC/A1M will forward the reallocation spreadsheet to each servicing manpower office/activity for UMD update. MAJCOMs/Agencies will be allowed sufficient time to submit requests for IMA resourcing in the annual POM/Budget cycle.

14.2. Annual IPR Process Timeline (see [Figure 14 1](#)).

14.2.1. January. AFRC/A1M requests servicing manpower offices conduct their own IMA Program Review to realign positions and then submit their list of prioritized and unfunded requirements to AFRC/A1M.

14.2.2. February/March. The servicing manpower office conducts the IPR. For prior year President's Budget (PB) releases, the servicing MAJCOM/ A1M will work with AFRC/A1M to implement on the UMD.

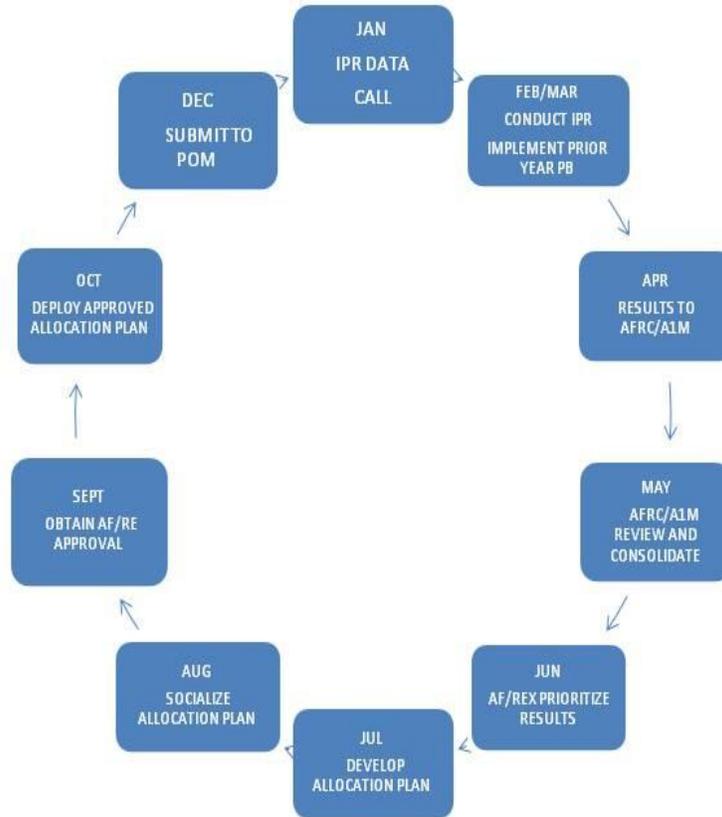
14.2.3. April. The servicing manpower offices submit their IPR results, to include realignments and new requirements, to AFRC/A1M.

14.2.4. May/June. AFRC/A1M will review and consolidate the IPR results and AF/REXX will prioritize the results based on Air Force priorities.

14.2.5. July/August/September. AF/REXX will develop the allocation plan and obtain AF/RE and AF/RE MA approval. AF/REXX will also send an information copy of the allocation plan to the servicing manpower offices, as well as to senior MAs and adjudicate any comments from servicing manpower offices and MAs, and obtain AF/RE approval and allocate to the servicing manpower offices. Lastly, AF/REXX provides a copy of the plan to the AFRC Functional Managers for review and recommendation of IMA authorization allocation.

14.2.6. December. AF/RE will submit realignments and/or reallocations into the AFRC POM (most likely as a ZBT) and servicing manpower offices will submit requirements, not funded in IPR, into their own POM if desired.

Figure 14.1. IPR cycle.



Chapter 15

AIR FORCE RESERVE MANPOWER REQUIREMENTS

15.1. Overview. The following guidance applies to all Air Force Reserve (AFR) units supported by the AFRC Manpower, Organization, and Resources Division (AFRC/A1M). AFRC will provide further detailed processes and procedures to comply with this chapter in a future AFRC Manual (AFRCMAN) in the 38-2xx series. The procedures contained in this chapter govern the development, implementation and subsequent management of AFRC Manpower Standards (AFRCMS) for determination of full-time manpower requirements within AFRC. This chapter also outlines the procedures for determining AFRC military manpower requirements.

15.2. Air Force Reserve Command (AFRC) A1M Responsibility.

15.2.1. The Division Chief of Manpower and Organization is responsible for the validation, distribution, and effective utilization of the manpower resources allocated to Air Force Reserve Command (AFRC).

15.3. Management and Innovation Flight (AFRC MIF) Responsibilities.

15.3.1. Maintain the AFRC Management Engineering Standards Development Schedule by:

15.3.1.1. Obtaining new Manpower study requests by sending out an AFRC-wide annual call for proposed studies.

15.3.1.2. Identifying necessary standard revisions based upon any AFRC program changes.

15.3.1.3. Scheduling studies identified as obsolete through currency reviews.

15.3.2. Prepare a study plan for functions scheduled for standards development which include the major milestones for each major phase of the study.

15.3.2.1. Study Feasibility: This phase includes determining potential for study success including availability of key study SMEs, supporting funding, data availability and function stability.

15.3.2.2. Study Planning: Includes notifying AFRC/A1, Functional Area Manager and NAF/CCs of the study start date and approved study milestones. Notification will include the functional area, Functional Account Code (FAC), Program Element Code (PEC) and a statement that recommends to freeze UMD 106 actions until study completion. This provides a stable UMD baseline through completion of a manpower study.

15.3.2.3. Study Function Research and Familiarization: This phase includes researching governing regulations and work center(s) responsibilities, and obtaining current UMD baseline. Conduct site familiarization visits if necessary as determined by the study lead.

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

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

15.3.2.6. Data Computation and Analysis: This phase includes task analysis and resolving data inconsistencies. Correlation and regression analysis will be conducted using measurement data and potential workload factors to select one or more logical man-hour equations with the best statistical attributes. This phase also includes determining Manpower Standard Variances for environmental, technical, or mission unique reasons along with the determination of appropriate Air Force Specialty Code (AFSC) and skill level mixes. These and other techniques can be found in AFMAN 38-208, Volumes 1 and 2; AFMAN 38-208, Volume 3 concerning Logistics Composite Modeling, or LCOM.

15.3.2.7. Study Summary Preparation: This phase documents the study results by including an Introduction and Overview, the proposed AFRCMS(s), Computation and Analyses Results, Impact of the Proposed AFRCMS(s) and Executive Summary.

15.3.2.8. Staffing and Approval. During this phase, brief and obtain acknowledgment from AFRC MIF, AFRC/A1MR, AFRC/A1M, AFRC/A1 and the functional OPR. The functional OPR is not approving and/or disapproving the results, but is verifying that the intent of the study contract was achieved.

15.3.3. Obtain AFRC/A1 and Functional Office of Primary Responsibility (OPR) concurrence and signatures.

15.3.4. Notify AFRC/CC of study results and completion.

15.3.5. Obtain AFRC/CC approval and signature.

15.3.6. Forward a copy of the approved manpower standard to AFRC/A1MR for implementation.

15.3.7. Format the manpower standard for publication to comply with publishing guidelines. Distribute approved AFRCMS by various media and place on the appropriate AFRC website.

15.4. Functional OPR Responsibilities.

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

15.4.2. Identify and ensure availability of Subject Matter Experts (SME) for study participation.

15.4.3. Schedule, coordinate, and fund Temporary Duty (TDY) for SMEs participating in study meetings and workshop.

15.4.4. Assist the AFRC MIF in the Development of the work center process oriented descriptions (PODs).

15.4.5. Provide AFRC MIF all applicable regulatory references and source documents that govern work center processes and substantiate workload.

15.4.6. Identify potential workload factors (WLFs) with definition and specific source for AFRC MIF validation.

15.4.6.1. Ensure WLFs are available for future standards applications.

15.4.6.2. Notify AFRC MIF when any WLF, or other source(s), are no longer valid.

15.4.7. Serve as the OPR for post study resolution of issues concerning measurement input data and standard application results with field representatives.

15.4.8. Review Study Summary and provide acknowledgement; disagreements must be substantiated with complete rationale. Disagreements based solely on manpower reductions cannot be accommodated.

15.5. AFRC/A1MP Responsibilities.

15.5.1. AFRC/A1MP has responsibility for management and oversight of the command FYDP manpower resources, Headquarters/DRU requirements, management and oversight of the Individual Mobilization Augmentee (IMA) requirements and resources program, Organization, and Manpower Data System, i.e., Manpower Programming and Execution System (MPES). This branch is the command's focal point for addressing all manpower actions (initiatives, disconnects, offsets, and zero balance transactions) addressed during the various AF PPBE exercises (POM, PB, etc.). AFRC/A1MP also:

15.5.2. Provides AFRC MIF with an initial UMD baseline for functions under study.

15.5.3. Maintains a stable UMD baseline through completion of a manpower study by placing a 'freeze' on any UMD updates/changes until the study is completed.

15.5.4. Manages and oversees the command's active duty grade requirements for colonels and CMSgts and the Air Force-allocated grade CPG factors.

15.5.5. Responds to "What-if" requests for information/data from AF/RE and/or AFRC/A8.

15.6. AFRC/A1MR Responsibilities.

15.6.1. Reviews initial UMD baseline provided by AFRC/A1MP and provides AFRC MIF with final vetted/validated UMD baseline for function under study.

15.6.2. Notifies AFRC MIF of any manpower actions which may impact manpower studies in progress.

15.6.3. Provides one manpower analyst to assist during standard development workshops.

15.6.4. Conducts an initial application of new or revised manpower standards within one fiscal year of receiving a new approved AFRCMS.

15.6.5. In conjunction with the functional OPR, briefs the AFRC Corporate Structure on the manpower standard impact application results and resource impact.

15.6.6. Executes application results in MPES within one fiscal year of receiving a newly approved AFRCMS. Appropriate personnel lead time will be factored into the effective date of UMD changes.

15.6.7. Unit Manpower Document Development and Maintenance.

15.6.7.1. Unit Manpower Document (UMD). Manpower authorizations are allocated to units and reflected on the Unit Manpower Document as the authoritative source for all AFRC requirements.

15.6.7.1.1. The Unit Manpower Document report is a computer generated product from the Manpower Programming and Execution System (MPES) or Business Objects (BO) business intelligence reporting tool. The UMD report reflects total force manpower position detail for funded and unfunded requirements and Non-FYDP positions. MPES contains active duty, civilian, Traditional Reservists (TR), Active Guard Reserve (AGR), Air Reserve Technician (ART), and Individual Mobilization Augmentee (IMA) authorizations. These requirements are indicated by the respective Resource Identification Code (RIC). Units receive UMDs from their servicing Force Support Squadron/Flight (FSS) via the MPES. At a minimum, it is highly recommended that units establish a requirement to receive an updated UMD quarterly.

15.6.7.1.2. There are two basic types of civilian requirements:

15.6.7.1.2.1. Air Reserve Technicians (ART). Full-time civilian employees who are also members of the Air Force Reserve unit in which they are employed. In addition to their civilian assignments, they are assigned to an equivalent military requirement with appropriate rank. The ART workforce provides stable, continuous full-time management, administration, and training of the Ready Reserve and oversees the transition from a peacetime to a wartime, or national emergency situation, to ensure mobilization readiness is maintained. ARTs train reservists, provide continuity within the Reserve unit of assignment, and support the unit's gaining major command.

15.6.7.1.2.2. Civilian requirements provide peacetime support to units.

15.6.7.1.3. The UMD contains the military requirements.

15.6.7.1.3.1. Unit military drill requirements are military positions which have been established by the gaining command to accomplish the wartime mission or by HQ AFRC to satisfy other military requirements. These are represented by RIC 0020 for officer requirements and 0120 for enlisted requirements. Non ART drill positions constitute the units Traditional Reservist requirements.

15.6.7.1.3.2. IMAs are individual members of the Selected Reserve or Participating Individual Ready Reserve assigned to an active component of the DoD or other U.S. Government agency in war, contingency operations and peacetime to meet national defense, strategic national interest and domestic objectives. These requirements are represented by RIC 0018, 0019, 0118, and 0123.

15.6.7.1.4. Unfunded Requirements. Unfunded requirements are validated UMD requirements which have not been funded by Congress or the HAF. Unfunded requirements are shown on the UMD with a MNT code of "N" or "R" in the first position of the MNT code.

15.6.7.1.4.1. Overhires. Overhires are increases above current full-time funded UMD authorizations. Funded UMD positions may not provide sufficient flexibility to meet shifting, peak, seasonal, or cyclical work load demands. This may be particularly true in units which have a significant number of unfunded requirements. Overhire authorizations are designed to fill this void. HQ

AFRC/A1M recognizes there are special or unique needs for interim solutions to personnel or management problems that might be best handled by use of the overhire resource, these requests are staffed in TMT and approved by HQ AFRC/CV. The use of the overhire resource is not intended to be a permanent replacement of true funding. Those placed on the UMD for Uniformed Services and Reemploying Rights Act (USERRA), 38 USC Chapter 43, will be placed for five quarters to provide for future placement of the individual. All approved overhire requests are staffed with AFRC/A1C and AFRC/FM via an AFRC Form 261, Unfunded Requirements and Overhire Authorization Advisory.

15.6.7.1.4.2. Overhires are typically established when an increased requirement of a continuous nature has been validated and resources are not available to fund the authorization. These may result from HQ AFRC/A1M application of a manpower standard; AFRC/CV directed action such as early hire approval for unit conversions; and/or out-year program objective memorandum (POM) approved/ funded UMD authorizations.

15.6.7.1.4.3. Implementation of Overhires to be covered in a future AFRCMAN.

15.6.8. Manpower Standards. AFRC utilizes various models to determine Manpower requirements: Manpower Standards, Manpower Guides, Command/AF Policy, etc. The primary means of determining manpower requirements is through the application of AFRC manpower standards that result in defining fulltime equivalent (FTE). When required, HQ AFRC/A1MR will request workload data from the functional manager to facilitate the application of the standard. Standards are applied by AFRC/A1MR biennially.

15.6.8.1. Develop and maintain a schedule for the bi-annual application of approved manpower standards to determine full-time manpower requirements.

15.6.8.2. Perform currency reviews in conjunction with bi-annual application of manpower standards.

15.6.8.3. Notify the affected NAF/A1M and affected AFRC FAM 60 days before a scheduled AFRCMS application. The notification will include all workload reporting requirements and any other information required to apply the AFRCMS.

15.6.8.4. Ensure FAM reviews the POD for currency to identify work no longer performed, or work processes that have changed since the standard was developed; additionally, the FAM must justify all proposed changes with regulatory (i.e., AFI) references and supporting documentation.

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

15.6.8.6. Forward FAM identified changes to the standard to AFRC MIF. The FAM, AFRC MIF, and AFRC/A1MR will jointly determine whether the standard is valid, needs administrative update, or rescinded. If rescinded, may be used as a guide until a new standard is published.

15.6.8.7. Analyze the workload data for extremes or trends and resolve data anomalies with the functional OPR. There may be approved program changes that will result in

data that will be significantly different than historical workload data averages. In these cases, it is more appropriate to use projected workload for determining manpower requirements or less than a full year of workload data. For example, if a manpower standard uses flying hours to determine manpower requirements, and a unit is approved to add 2000 flying hours in the next few months, do not use the 'historical' average.

15.6.8.8. Coordinate all standard application results impacting resources with Chief, Program Development Branch (AFRC/A1MP). If a standard application reduces requirements, unfunded positions will be removed before funded. If requirements increase, resources will be added as unfunded requirements until sourcing is identified. Excess resources will be returned to the AFRC Corporate Structure to be applied to AFRC corporate priorities.

15.6.8.9. Perform out-of-cycle reapplication of standards as required in support of short notice mission changes, force structure changes, flying hour changes, significant shifts in population, etc.

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

15.6.8.11. Determining manpower requirements using alternative methods such as staffing patterns, or post manning when no AFRCMS is applicable.

15.6.9. Determining Military Manpower Requirements.

15.6.9.1. Validate military requirements by reviewing UTAs, DOC Taskings, new or modified Unit Type Codes (UTCs), TFI guidance, COCOM requirements, LCOM, and Active Duty manpower standards during the initial development and staffing process to validate manpower requirements and determine AFRC manpower impact. Determine military status (TR, ART, AGR, IMA) through application of the FTS Manpower decision matrix contained in AFI 36-2132, *Full-Time Support (FTS) to the Air Force Reserve*.

15.6.9.2. Determine authorized military grades (GRD) by applying AFRC grade distribution to be defined in a future AFRCMAN. With a few exceptions, the minimum authorized grade on AFRC UMDs is staff sergeant for enlisted, and major for officer positions. Exceptions must be submitted by the respective FAM and approved by AFRC/CV.

15.7. FYDP/UMD Reconciliation.

15.7.1. AFRC/A1MP is responsible for manpower resources allocation per AFI 38-204.

15.7.2. AFRC/A1MR will reconcile funded UMD to allocated manpower resources and ensure AFRC/A8 panel chair obtains program over-execution authority from AF/RE prior to over-allocation of resources on the UMD. Develop and coordinate "What-if" requests presented by AF/RE or AFRC/A8.

15.8. Manpower Change Request (MCR) Process.

15.8.1. General Information. Submit an MCR on AFRC Form 106, Manpower Change Request, when a UMD change is required.

15.8.1.1. Submit MCRs pertaining to the NAF or a reserve unit to HQ AFRC/A1MR. MCRs are normally submitted by units; however, numbered air forces (NAF) or HQ AFRC staff elements may submit MCRs on the units' behalf. NAF/A1Ms shall advise unit personnel on the preparation and submission of AFRC Form 106 and forward any questions or request for clarification on procedures to appropriate AFRC/A1MR analyst.

15.8.1.2. Submit MCRs for the HQ AFRC staff and direct reporting units to HQ AFRC/A1MP. (T-1). The director or special staff chief can submit the request for change. (T-1).

15.8.1.3. Locally "assumed" missions and "desired" capabilities, or "personal" prerogative are not acceptable reasons to request a UMD change.

15.9. Zero-Balance MCRs:

15.9.1. Each request for an increase in UMD authorizations must be accompanied by a proposal for an equivalent offsetting resource/decrease from elsewhere. (T-1).

15.9.2. Zero-balance changes will result in a 'no cost' action to the command. Failure to identify an off-setting authorization will delay processing or result in disapproval. (T-1).

15.9.3. Non-Zero Balance (NZBT) is any action that increases authorizations, skill level or grade of a requirement or moves funding between PECs without a corresponding offset. NZBT requests expend Command resources thus require a minimum of AFRC/CV approval. (T-1).

15.10. MCRs in Cost Compared Areas:

15.10.1. Functional areas operating under a most efficient organization (MEO), based on an Office of Management and Budget (OMB) Circular A-76 cost comparison, are not prohibited from submitting changes. To ensure all levels of review for MCRs, in functions involved in, or the result of, an A-76 Cost Comparison, the following statement must be included on the AFRC Form 106: "I certify that the manpower change outlined in this request will not cause this unit to exceed the government cost estimate as outlined in OMB Circular A-76." (T-0).

15.10.2. AFRC Form 106 is not required for changes in base operating support functions subject to performance work statement (PWS) revisions. HQ AFRC MIF evaluates published PWS revisions to determine manpower impact and notify the functional office of primary responsibility (OPR) of the results. UMDs are adjusted as required.

15.11. Special Circumstance Positions:

15.11.1. Group Superintendents.

15.11.1.1. Requests for Group Superintendents are a resource zero balance transaction thus an offset will be provided. (T-1). The offset provided should generally be in the grade of CMSgt.

15.11.2. Client System Technicians (CST) are earned under a 1 to 150 ratio verse fulltime population supported resulting in a fulltime CST. (T-1). For traditional reservists 1 to 150 ratio against Traditional Reservist (TR) positions only (TR, does not include the military position of the ART). (T-1). The result of this drill will be two numbers, fulltime and traditional reservist CST support respectively as directed by SAF A6. (T-1).

15.11.3. There are other instances that may require corporate staffing that may provide special dispensation which will be incorporated into future revisions of this instruction or codified in the future AFRCMAN.

Chapter 16

AIR FORCE RESERVE OFFICER AND ENLISTED MANPOWER GRADES DISTRIBUTION

16.1. Manpower Grade Distribution Overview. This chapter establishes policy for an enlisted grades program for all Air Force Reserve Command (AFRC) military positions at the unit level and is applicable to all enlisted grades included in Unit Manpower Document (UMD). The intent of this distribution is to provide for a career progression group exercise for all Officer and Enlisted Air Force Specialty Codes. It recognizes the advanced technical position of reservists and addresses career progression and recruitment issues unique to AFRC. This policy will be used in an analogous fashion as active duty CPG exercises to affect authorized allocations and not to be used to determine grade requirements. Although exempted from Chapter 4, Military Grades, AFRC uses this chapter for its spirit and intent as a guide where it makes sense and does not hinder the AFRC mission and or recruiting and retention efforts.

16.2. AFRC applies this program to the first three digits of the AFS, not including any prefix (use of AFECD and AFOCD is paramount to this policy). An understanding of the Chief Enlisted Manager (CEM) concept is integral to the application of this AFI. Offices shall refer to the Chief Enlisted Manager (CEM) Codes (**Atch 5**) of Air Force Enlisted Classification Directory (AFECD) when determining all E-9 grades and applied IAW the future AFRCMAN, when published.

16.3. The authorized grade, identified as “grade” on the UMD, will be constrained to no more than one grade higher than the required grade. (T-1).

16.4. This distribution will be applied during significant mission changes and during Design Operational Capability/UTC Availability (DOC/UTA) reviews. (T-1).

16.5. Movement of grades between AFSCs will not be authorized as grades are not a commodity for trading. (T-1). Movement would disrupt the CPG of each AFSC and cause a need to reapply the guide to retain a proper pyramid for career progression. Grades are earned in order to maintain proper skill level to be successful at the mission for the unit/office they are allocated.

16.6. AFRC Enlisted Grade Percentages. The below percentages are the cornerstone of the AFRC Enlisted Grades Program and are applicable to all AFRC field level units. They are defendable to Air Staff, and are not to be exceeded as they represent a percentage of total AFRC funded enlisted end-strength.

16.6.1. Operations “Rated Aircrew:”

16.6.1.1. CMSgt – 3.2%.

16.6.1.2. SMSgt – 5.4%.

16.6.1.3. MSgt - 23%.

16.6.1.4. TSgt - 41%.

16.6.1.5. SSgt – 22.4%.

16.6.2. All Others:

16.6.2.1. CMSgt – 1.6%.

16.6.2.2. SMSgt – 5.4%.

16.6.2.3. MSgt - 17%.

16.6.2.4. TSgt - 28%.

16.6.2.5. SSgt - 48%.

16.7. Officer Support and Maintenance Grades:

16.7.1. Required Grade:

16.7.1.1. Establish O2 and O3 requirements as Captain

16.7.1.2. Establish O4 requirements as Major

16.7.1.3. Establish O5 requirements as Lt Colonel

16.7.1.4. Establish O6 requirements as Colonel

16.7.2. Authorized Grade:

16.7.2.1. Applied by AFS, exclude directed requirements (i.e. Commanders)

16.7.2.2. Establish all Captains as Major

16.7.2.3. Establish 37.5% as Lt Colonel and 62.5% as Major

16.8. Officer Operations grades will be defined in a future AFRCMAN due to the specific nature of MPES requirements.

Chapter 17

AIRCREW MANPOWER REQUIREMENTS

17.1. Overview. Public Law and Air Force policy establish specific restrictions on aircrew manpower authorizations. To comply with these restrictions, all organizations must strictly control aircrew authorization growth. All changes to aircrew requirements (except flight surgeons) must be approved no later than one year prior to the date of the proposed requirement change. This one-year lead time provides time to implement any necessary changes in aircrew production or manning levels to support the change. The Manpower community is responsible for determining and documenting Aircrew Manpower Requirements. All changes to aircrew authorizations must be coordinated with Air Force Deputy Chief of Staff for Operations, Plans and Requirements, Directorate of Force Management (AF/A3O-A). This chapter does not apply to the ARC. AFI 11-412, *Aircrew Management*, establishes aircrew management procedures.

17.2. Roles and Responsibilities.

17.2.1. Headquarters Air Force.

17.2.1.1. AF/A1M determines and validates the aircrew manpower requirements in coordination with AF/A3O and maintains the MPES database for aircrew manpower requirements and authorizations (with exception of the Specialized Undergraduate Pilot Training Flying Training Resource Allocation Programming model in AETC).

17.2.1.2. AF/A3O establishes the rated baseline(s) for MAJCOM operations (A3) and provides an information copy to the MAJCOM manpower staff using end of FY requirements. The baseline will set each command's maximum total pilots, combat system officers (CSO), air battle managers (ABM) and Remotely Piloted Aircraft (RPA) pilots by category.

17.2.1.3. AF/A3O-A.

17.2.1.3.1. Evaluates requests for new positions and changes to existing authorizations and forwards approval or disapproval to the requester. Helps identify offsets to growth requirements, where appropriate and directed.

17.2.1.3.2. Ensures approved and funded crew ratio changes are incorporated into AFI 65-503, *US Air Force Cost and Planning Factors*. Suspense for change inputs is 31 December of each year. See [paragraph 15.3.1](#) regarding the process to establish or change a crew ratio or crew complement.

17.2.1.3.3. Updates aircrew authorizations estimate using funded aircrew ratios.

17.2.1.3.4. Analyzes annual review of aircrew authorizations from each MAJCOM manpower staff and joint command or agency and returns comments or required corrections as needed.

17.2.1.3.5. Maintains the Aircrew 480 System (A480S). The A480S is a web-based tool providing multi-level coordination and approval of new and changed aircrew manpower authorizations. The system maintains a record of aircrew requirements for review and analysis.

17.2.1.4. The Air Force Medical Support Agency, Healthcare Operations (AFMSA/SG3) evaluates requests for new Aircrew Position Identifier (API) 5 positions or changes to existing authorizations and forwards approval or disapproval to the originator. See [Table 17.1](#) for a list of the API codes.

17.2.2. MAJCOM level (including DRUs and FOAs).

17.2.2.1. Functional OPR.

17.2.2.1.1. Assigns aircrew AFSCs only to those positions with duties clearly requiring aircrew skills as described in the AFOCD and AFECD found on the MA website. Ensures aircrew positions are established at the lowest organizational level consistent with mission requirements.

17.2.2.1.2. Assigns a functional OPR to coordinate changes to aircrew authorizations with AF/A3O-A and to coordinate flight surgeon requirements with AFMSA/SG3. Forwards OPR information to AF/A3O-A and AFMSA/SG3.

17.2.2.1.3. Submits all changes and new requests in sufficient time to be approved no later than one year prior to the date of the proposed requirement change. This provides time to implement any necessary changes in aircrew production or manning levels to support the change. MAJCOMs (ACC, AETC, AFGSC, AFMC, AFSOC, AFSPC, AMC, PACAF and USAFE) have been delegated responsibility for management of non-API 5 aircrew requirements (grade, API, AFSC, etc.) within overall Aircrew Specialty (pilots, CSOs, ABMs and RPAs and Career Enlisted Aviators (CEA)) and Major Weapon System (MWS) Category (Fighter, Bomber, Mobility, etc.) levels determined by AF/A3O-A. All other organizations must coordinate any changes to aircrew authorizations with AF/A3O-A. Reserve components must coordinate any change in Regular Air Force aircrew positions with AF/A3O-A. (**Note:** All aircrew positions must be documented and approved, either with an AF Form 480, Aircrew AFSC / Active Flying Justification, or electronic equivalent, through channels to AF/A3O-A, per AFI 11-402, *Aviation and Parachutist Service, Aeronautical Ratings and Aviation Badges*).

17.2.2.1.4. Submits all changes and new requests for rated justification for flight surgeon positions (API 5) directly to AFMSA/SG3.

17.2.2.1.5. Identifies potential offsetting authorizations for new aircrew requirements. Additions or changes to aircrew requirements are possible only with offsets within the same aircrew specialty and MWS category. Offsetting authorizations are also required for any aircrew changes generated by new manpower standards or the reapplication of existing manpower standards.

17.2.2.2. Operations (A3). Approves additions or changes to aircrew authorizations (except flight surgeons) and maintains the command's baseline requirements. Any change to the baseline requirements must be approved in advance by AF/A3O-A. The functional OPR maintains a current file of all AF Forms 480 or A480S electronic equivalent.

17.2.2.3. Surgeon General. Manages the justification process for flight surgeons with API 5 as described in AFI 11-401, *Aviation Management*. For requirements not covered

by a manpower standard, submit the AF Form 480 or A480S electronic equivalent directly to AFMSA/SG3.

17.2.2.4. AF/A1M. Assigns aircrew AFSCs with applicable API codes only to those positions where duties clearly require aircrew skills as described in the AFOCD and AFECD found on the AFPC/MA website. Ensures aircrew positions are established at the lowest organizational level consistent with mission requirements, and coordinates with the MAJCOM A3 or equivalent to validate aircrew requirement changes and the annual review of aircrew authorizations. Updates manpower requirement API codes in MPES to reflect approval of new or changed positions—an aircrew AFSC without an API is not a valid position.

17.2.3. Installation Level.

17.2.3.1. Installation functional managers will forward requests for new authorizations, and changes to existing authorizations, to the installation manpower office, who in turn will forward to the MAJCOM manpower staff for validation and coordination with the MAJCOM functional authority. (T-1). The installation functional manager will also conduct an annual review of aircrew authorizations as directed by the MAJCOM; maintain a current file of all AF Form 480 or equivalent A480S data electronically, document supporting justification (include AF Form 480 or A480S electronic equivalent, as required) and coordinate aircrew position requests with the installation manpower office. (T-1).

17.2.3.2. The installation manpower office will coordinate with the functional authority on aircrew data changes and the annual review of aircrew authorizations and submit MPES changes to the MAJCOM manpower staff. (T-1).

17.3. Specific Areas of Responsibility.

17.3.1. Crew Ratio or Crew Complements.

17.3.1.1. Existing Crew Ratios or Crew Complements. MAJCOM-level Strategic Plans and Programs (A8) submits proposed changes to existing crew ratios or crew complements to the Air Force Deputy Chief of Staff for Strategic Plan and Programs, Directorate of Programs (AF/A8P), with a copy provided to AF/A3O-A. AF/A8P will coordinate the proposed change with AF/A1M and AF/A3O-A. Once AF/A8P approves the proposed changes, they will inform the MAJCOM-level manpower function for programming and AF/A3O-A who will ensure that funded changes are made to AFI 65-503. Changes must be received by AF/A3O-A no later than 31 December to be included in the annual update to AFI 65-503.

17.3.1.2. New Crew Ratios or Crew Complements. Lead commands submit proposed crew ratios and crew complements with justification as part of the Operational Requirements Document (ORD) for aircraft scheduled to enter the inventory. These ORDs require AF/A3O coordination. Once the ORD is approved, AF/A8P will inform AF/A3O-A, who will ensure that the changes are made to AFI 65-503. Changes must be received by AF/A3O-A not later than 31 December to be included in the annual update to AFI 65-503. **Note:** For approval of nonrated or non-CEA aircrew “X-prefixed” (non-API coded) Duty Air Force Specialty Code (DAFSC) positions, submit an AF Form 480 or electronic equivalent through channels to AF/A3O-A IAW AFI 11-402.

17.3.2. Programmed Flying Training (PFT) Positions.

17.3.2.1. Forward methodology used to determine PFT instructor requirements, including any methodology changes or deviations, to AF/A3O-A. Document all PFT methodologies as a policy directive, pamphlet, or operating instruction.

17.3.2.2. MAJCOM Operations (A3), in coordination with their MAJCOM manpower staff, will submit advanced student requirements to AF/A3O-A as required by AFI 11-412. Summarize these requirements by Mission Design Series (MDS), course number and crew position for each year of the Future Years Defense Program (FYDP). Determine all advanced student requirements (average daily student load) by multiplying approved annual student production or loads by course length in calendar days and dividing by the number of training days with a given year (i.e., AETC flying training days per year is 246 for 2009).

17.3.2.3. As the PFT student load changes, instructor requirements will likely change. Commands that conduct formal aircrew training will submit instructor aircrew change requests to AF/A1M who coordinates with AF/A3O-A for approval.

17.3.3. Positions based on manpower standards. For flying unit staff positions based on manpower standards (e.g., operational support squadron positions), MAJCOM/A1Ms must submit proposed changes to existing aircrew manpower standards or reapplication of existing manpower standards with justification through AFPC/CC to AF/A1M for approval. AF/A1M forwards to AF/A3O-A for recommendation and coordination.

17.3.4. Other aircrew positions. Staff positions include all aircrew positions not mentioned in above paragraphs. The MAJCOM must provide offsetting authorizations for any new aircrew staff requirements. Additions or changes are possible only with offsets for API codes within the same aircrew specialty. Offsetting authorizations are also required for any aircrew staff changes generated by new manpower standards or the reapplication of existing manpower standards.

17.4. Coding Aircrew Manpower Requirements and Authorizations.

17.4.1. Aircrew Position Identifier (API) Coding. All aircrew manpower authorizations require an API code IAW AFI 11-401, Table 2.1., to include an explanation of how the API code was determined. All nonrated officer DAFSC positions will be assigned API 0 and non-CEA enlisted positions will be assigned API Z. [Table 17.1](#) lists all API codes.

Table 17.1. API Codes in MPES.

A	CAREER ENL AVIATOR--CEA--LINE FLYERS
B	CEA STAFF/SUPV WING/BELOW MUST FLY
C	CEA STAFF/SUPV WING/BELOW NOT FLY
D	CEA STAFF/SUPV ABOVE WING MUST FLY
E	CEA STAFF/SUPV ABOVE WING NOT FLY
F	CEA OT&E/IOT&E/FMS-- MUST FLY
G	CEA FLYING DUTIES IN NON-USAF UNITS (EXCHANGE PRGMS)
Z	NON-CAREER ENL AVIATOR POSITIONS

0	NON-RATED OFFICER POSITIONS
1	PILOT--LINE FLYERS
2	NAVIGATOR--LINE FLYERS
3	RATED STAFF/SUPV WING/BELOW NOT FLY
4	RATED STAFF/SUPV ABOVE WING NOT FLY
5	FLIGHT SURGEON
6	RATED STAFF/SUPV WING/BELOW MUST FLY
7	RATED FLYER IN NON-USAF UNITS (EXCHANGE PROGRAMS)
8	RATED STAFF/SUPV ABOVE WING MUST FLY
9	AIR BATTLE MANAGER

17.4.2. Manpower Standard Implementation (MSI) code. The MSI code is a key indicator concerning the management of aircrew authorizations. It is essential MAJCOM manpower staffs maintain correct MSI codes in MPES tied to aircrews. The MSI code for “crew ratio” is “F”.

17.5. Annual Aircrew Authorization Review. During the annual review of aircrew authorizations, the following must be accomplished, per AFI 11-412, *Aircrew Management*:

17.5.1. Revalidate all API 1/2/9/A and aircrew prefixed (nonrated or non-CEA) DAFSC requirements and verify correct application of all API attributes.

17.5.2. Review and revalidate all aircrew staff positions to ensure aviator expertise is required. If desired, staff reviews may be accomplished in quarterly increments; forward the results of the annual review to AF/A3O-A no later than 31 October of each year.

17.5.3. The CFM or functional OPR maintains a current file of all AF Forms 480 (or maintains equivalent data electronically).

17.6. Aircrew Manpower Requirements and Authorizations Documentation.

17.6.1. Pilot, CSO, ABM, and RPA pilot requirements in AFSCs other than 11X/12X/13B and 18X must have a “P” or “N” prefix to specify a Rated requirement. The AFOCD found on the MA website establishes which AFSCs are authorized to have the “P” or “N” prefix. In addition, the AFOCD requires a suffix to be added indicating the required MWS background (e.g., P62E3W, P10C0P). This suffix takes precedence over normal AFSC shred-out codes.

17.6.2. An AF Form 480, Rated Position Description, (or electronic equivalent) is required for all positions except those with a grade of colonel (O-6) or higher. The AF Form 480 or A480S form must clearly justify the requirement for aviator expertise (see [Attachment 7](#) for instructions).

17.6.3. The AF Form 480, or A480S electronic equivalent, justification is a unique combination of AFSC, API code, duty description and aviator justifications. Except for O-6 and higher positions, any changes to the duty requirements that substantially alter the basis for the original position approval invalidate the original AF Form 480. The position must be revalidated and resubmitted for approval to MAJCOM A3 Aircrew Managers (for MAJCOM billets), AFMOA/SG3 (for API 5 Billets), or AF/A3O-A for all other billets. Changes to

MPES are not authorized to be effective prior to approval. In addition, approval is required for the following changes:

- 17.6.3.1. Changing from one rated specialty to another rated specialty (e.g., pilot to NAV or ABM to pilot).
- 17.6.3.2. Changing from a generalist AFSC (e.g., 11G3, 12G4, P62E3W, N80C0W) to a MWS generalist or specific AFSC (e.g., 11F3Y, 12B3A, P62E3P, N80C0R).
- 17.6.3.3. Changing from a MWS generalist AFSC (e.g., 11F3Y, 12B4Y) to a MWS-specific AFSC (e.g., 11F3F, 12B4A).
- 17.6.3.4. Changing from one MWS AFSC to another MWS AFSC (e.g., 11M3Y to 11F3Y).
- 17.6.3.5. Changing from one AFS to another (e.g., 1A0XX to 1A2XX).
- 17.6.3.6. Changes in API code from non-flying duties to flying duties (e.g., API 3 to 6, API E to D).
- 17.6.3.7. Transfers of an authorization from one command or joint agency to another.
- 17.6.3.8. Additions of new non-rated officer or non-CEA enlisted aircrew prefixed (X-prefix) DAFSC positions per AFI 11-402.

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Lieutenant General, USAF
DCS, Manpower, Personnel and Services

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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- AFI 11-402, *Aviation and Parachutist Service, Aeronautical Ratings and Badges*, 13 December 2010
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ANGI 38-202, *Air National Guard Enlisted Grades Program*, 30 March 2011

Air Force Enlisted Classification Directory (AFECD)

Air Force Officer Classification Directory (AFOCD)

DoDD 1100.4 (Draft), *Guidance for Total Force Manpower (TFM) Management*

DoDI 7041.04, *Estimating and Comparing the Full Costs of Civilian and Military Manpower and Contract Support*, 3 July 2013

DoDI 1100.22, *Policy and Procedures for Determining Workforce Mix*, 12 April 2010

DoDI 1205.18, *Full-Time Support (FTS) to the Reserve Components*, 4 May 2007

DoDI 1235.11, *Management of Individual Mobilization Augmentees (IMAs)*, 24 May 2007

DoDD 5000.1, *The Defense Acquisition System*, 12 May 2003

DoDI 5000.2, *Operation of the Defense Acquisition System*, 8 December 2008

Office of Management and Budget (OMB) Circular, No. A-76

Title 10 United States Code, Armed Forces

Title 32 United States Code, National Guard

Prescribed Forms

AF Form 81A, Colonel Military Position Description

AF Form 81B, Chief Master Sergeant (CMSgt) Military Position Description

AFRC Form 106, Manpower Change Request

AFRC Form 261, Unfunded Requirements and Overhire Authorization Advisory

Adopted Forms

AF Form 9, Request for Purchase

AF Form 480, Aircrew AFSC/Active Flying Justification

AF Form 847, Recommendation for Change of Publications

Abbreviations and Acronyms

ABM—Air Battle Manager

ACC—Air Combat Command

ACR—Authorization Change Request

AEF—Air and Space Expeditionary Force

AETC—Air Education and Training Command

AFECD—Air Force Enlisted Classification Directory

AFGSC—Air Force Global Strike Command

AFHSIO—Air Force Human Systems Integration Office

AFI—Air Force Instruction

AFISRA—Air Force Intelligence, Surveillance and Reconnaissance Agency

AFM—Air Force Manual

AFMC—Air Force Materiel Command

AFMS—Air Force Manpower Standard

AFOCD—Air Force Officer Classification Directory

AFPC—Air Force Personnel Center

AFPC/MA—Air Force Personnel Center Manpower Directorate (formerly AFMA)

AFPCN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFS—Air Force Specialty

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command

AGE—Aerospace Ground Equipment

AGR—Active Guard and Reserve

AMC—Air Mobility Command

ANG—Air National Guard

API—Aircrew Position Identifier

ARC—Air Reserve Component

ATAG—Assistant to the Adjutant General

BOS—Base Operating Support

BRAC—Base Realignment and Closure

BSA—Budget Sub-Activity

CA—Commercial Activity

CAMIS—Commercial Activities Management Information System

CAT—Category (Officer, Enlisted, Civilian, Contractor Full Time Equivalent)

CCSO—Component Competitive Sourcing Official

CE—Commercial Activity Exempt

CEA—Career Enlisted Aviator

CECMC—Civilian Employment Cost Management Committee

CFFM—Career Field Functional Manager
CFM—Career Field Manager
CFTE—Contractor Full Time Equivalent
CGR—Colonel Grade Review (Board)
CIV—Civilian
COCOM—Combatant Command
CONUS—Continental United States
COR—Contracting Officer Representative
CPG—Career Progression Group
CS—Combat Support
CSAF—Chief of Staff of the Air Force
CSO—Combat System Officer
CSS—Combat Service Support
CTN—Contract Number
DAB—Defense Acquisition Board
DAFSC—Duty Air Force Specialty Code
DANG—Director, Air National Guard
DFC—Department of Defense Function Code
DMAG—Depot Maintenance Activity Group
DoD—Department of Defense
DoDD—Department of Defense Directive
DoDI—Department of Defense Instruction
DOPMA—Defense Officer Personnel Management Act
DOS—Director of Staff
DRU—Direct Reporting Unit
DTM—Directive Type Memorandum
ECMRA—Enterprise-Wide Contract Manpower Reporting Application
E-E—Emergency Essential
E.O.—Executive Order
EFAC—Enlisted Field Advisory Council
EGC—Enlisted Grades Council
ENL—Enlisted

EOD—Explosive Ordnance Disposal
EWO—Electronic Warfare Officer
FAC—Functional Account Code
FAIR—Federal Activities Inventory Reform
FAM—Functional Area Managers
FAR—Federal Acquisitions Regulation
FCT—Functional Category Code
FMS—Foreign Military Sales
FN—Foreign National
FOA—Field Operating Agency
FOD—Full Operational Deployment
FQ—Fiscal Quarter
FTE—Full-time Equivalent
FTS—Full-time Support
FY—Fiscal Year
FYDP—Future Years Defense Program
GSSG—General Schedule Supervisory Guide
GRD—Grade
HAF—Headquarters Air Force
HN—Host Nation
HPO—High Performing Office
HRO—Human Resource Office
IA—International Agreement
IAW—In Accordance With
ICS—Inventory for Contract Services
IDT—Inactive Duty for Training
IG/CA—Inherently Governmental/Commercial Activities
IPR—IMA Program Review
IMA—Individual Mobilization Augmentee
IOC—Initial Operational Capability
JFHQ—Joint Force Headquarters
JSOC—Joint Special Operations Command

LCOM—Logistics Composite Model
MA—Mobilization Assistant
MAF—Man-hour Availability Factor
MAJCOM—Major Command
MANFOR—Manpower Forces (Packaging System)
MAS—Management Advisory Study
MCR—Manpower Change Request
MDC—Maintenance Data Collection
MD/DC—Medical Corps/Dental Corps
MDS—Mission Design Series
MEP—Management Engineering Program
MER—Manpower Estimate Report
MFH—Monthly Flying Hour
MGAM—MPES Grades Allocation Module
MIP—Military Intelligence Program
MMH/FH—Maintenance Man-hour Per Flying Hour
MPA—Military Personnel Appropriation
MPES—Manpower Programming and Execution System
MPMO—Manpower Management Officer
MRF—Manpower Requirements Flight
MRP—Manpower Requirements Package
MRS—Manpower Requirements Squadron
MS—Manpower Standard (ANG)
MSI—Manpower Standard Implementation
MWS—Major Weapon System
NAF—Numbered Air Force
NATO—North Atlantic Treaty Organization
NAV—Navigator
NCO—Non-commissioned Officer
NGB—National Guard Bureau
NIP—National Intelligence Program
OCC—(Civilian) Occupational Series Code

OCR—Organizational Change Request
OIPT—Overarching Integrated Product Team
OLF—Overload Factor
OMB—Office of Management and Budget
OMP—Office of Personal Management
OOCR—Out of Cycle Request
OPR—Office of Primary Responsibility
OPTEMPO—Operations Tempo
ORD—Operational Requirements Document
OSC—Office Symbol Code
OSD—Office of the Secretary of Defense
OUSD—Office of the Under Secretary of Defense
PAA—Primary Aircraft Authorized
PACAF—Pacific Air Forces
PAS—Personnel Accounting Symbol
PB—President’s Budget
PCS—Permanent Change of Station
PEC—Program Element Code
PECI—Productivity Enhancing Capital Investment
PEM—Program Element Monitor
PF—Productivity Factor
PFT—Programmed Flying Training
PM—Program Manager
POD—Process Oriented Description
POM—Program Objective Memorandum
PRP—Personnel Reliability Program
MD/DC—Medical Corps/Dental Corps
RGR—Required Grade
RIC—Resource Identification Code
RMG—Readiness Management Group
RMK—Air Force Remarks
RPA—Remotely Piloted Aircraft

RPA—Request for Personnel Action (Civilian Personnel)
RSN—Reason Code
SAR—Security Access Requirement
SECDEF—Secretary of Defense
SEI—Special Experience Identifier
SELRES—Selective Reserves
SG—Surgeon General
SMAG—Supply Maintenance Activity Group
SME—Subject Matter Expert
SOF—Special Operations Forces
SOFA—Status of Forces (Agreement)
STP—Student, Transient, Personnel Holdee
TDY—Temporary Duty
TR—Traditional Reservist
UCMJ—Uniformed Code of Military Justice
UMD—Unit Manpower Document
USAF—United States Air Force
USAFA—United States Air Force Academy
USAFE—United States Air Forces Europe
USC—United States Code
USDH—United States Direct Hire
USERRA—Uniformed Services and Reemploying Rights Act
UTC—Unit Type Code
WFM—Workforce Mix
WLF—Workload Factor
WMP—War Mobilization Plan
YLR—Year of Last Review
YNR—Year of Next Review
ZBT—Zero Balance Transaction

Terms

Authorized End Strength—The count of Air Force military and civilian positions the Air Force needs to have funded and cannot exceed, in each year of the FYDP to accomplish all approved

missions. FYDP end strength is allocated to Commands by program element code (PEC) and category (officer, enlisted and civilian).

Centrally Managed—Functions with IMAs in chaplain (HC), medical (SG) or legal (JA) career fields, in which all IMA requirements are ‘centrally’ managed HQ AFRC functional manager. Any request to add or eliminate one of these IMA specialties must be coordinated with the appropriate HQ AFRC functional manager.

Chronically Vacant—IMA authorizations that have not been filled for more than 18 consecutive months.

Contract Full—Time Equivalent—A CFTE is a calculated based on a 2080 annual hours as mandated in The Consolidated Omnibus Budget Reconciliation Act of 1985 (Public Law 99-272, April 7, 1986) which amended 5 U.S.C. 5504(b). Prior to then an hourly rate of basic pay was computed by dividing the employee's annual rate of basic pay by 2,080 hours (the number of hours in 52 workweeks of 40 hours) and rounding to the nearest cent. This formula presumes a calendar year consisting of exactly 52 weeks or 364 days. However, a calendar year actually consists of either 365 or 366 days. Thus, a calendar year may have more paid workdays than a 52-week year. A General Accounting Office study published in 1981 demonstrated that over a 28-year period (the period of time it takes for the calendar to repeat itself) there are, on average, 2,087 work hours per calendar year. This average results from the fact there are usually 4 years with 262 workdays (2,096 hours), 17 years with 261 workdays (2,088 hours), and 7 years with 260 workdays (2,080 hours). The 2,087 divisor is derived from the following formula: $(2,096 \text{ hours} * 4 \text{ years}) + (2,088 \text{ hours} * 17 \text{ years}) + (2,080 \text{ hours} * 7 \text{ years}) / 28 \text{ years} = 2,087.143 \text{ hours}$. Using 2,087 as the average number of work hours in a calendar year reasonably accommodates the year-to-year fluctuations in work hours.

Controlled Program Element—Any program that is funded outside of AFRC and controlled by a separate agency, such as Special Operations Forces or Military Intelligence Program.

Enterprise-Wide Contract Manpower Reporting Application—The ECMRA is an online data system that automates the collection of contractor labor hours, from direct contractor inputs, to improve DoD visibility of contractor services. The ECMRA captures information of the funding source, contract vehicle, organization supported, the function being performed, the labor hours, and labor costs for contracted services.

Full Commercial Activities Exempt—Commercial Activities that are exempted from private sector performance by law, Executive Order (EO), treaty, or international agreement (IA).

Full—Time Equivalent—A FTE is a measure of workload; a daily work allocation is 8 hours, and a yearly allocation may be 2080 hours (40 hours per week for 52 weeks). An individual's work duration may be determined based on the person's FTE in the following way, for a given period of two work days: $0.75 \text{ FTE (assumed)} * 2 \text{ workdays (given)} * 8 \text{ hours per workday (typical allocation rate)} = 12 \text{ hours work duration}$.

Inherently Governmental/Commercial Activity—Federal Activities Inventory Reform (FAIR) Act of 1998, Public Law 105-270, mandates that all functions within the federal government be coded into one of three categories, Inherently Governmental (IG), Commercial Activity Exempt (CE), or Commercial Activity (CA). This act serves two primary functions, ensure IG functions remain in-house and to achieve savings and effectiveness of CAs through cost analysis. The act further mandates that the coding of all Air Force authorizations, with the exception of Non-

appropriated Fund (NAF) and some intelligence authorizations, be reported to Congress on an annual basis.

Inventory for Contract Services (ICS)—As required by U.S.C. Title 10, Section 2330a, the intent of the ICS is for the DoD to provide an inventory of contract service support, to include the contractor labor hours expended, and report this by the end of the 3rd quarter of the next fiscal year. This includes a service-level review of the inventory to ensure contractors are not performing inherently governmental work; that to the maximum extent, contractors are not performing close to inherently governmental work; that any personal service contracts being performed are within statutory and regulatory guidance; and to identify any support contractor activities that may be considered for conversion to government performance.

Management Advisory Study (MAS)—A consultant service offered and provided by the manpower office vis-a-vis a client/consultant relationship between the MO and the requesting unit/agency to analyze problems such as excessive overtime, meeting suspenses, high error rates, morale problems, layout analysis, paperwork flow, work distribution and misplaced manpower. This service is not used to justify additional manpower requirements or to identify excess and/or available unit personnel. Simply put, a MAS is a process to assist functions in identifying efficiencies and/or better ways of operating.

Man-hour Availability Factor (MAF)—This factor is the average number of man-hours per month an assigned individual is available to do assigned duties. Required man-hours are divided by the MAF times the overload factor to determine the manpower requirements.

Man-hour—A unit of measuring work. It is equivalent to one person working at a normal pace for 60 minutes, two people working at a normal pace for 30 minutes, or a similar combination of people working at a normal pace for a period of time equal to 60 minutes.

Manpower Authorization—A funded manpower requirement with detail that defines the position in terms of its function, organization, location, skill, grade, and other appropriate characteristics which commands use to extend end strength resources to units. May appear as a “funded” or “unfunded” authorization on the UMD and in MPES.

Manpower Requirement—Joint Publication 1-02 defines manpower requirements as human resources needed to accomplish a specified job, workload, mission, or program. There are two types of manpower requirements: funded and unfunded. Funded manpower requirements are those that have been validated and allocated. Unfunded requirements are validated manpower needs that have been deferred because of budgetary constraints. Manpower requirements are generally determined by an Air Force Manpower Standard or other management decision.

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

Out of Cycle Request—Outside the annual IMA Program Review.

Overload Factor—The overload factor is applied in conjunction with certain MAFs during the manpower standards application and ensures effective use of Air Force manpower authorizations. The overload factor realizes Air Force leadership's expectation that some overtime is an effective tool instead of adding additional manpower requirements.

Unfunded Manpower Requirement—An approved manpower requirement on the UMD that reflects recognized and/or necessary workload, however which is not funded—meaning no individual can be assigned to, or PCSed to the position.

USERRA—The Uniformed Services Employment and Reemployment Rights Act (USERRA), 38 USC chapter 43, protects service members' reemployment rights when returning from a period of service in the uniformed services, including those called up from the reserves or National Guard, and prohibits employer discrimination based on military service or obligation. The U.S. Department of Labor's (DOL) Veterans' Employment and Training Service (VETS) administers USERRA. USERRA is primarily an Air Reserve Component program.

Unit Manpower Document (UMD)—The Unit Manpower Document report is a computer generated product from the Manpower Programming and Execution System (MPES) or Business Objects (BO) business intelligence reporting tool that contains active duty military, civilian, traditional reservists (TR), Active Guard Reserve (AGR), Air Reserve Technician (ART), and Individual Mobilization Augmentee (IMA) authorizations. The UMD report reflects total force manpower position information for funded authorizations, unfunded requirements, and Non-FYDP positions by unit and work center.

Workforce Mix (WFM)—The effective determination and management of the appropriate mix of manpower categories (military personnel (Active Duty, Reserve, IMAs, and National Guard), DoD civilian employees, and contracted services) within an activity, regardless the level.

Workload Factor (WLF)—An index or unit of measure that is consistently expressive of, or relatable to, the manpower required to accomplish the quantitatively and qualitatively defined responsibilities of a work center.

Links—Publications. Publications and forms are available on the e-Publishing site at www.e-Publishing.af.mil.

Air Force Portal site.—<https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?command=org&pageId=681742&channelPageId=s6925EC1353810FB5E044080020E329A9>

MA SharePoint site.—<https://afma.eis.af.mil/mas/Manpower%20Standards/Forms/AllItems.aspx>

Attachment 2

DETERMINING AIRCRAFT MAINTENANCE MANPOWER REQUIREMENTS USING MAINTENANCE MAN-HOUR PER FLYING HOUR

A2.1. General Instructions. Aircraft maintenance manpower requirements are usually determined using a combination of LCOM and other available manpower standards. As a last resort to traditional methods, aircraft maintenance manpower requirements may be determined using the MMH/FH formula. The results of the formula, when combined with existing standards or other calculations as described below, will determine manpower requirements for an entire maintenance organization. It will not identify requirements by individual work center.

A2.1.1. The following paragraphs explain the features of MMH/FH formula and other calculations that can be used.

A2.1.1.1. Monthly Flying Hours (MFH). These are the total number of flying hours per month per primary aircraft authorized (PAA) flown by the Wing's assigned squadrons.

A2.1.1.2. PAA. This is the total number of aircraft authorized to support the unit's primary mission.

A2.1.1.3. MMH/FH. This is a factor developed and maintained by the owning command for each aircraft MDS assigned. It is based on maintenance data collected from the appropriate Maintenance Data Collection (MDC) system. Typically, MDC data information is collected for each direct-maintenance action accomplished on an MDS. This data is totaled and then divided by the number of flying hours for that MDS. This is normally done on a monthly basis. The resulting quotient is called the MMH/FH Factor.

A2.1.1.4. Man-hour Availability Factor (MAF). The MAF is the average number of man-hours per month an assigned individual is available to accomplish assigned duties (direct and indirect work).

A2.1.1.5. Overload Factor. Certain predefined overload factors are applied with certain MAFs. Application of the overload factor ensures effective use of Air Force manpower resources. It is derived from Air Force leadership's expectation that our workforce can work more than an 8-hour workday before hiring additional workforce that might be partially unproductive.

Table A2.1. Steps for Calculation of Maintenance Requirements.

Step #	Step Title	Formula or Factor Directions
Step 1	Determine Direct Maintenance Requirements	$\frac{MFH \times MMH/FH \times PAA}{PF \times MAF \times \text{Overload Factor}}$
Step 2	Determine Maintenance Support Requirements	
Step 2a	AGE and Aircrew Flight Equipment	See applicable manpower standards. Note 1.
Step 2b	Shop Support	4% (0.04) of results from Step 1
Step 2c	Subtotal Steps 2a and 2b	Add results from Steps 2a and 2b
Step 3	Determine Additive Requirements:	Determined by command (i.e.,

		Munitions, Electronic Counter Measures pods, etc.)
Step 4	Subtotal Steps 1, 2c and 3	Add results from Steps 1, 2c and 3
Step 5	Determine Maintenance Overhead Requirements	See applicable manpower standard. Note 2
Step 6	Determine Total Maintenance Requirements	Add results from Steps 4 and 5
Note 1	Step 2a: if AGE and Aircrew Flight Equipment Manpower Standards are not available	11% (0.11) of results from Step 1
Note 2	Step 5: if Maintenance Overhead Manpower Standards are not available	10% (0.10) of results from Step 4

A2.1.1.6. Direct Maintenance Requirements. This step of the computation determines aircraft maintenance manpower requirements for all flight line and back-shop. It does not include munitions; aerospace ground equipment (AGE); aircrew flight equipment (AFE); shop support; transient maintenance; test, measurement and diagnostic equipment; and aircrew training services.

A2.1.1.7. Maintenance Support. This step of the computation determines manpower requirements for those elements of maintenance work which cannot be identified with a specific aircraft.

A2.1.1.7.1. AGE. The maintenance support for AGE includes credit for both powered and non-powered AGE. When applicable, use approved manpower standards.

A2.1.1.7.2. Aircrew Flight Equipment. Maintenance of AFE includes repair of flight clothing, parachute equipment, life rafts and preservers, etc. When applicable, use approved manpower standards.

A2.1.1.7.3. Shop Support. The shop support includes work performed on items withdrawn from supply (excluding engines) not related to an aircraft or other end pieces of equipment such as AGE, trainers and non-aerospace equipment and items received from non-aircraft maintenance activities. Shop support does not include man-hours expended in AGE and AFE work centers.

A2.1.1.8. Additives. This step of the computation determines manpower required for munitions maintenance and maintenance of specialized equipment (e.g., electronic countermeasures pods, mission crew capsules for the EC-130 aircraft) required by the aircraft for mission performance. This factor is determined by the owning command.

A2.1.1.9. Maintenance Overhead. This step of the computation determines manpower requirements for all activities related to managing aircraft maintenance staff support activities at the group level. When applicable, use approved manpower standards.

A2.1.2. **Table A2 2.** shows example calculations and illustrates two scenarios. Scenario 1 illustrates how to perform calculations when approved standards are available. Scenario 2 illustrates how to perform calculations when no standards are available.

Table A2.2. MMH/FH Calculation Examples.

Step #	Step Title	Scenario #1	Scenario #2
Step 1	Determine Direct Maintenance Requirements	$(135 \times 8.1 \times 24)$ divided by $(0.85 \times 149.6 \times 1.077)$ = 192	$(135 \times 8.1 \times 24)$ divided by $(0.85 \times 149.6 \times 1.077)$ = 192
Step 2	Determine Maintenance Support Requirements		
Step 2a	AGE and AFE	15 (AGE) + 10 (AFE) = 25	$0.11 \times 192 = 21$
Step 2b	Shop Support	$0.04 \times 191.6 = 8$	$0.04 \times 191.6 = 8$
Step 2c	Subtotal Steps 2a and 2b	$25 + 8 = 33$	$21 + 8 = 29$
Step 3	Determine Additive Requirements:	15	15
Step 4	Subtotal Steps 1, 2 and 3	$192 + 33 + 15 = 240$	$192 + 29 + 15 = 236$
Step 5	Determine Maintenance Overhead Requirements	25	$0.10 \times 236 = 24$
Step 6	Determine Total Maintenance Requirements	$240 + 25 = 265$	$236 + 24 = 260$

Attachment 3

**WARTIME EMERGENCY, WARTIME SURGE, SPECIAL AIR FORCE WORKWEEK
AND OTHER MAN-HOUR AVAILABILITY FACTORS**

Table A3.1. Air Force Workweeks and MAF.

Standard Workweek ⁵	Normal 40-Hour CONUS/Overseas		Extended Overseas	Wartime Emergency		Wartime Surge		
Computation of Assigned Hours	5 Days 8 Hours/Day 40 Hr/Week		6 Days 8 Hrs/Day 48 Hr Wk	6 Days 10 Hrs/Day 60 Hr Wk		6 Days 12 Hrs/Day 72 Hr Wk		
Calendar Days/Month: 365.25 days/year 12 Months/year	30.4375		30.4375	30.4375		30.4375		
Less:								
Holidays/Month: <u>10 holidays</u> 12 months	-0.8333		-0.8333					
Weekend Days/Month ¹ (2days/week)(4.3482 weeks/month)	-8.6964							
(1 day/wk)(4.3482 weeks/month)			-4.3482	-4.3482	-4.3482			
Assigned Days/Month Hours/Day	20.9078 X 8		25.2560 X 8	26.0893 X 10	26.0893 X 12			
Monthly Assigned Hours	167.2624		202.0480	260.89		313.07		
	MIL ²	CIV ³		MIL	MIL	CIV	MIL	CI V
		CONU S	OCONU S					
Non available Categories								
Leave	9.3006	14.67	10.49	10.3872	5.80		0.00	
PCS-related	0.8193			2.1612	0.72		0.00	

Medical	1.9052	6.97	4.45	1.3327	2.40		2.31	
Organizational Duties	0.5187			0.6923	5.82		2.39	
Education & Training	3.9998	1.47	1.58	1.7837	0.19		0.00	
Social Actions					0.03		0.00	
Total Non-available Hours	16.5436	23.93	17.41	16.3571	14.96		4.70	
Monthly Hours Available to Primary Duty (MAF) ⁵	150.70	143.48	148.59	185.70	246.0		308.0	

Notes:

¹Saturday, Sunday, or compensatory weekday for weekend workday.

²Applies to all CONUS and overseas locations working a normal 40-hour workweek. This data is based on the July 2012 Peacetime Military MAF Update Study.

³Alaska and Hawaii are included in the CONUS civilian computation. This data is based on the 2013 Peacetime Civilian MAF Update Study.

⁴Monthly MAF to be used for manpower computations.

⁵Overload factors for various workweeks are provided at **Chapter 2**.

Table A3.2. Special Air Force Workweeks and MAFs.

Function or Location	Workweek (Hours)	Monthly MAF	Year Approved
Special MAF			
Firefighters	72	284.24	2013
USAFA (Mil) Faculty	45	169.92	
FN Civilians (by country)			
Germany	38.5	129.54	2013
	39	130.91	2013
	43	145.39	2013
FN Firefighter	256 hours per month	203.11	2013
Italy	40	134.61	2013
FN Firefighter	48	168.66	2013
Portugal	40	140.61	2013
FN Firefighter	48	177.4	2013

Turkey	40	151.89	2013
United Kingdom	37.5	143.66	2013
FN Firefighter	42	154.86	2013
FN Firefighter	48	180.95	2013
Japan	40	149.0	1978
Korea	40	145.2	1993
Philippines	40	149.0	1978

Attachment 4

APPLICATION INSTRUCTIONS FOR MANPOWER STANDARDS RESULTING IN MAN-HOURS

Table A4.1. Application Instructions for Manpower Standards Resulting in Man-hours and Example.

STEP	ACTION	EXAMPLE
1.	Follow the instructions in the manpower standard and calculate the monthly mhrs the function requires. Include all variances (positive and negative) expressed as mhrs. Sum the mhrs for the manpower standard.	<p>EXAMPLE: Scenario: Manpower standard resulting in mhrs for FAC 42B100, Vehicle Maintenance, at an overseas base named “Base X.” All mhrs are monthly.</p> <p>After following the manpower standard instructions for Base X, it is determined total required mhrs is 7231.49.</p>
2.	If part of the function is contracted out, subtract approved CFTE mhrs from the Step 1 sum to determine total in-service mhrs. Validate CFTEs per guidance in Para 2.4. 6. before applying manpower standards. Then multiply the number of CFTEs by the appropriate MAF (Attachment 3) to determine FTE mhrs.	<p>This flight has 2 CFTEs ; therefore, 296.00 mhrs are subtracted from the total mhrs required. NOTE: This example uses the “other service contract” MAF of 148</p> <p style="text-align: right;">7231.49 Total required mhrs - 296.00 CFTE mhrs 6935.49 Total in-service mhrs</p>
3.	Determine the required military-essential positions IAW Chapter 3.	
3.a.	If all positions must be military, divide the total mhrs from Step 2 by the military MAF times the overload factor and round up. This is the total requirement for the work center in scenario 1. If all positions are not required to be military, go to Step 3.b.	<p>Scenario 1 (all positions military essential):</p> <p>$6935.49 / (150.7 \times 1.077) = 42.73$ military requirements</p>
3.b.	When there is a mix of military and civilian positions, multiply the military-essential positions by the appropriate MAF times the overload factor.	<p>Scenario 2:</p> <p>$26 \text{ military essential} \times (150.7 \times 1.077) = 4219.8 \text{ mhrs}$</p>
4.	Compute total civilian mhrs. Subtract mhrs obtained in Step 3.b. from total in-service mhrs computed in Step 2.	<p>$6935.49 \text{ Total in-service monthly mhrs} - 4219.8 \text{ Total military-essential mhrs} = 2715.69 \text{ Total civilian mhrs}$</p>
5.	Determine the required FN civilian positions. Convert to FN mhrs by multiplying by the appropriate MAF (Table A3.2.). Do not use any overload factor for FN civilians.	<p>There are 8 FN civilian positions currently authorized and still required. The United Kingdom 39-hour (nonindustrial) workweek MAF of 143.31 is used for this example. $8 \times 143.31 = 1146.48 \text{ FN monthly mhrs}$</p>
STEP	ACTION	EXAMPLE

E P																		
6.	Compute the required USDH civilian mhrs. Subtract any FN civilian mhrs obtained in Step 5 from total civilian mhrs obtained in Step 4 . If no FN civilian positions, use total civilian mhrs from Step 4 .	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">2715.69 Total civilian mhrs</td> <td style="width: 50%; border: none;"></td> </tr> <tr> <td style="border: none;">- 1146.48 Total FN civilian mhrs</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">1569.21 Total USDH civilian mhrs</td> <td style="border: none;"></td> </tr> </table>	2715.69 Total civilian mhrs		- 1146.48 Total FN civilian mhrs		1569.21 Total USDH civilian mhrs											
2715.69 Total civilian mhrs																		
- 1146.48 Total FN civilian mhrs																		
1569.21 Total USDH civilian mhrs																		
6.a.	Determine USDH civilian positions when man-hours are 926.00 for CONUS, or 968.65 for overseas locations. Divide the result of Step 6 by the product of the appropriate USDH civilian MAF (Table A3.1.) times the appropriate overload factor (Para 2.7.2.1.). Round result to two decimal places and then round any fractional manpower up to the next whole number.	Computed mhrs exceed 968.65; go to Step 6.b.																
6.b.	Determine the required USDH civilian positions when man-hours are greater than 926.00 for CONUS or 968.25 for overseas locations (mhrs are equivalent to 6 USDH civilian positions for each respective MAF times the overload factor). Divide total USDH civilian mhrs by appropriate MAF. If the fractional manpower requirement is less than .5, round down to the next whole number. If the fractional manpower is .5 or greater, round up to the next whole number (see note).	1569.21/149.9 = 10.46 = 10 USDH civilian requirements																
7.	Determine total requirements. Sum requirements obtained in Steps 2, 3, 5 and 6.a. or 6.b. .	<p>Scenario 1:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">2 CFTE requirements</td> <td style="width: 50%; border: none;"></td> </tr> <tr> <td style="border: none;">43 Military requirements</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">45 Total requirements</td> <td style="border: none;"></td> </tr> </table> <p>Scenario 2:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">2 CFTE requirements</td> <td style="width: 50%; border: none;"></td> </tr> <tr> <td style="border: none;">26 Military requirements</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">8 FN civilian requirements</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">10 USDH civilian requirements</td> <td style="border: none;"></td> </tr> <tr> <td style="border: none;">46 Total requirements</td> <td style="border: none;"></td> </tr> </table>	2 CFTE requirements		43 Military requirements		45 Total requirements		2 CFTE requirements		26 Military requirements		8 FN civilian requirements		10 USDH civilian requirements		46 Total requirements	
2 CFTE requirements																		
43 Military requirements																		
45 Total requirements																		
2 CFTE requirements																		
26 Military requirements																		
8 FN civilian requirements																		
10 USDH civilian requirements																		
46 Total requirements																		
<p>Note: The .5 rounding rule is inappropriate for work centers of six or less civilians because it could subject incumbents to overtime requirements exceeding the normal Air Force standard of 7.7 percent overload. For example: assume the result of Step 4 is 356 mhrs; 356/149.9 MAF = 2.37 and rounds down to 2 requirements. The .37 manpower space or 55.46 mhrs is overtime work to be shared by the 2 incumbents and equates to an 18-percent overload factor (55.46/(149.9*2) = 18%).</p>																		

Attachment 5

MANPOWER WORKFORCE MIX DECISION PROCESS

A5.1. Decision Process. The following steps describe the decision process used to determine type of manpower (military, civilian, or contract service) to use when validating manpower requirements. See [Figure A5.1](#) for a graphic illustration.

Step 1. Validated Manpower Requirement. A validated manpower requirement is a unit of work, usually expressed in whole man-years that a MAJCOM manpower staff recognizes as a requirement for mission accomplishment. After validating a manpower requirement, the MAJCOM goes to Step 2.

Step 2. Is Military Incumbency Required for Unit Mission? To answer this basic question, review **Table A5.1.**, rules 1 through 11. If the answer is yes, go to Step 3. If the answer is no, go to Step 13.

Step 3. Is Full-time Capability Required? Decide whether the work must be performed during wartime only and need not be performed daily during peacetime. If the answer is no, go to Step 4. If yes, go to Step 5.

Step 4. Provide Air Reserve Force Authorization. Identify the workload requirement to AF/A1M so that it can give the proper ARC authorization.

Step 5. Are Active Military Skills Available? Check AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*, to determine whether proper AFSCs exist to perform the workload. You may need to check with the MAJCOM personnel office and with AFPC/A1P to determine if military skills are available. If yes, go to Step 6. If no, go to Step 7.

Step 6. Provide Active Military Authorization. The MAJCOM funds active military authorization.

Step 7. Is the workload appropriate for procurement by a contract? Check the current Federal Acquisitions Regulation (FAR), Defense FAR, Air Force FAR, and other applicable DoD and Air Force guidance regarding applicability of the workload for contract. (Examples include OMB Circulars and DoDI 1100.22.)

Step 8. Are Contract Services Available? If the MAJCOM or installation contracting office determines that contract services are available, go to Step 9. If not, go to Step 10.

Step 9. Use Interim Contract Until Resources Available. The MAJCOM approves an interim contract until military resources can be planned and made available.

Step 10. Are Civilian Skills Available? The MAJCOM or local civilian personnel office determines whether civilian skills are available. If no, go to Step 11. If yes, go to Step 12.

Step 11. Elevate to HAF. The MAJCOM or local civilian personnel office recommends alternatives to HAF for resolution.

Step 12. Interim Use of Civilians Until Military Resources are Available. The MAJCOM approves interim use of civilians until military resources can be planned and made available.

Step 13. Is Military Incumbency Required for Air Force-wide Mission? Review **Table A5.1.**, rules 9 through 13. If the answer is yes, go to Step 3. If no, go to Step 14.

Step 14. Is In-Service Civilian Incumbent Required? Review **Table A5.2.**, rules 1 through 9. If yes, go to Step 15. If no, go to Step 23.

Step 15. Are Civilian Skills Available? See Step 10 for review procedures. If yes, go to Step 16. If no, go to Step 17.

Step 16. Provide Civilian Authorization. The MAJCOM gives civilian authorization.

Step 17. Are Active Military Skills Available? See Step 5 for review procedures. If yes, go to Step 18. If no, go to Step 19.

Step 18. Interim Use of Military Until Resources Available. The MAJCOM approves interim use of military personnel until civilian resources can be programmed and made available.

Step 19. Is There a Legally Contractible Workload? See Step 7 for procedures. If no, go to Step 20. If yes, go to Step 21.

Step 20. Surface to HAF. See Step 11.

Step 21. Are Contract Services Available? See Step 8 for procedures. If yes, go to Step 22. If no, go to Step 20.

Step 22. Interim Contract Until Resources Become Available. See Step 9.

Step 23. Is There a Legally Contractible Workload? See Step 7. If yes, go to Step 24. If no, go to Step 27.

Step 24. Are Contract Services Available? See Step 8. If yes, go to Step 25. If no, go to Step 27.

Step 25. Are Contract Services Less Expensive? When mission changes or wartime taskings dictate a review of a commercial activity, a cost comparison is appropriate. To do the review, compare all relevant costs. If yes, go to Step 26. If no, go to Step 27.

Contract prices.

Other government costs.

Transportation.

Contract administration.
Severance costs.
Other costs.
In-House Cost Elements.
Civilian Personnel Costs.
Materials, supplies, and equipment.
Maintenance and repair.
Installation overhead
Factored costs.
Retirement, life, health insurance.
Federal taxes foregone.
Interest for capital investment.
Workmen's compensation and other benefits.
Above installation overhead.
Other costs.

Step 26. Procure Contract Services. The contracting office procures contract services.

Step 27. Are Civilian Skills Available? See Step 10 for procedures. If yes, go to Step 28. If no, go to Step 29.

Step 28. Are Civilian Authorizations Provided? The MAJCOM gives civilian authorization.

Step 29. Are Military Skills Available? See Step 5 for procedures. If yes, go to Step 30. If no, go to Step 31.

Step 30. Interim Use of Military Until Resources Available. The MAJCOM approves interim use of military personnel until civilian resources can be programmed and made available.

Step 31. Surface to HAF. Recommended alternatives must be surfaced to HAF for resolution.

Figure A5.1. Manpower Mix Decision Process (Military, Civilian, or Contract).

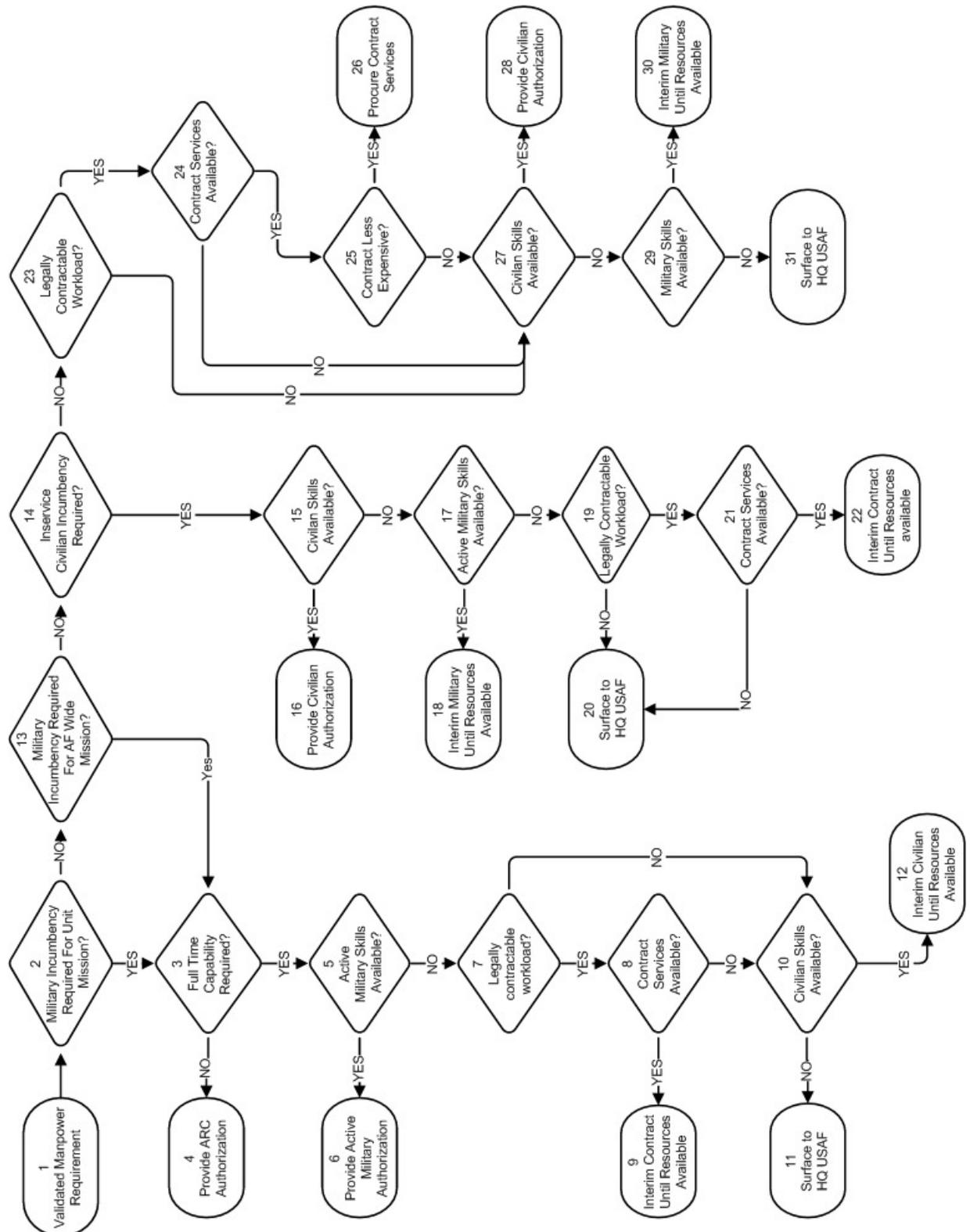


Table A5.1. How to Determine Military Essentiality.

R U L E	Procedure	
	If position	Then the authorization is
1	Requires incumbent to perform direct combat as part of a unit's mission (examples: fighter and bomber aircrews, aerial gunners)	Military
2	Requires incumbent to support direct combat (examples: aircraft and aircraft systems maintenance of combat coded aircraft, missile systems maintenance, munitions maintenance)	
3	Deploys for combat or direct combat support augmentation to support AF-wide mission requirements (example: AETC security forces deploying to a forward operating location)	
4	Is required by law to be military (example: chaplains; per DoDI 1100.22, <i>Policy and Procedures for Determining Workforce Mix</i> .)	
5	Requires the exercise of direct military authority or discipline (example: commanders and first sergeants)	
6	Is of a military nature supporting organizations outside the Air Force (example: JCS, FEMA)	
7	Requires previous military training (example: air weapons director)	
8	Is military by tradition or custom (example: bandsmen, USAF Honor Guard)	
9	Supports indirect combat when use of volunteer civilian employees is deemed unreasonable (e.g.; information manager at an operating location) or is tasked against a UTC to support an OPlan providing probable exposure to hostile fire	
10	Requires current military experience (example: basic military training instructors)	
*1 1	Is one for which no civilian skill or resource is currently available (example: information technology at remote sites)	Military (temporarily)
12	Is in a function that has been identified for in-house versus contract services cost comparison or direct conversion	
13	Is none of the above (example: word processing)	Civilian or contract services (Go to Table A5.2.)
NOTES:		
1. Do not include in this process:		
a. Activities totally operated by non-appropriated fund employees.		

- b. Contracting for expert and consultant services.
2. If a position is military essential but resources or skills, including IMAs, are not available and temporary contract cannot be obtained, you may authorize in-service civilians until the situation changes.
3. For purposes of this procedure, Air Reserve Technicians (ART) and Air Technicians (AT) hold dual status as civilian and military.

Table A5.2. How to Determine In-service Civilian and Contractor Services.

R U L E	Procedure (see note 1)		
	If position does not require military incumbency (see note 2), and	Then the authorization is	Code
1	Is required for priority wartime surge capability (example: depot maintenance surge)	In-service civilian	
2	Must be civilian by law (example: Principal Deputy Assistant SecAF for Financial Management, per 10 United States Code 80164)		
3	Requires in-house management responsibilities (examples: contract monitor, accountable officer)		
4	Is designated under the ART or AT programs (note 3)	In-service civilian	J
5	Belongs to a function that, if contracted, would be a personal service contract (example: direct supervision of contract employees, per FAR 37.101)	In-service civilian	
6	Is a civilian position in a function undergoing an in-house versus contract services cost comparison	In-service civilian	R
7	Belongs to a function that, if contracted, would be more expensive to the US government (example: cost comparison results involving firm contract bids according to OMB Circular A-76 and AFI 38-203 [formerly AFR 26-1, Vol 1])		S
8	No other skill or resource is available	In-service civilian	
9	None of the above	Contract services	

NOTES:

1. Do not include in this process:
 - a. Activities totally operated by non-appropriated fund employees.
 - b. Contracting for expert and consultant services.
2. If a position is military essential but resources or skills, including IMAs, are not available and temporary contract cannot be obtained, you may authorize in-service civilians until the situation changes.
3. For purposes of this procedure, ARTs and ATs hold dual status as civilian and military.

Table A5.3. Establishing Authorizations in Selected Reserve Units.

R U L E	Procedure (see note 1)		
	If the work is	And the workload is	Then classify manpower as (see note 2)
1	Military essential	Less than full time	Drill pay position
2		Full time in ANG	An AT who encumbers a drill pay position
3		USAFR/ANG part-time (drill) or full time (AGR) military	Reserve/Guard
4	Not military essential and shown to be cost-effective to keep in-house	Required only during inactive duty training or annual training	Drill pay position
5		Less than full time	Part-time civilian staffing, or combine the duties with currently authorized nontechnician civilian competitive Title 32 technician
6		Full time in USAFR	Title 5 nontechnician
NOTES:			
1. Use to determine the type of additional ARC manpower positions assigned to each ANG or Air Force Reserve unit.			
2. Before creating additional positions, try to:			
a. Accommodate the workload with MAJCOM-required drill pay resources (including the use of additional man days).			
b. Seek AFI 25-201, <i>Support Agreements Procedures</i> , type support from active or Air Force Reserve units.			
c. Incorporate the workload into the position description of a currently authorized technician.			

Table A5.4. Determining Direct Combat Support Positions (Overseas Locations).

R U L E	Procedure	
	If a position	Then code it as
1	Directly contributes to aircraft sortie generation, alert, launch, or recovery; or to the security of weapons or alert aircraft (examples: aircraft or aircraft systems maintenance, munitions and weapons maintenance, fuels, weapons systems security)	Military essential, based on direct support to combat operations
2	Directly contributes to missile sortie generation, alert, or launch; or to the security of weapons or alert missiles (examples: missile systems maintenance, munitions and weapons)	

	maintenance, weapons systems security)	
3	Provides aerial mission support for combat aircraft (examples: reconnaissance, in-flight refueling, airborne control and warning)	
4	Is part of the command and control structure for combat forces (examples: command post; control and warning systems; combat control; air traffic control; missile warning, space surveillance, satellite operations crews)	
5	Is wartime essential and, in order to be performed, requires the incumbent to be immediately exposed to hostile actions [examples: aircrew search, rescue, and recovery in support of combat operations, Base Recovery After Attack (BRAAT) teams]	
6	Is designated to support combat operations at hostile locations overseas during wartime or contingencies	Military essential, based on indirect support to in-theater combat operations.
7	Is none of the above	Indirect combat support (in-service civilian or contract)

Table A5.5. Determining Direct Combat Support Positions (CONUS Locations).

R U L E	Procedure	
	If a position	Then code it as
1	Supports an overseas combat theater during a wartime or contingency operation in a direct combat support capability	Military essential, based on direct support to combat operations
2	Directly supports activities (generation, alert, launch, or recovery) related to strategic offense or defense, strategic airlift, air defense operations, or the security of these operations (examples: aircraft or aircraft systems maintenance, missile systems maintenance, munitions and weapons maintenance, aerospace control and warning, security forces)	
3	Directly contributes to sortie generation, alert, launch, or recovery, or tactical aircraft; or to the security of weapons or alert tactical aircraft (examples: aircraft or aircraft systems maintenance, avionics systems, fuels, or weapon systems security)	
4	Provides aerial mission support for combat aircraft (examples: reconnaissance in-flight	

	refueling, airborne warning and control)	
5	Has duties that are wartime essential and immediately expose the incumbent to hostile actions (examples: aircrew search, rescue, recovery in support of combat operations)	
6	Is part of the command and control structure for combat forces (examples: command post; control and warning systems; combat control; air traffic control; missile warning, space surveillance, satellite operations crews)	
7	Supports an overseas combat theater during a wartime or contingency operation in a direct combat support capacity	
8	Indirectly supports inter-theater operations at hostile locations overseas in wartime or contingency situations	Military essential, based on indirect support to in-theater combat operations
9	Is none of the above	Not military essential if not required for sustainment (in-service civilian or contract)

Attachment 6**INSTRUCTIONS FOR ACTIVE GUARD AND RESERVE POSITION REQUEST**

A6.1. Format. May submit on bond paper, but must address each of the following items:

A6.1.1. General Information.

A6.1.2. Command. Self-explanatory.

A6.1.3. Unit or Organization. Self-explanatory.

A6.1.4. PAS Code. Self-explanatory.

A6.1.5. OSC. Self-explanatory.

A6.1.6. Base or Location. Self-explanatory.

A6.1.7. Air Reserve Forces Component. Identify the Reserve Component (ANG/AFRC) desired.

A6.1.8. Date Position Established. This data applies only to changes in existing authorizations. Use the date of submission on a request for a new position.

A6.1.9. AFSC. Self-explanatory.

A6.1.10. Authority. Applicable statute.

A6.1.11. Authorized Grade. Show the grade to be listed in the manpower authorization file, or the grade being requested.

A6.1.12. API. For rated AFSCs, state the proper API code (not required for enlisted positions).

A6.1.13. Position Number. Show the position number listed in the manpower authorization file, when requesting changes to existing positions.

A6.1.14. Duty Title. Self-explanatory.

A6.2. Supplemental Information.

A6.2.1. Supervisor. Provide the position or duty title, unit, organization, authorized grade, AFSC and base or location of the reporting official for subject position.

A6.2.2. Supervises. Same data as above for subordinates supervised by AGR officer or airman.

A6.2.3. Prime Purpose. Summarize in one sentence, if possible, the principal reason for this position.

A6.2.4. Grade. Provide rationale and analysis for requested grade.

A6.2.5. AFSC. Provide rationale and analysis for requested AFSC.

A6.2.6. Scope of Responsibility. Address and list the number and types of Air Reserve Forces, to include manpower augmentation authorizations and IMAs gained by the command or FOA. Describe the scope of major responsibilities inherent in implementing the total force policy. Do not address future or projected responsibilities that will take effect more than 12 months from the date of the request.

A6.2.7. Qualifications or Knowledge. Identify aeronautical rating, educational background, security clearance, special experience, or special qualifications desired.

A6.2.8. Air Reserve Forces Component. Identify the component required. If the position is responsible for both components, the position may be rotated. As a rule, establish the position equal to the component that constitutes the majority of the workload.

A6.2.9. Workload or Manpower Relationship. Explain if the workload is new or increased. Describe the related management actions taken to accommodate the workload. Identify monthly man-hours by responsibility grouping that the position will accomplish. Identify other AGR personnel authorized and briefly establish their working relationship with the new position.

A6.2.10. Organization Chart. Attach an organizational chart showing the proposed placement of the position and all active and AGR positions one level above or below the placement of the position.

A6.2.11. Position Description. The position description is the major vehicle used to validate a requirement. Make the description detailed enough to identify the duties and responsibilities and state in precise terms how the incumbent will discharge his or her duties. This section expands the information in scope of responsibility and workload or manpower relationship paragraphs.

Attachment 7**INSTRUCTIONS FOR COMPLETING AF FORM 480, AIRCREW AFSC/ACTIVE FLYING JUSTIFICATION**

A7.1. Instructions. The following information is provided to assist in completing the AF Form 480, Aircrew AFSC / Active Flying Justification. An equivalent electronic form may be used in lieu of the AF Form 480.

A7.1.1. Command: Enter command or joint agency.

A7.1.2. Effective Period: Enter the effective period of the position, (i.e., From: FQ 081 To: FQ 114). Use "999" in the 'To' block for positions that will not expire.

A7.1.3. Date of Request: Enter the date of the requested change or addition in this format: YYYYMMDD.

A7.1.4. Installation: Enter the name of the installation where the position is or where it will be.

A7.1.5. Organization Number, Kind, Type, Detachment and Operating Location: Enter the full organization number and title.

A7.1.6. OSC: Enter the appropriate OSC.

A7.1.7. FAC: Enter the appropriate FAC.

A7.1.8. Duty Title: Enter duty position title that clearly identifies the individual position.

A7.1.9. API: Enter the appropriate API from AFI 11-401, *Aviation Management*.

A7.1.10. Authority and RIC. Applicable statute and RIC that identifies position as Drill, AGR, Title 5 civilian, or Technician.

A7.1.11. Prefix/AFSC: Enter the AFSC and prefix from AFOCD and AFECD found on the MA website.

A7.1.12. Special Experience Identifier (SEI): Enter SEI from AFECD as applicable.

A7.1.13. Position #: Enter the position number.

A7.1.14. PEC: Enter the appropriate PEC.

A7.1.15. Description: Describe peacetime and wartime duties by pilot, navigator, air battle managers, nonrated officers, civilians and enlisted. Write the description so that someone not familiar with the work center can understand its function and the need for rated or nonrated aviator skills. Include the amount of expertise and the size of the work center. If the position requires active flying duties, provide detailed justification. If no wartime duties are applicable, then describe the position as wartime available.

A7.1.16. Directives: List the directive that directly supports the need for the aviator skill and the MWS experience.

A7.1.17. Coordination Blocks: These blocks are made available for use when needed. There is no requirement to have all blocks filled or used.

A7.2. Additional Comment. All entries are mandatory except: detachment, operating location, prefix, coordination blocks and SEI.

Attachment 8

EXAMPLE OF REQUIRED DOCUMENTATION FOR MANPOWER ESTIMATE REPORT

A8.1. Example of Program Synopsis.

A8.1.1. System Description.

A8.1.1.1. Briefly describe the system, its purpose, capabilities, its intended uses, etc. Provide a brief description of all hardware and software items that constitute the system, to include the major end item, essential support equipment, training devices, simulators, special test equipment and software. Explain the factors and assumptions used to estimate the manpower.

A8.1.1.2. Program force structure planned for xxx PAA (xxx combat coded, xx training funded).

A8.1.1.3. Initial production planned for FY xx.

A8.1.1.4. Initial Operational Capability (IOC) planned for FY xx.

A8.1.1.5. FOD planned for FY xx.

A8.1.1.6. Manpower estimate based upon the PAA implementation schedule.

Table A8.1. Example of Manpower Estimate for System by Command and FY.

	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
CMD1	13	22	35	47	70	78	92
CMD2	0	0	0	0	0	11	14
CMD3	0	0	6	20	24	32	42
TRAINING	0	8	12	12	12	12	22
TOTAL	13	30	53	79	106	133	160

A8.1.2. Operations Concept. Briefly describe the operational concept on how the system will be deployed and address the roles of both Active and Reserve units if differences exist. Specifically state if the system will be used as a weapon against the enemy since this determination affects the combatant status of the operators. The estimate specifies requirements for continuous operations and surge and describes environmental conditions or other factors that affect manpower determination. (For instance, chemical, biological, nuclear, or extreme meteorological conditions require protective clothing, which impede performance and increase manpower.) The MER identifies, by FY, echelon, manpower mix and DFC, the type and number of units or platforms (wings, squadrons, etc.) receiving the systems and the number of systems going to each type of unit or platform. It identifies any unprogrammed force structure and plans to store systems in warehouses or temporarily place systems in training units if the plans affect the manpower. Plans for the entire life of the system, to include the planned transfer of the system from the active to ARC shall be addressed. The estimate will address whether, during a crisis or war, operational units will be located in areas where the risk of hostile fire or collateral damage is high, since these determinations affect manpower mix.

Table A8.2. Example of Total PAA by Command.

CMD	Number of Squadrons	PAA Per Squadron	TOTAL PAA
CMD1	4	23	92
CMD2	1	14	14
CMD3	2	21	42

A8.1.2.1. Utilization Rates:

A8.1.2.2. Peacetime: xx.x sorties/month.

A8.1.2.3. Sustained: Sustained wartime rate as specified in current War Mobilization Plan (WMP) 8.1.

A8.1.3. Maintenance Concept. Include a brief description of the maintenance concept for both the hardware and software and address intermediate and depot support. The estimate will identify maintenance support elements by echelon, manpower mix and DFC that are required during peacetime and war, to include in-theater depot support elements required during war. It specifies if, during a crisis or war, any of the maintenance support elements will be located in areas where the risk of hostile fire or collateral damage is high. Analysts verify whether equipment kept in storage require maintenance and if the workload is significant enough to require additional manpower. The MER indicates whether the system requires a “core logistics capability” as defined in Title 10 United States Code, Section 2464. Plans for the entire life of the system, to include the planned transfer of systems from the active to ARC must be addressed. Plans for interim or life cycle contract support will be specified once the manpower mix has been determined. It indicates if the contract services are “mission essential” as defined in DoDI 3020.37, *Continuation of Essential DoD Contractor Services During Crises*. The estimate also addresses whether the maintenance concept represents a significant departure from how comparable contemporary systems are maintained. The following are examples of comments that could be used to explain requirements.

A8.1.3.1. Base-level equipment maintenance performed at main operating bases.

A8.1.3.2. Maintenance at forward operating bases limited to equipment repair.

A8.1.3.3. Two-level maintenance concept employed to extent possible.

A8.1.3.4. A decision tree analysis or depot maintenance inter-service process used to determine depot-level maintenance source of repair.

A8.1.4. Support Concept. The MER must address requirements for supply, repair parts distribution, security, BOS, life-cycle system management, warehousing, disposal, environmental clean-up and other support. It identifies direct support elements by echelon, manpower mix and DFC that are required during peacetime and wartime over the life of the system. Ratios may be used to estimate indirect support, to include BOS, disposal and environmental clean-up. Unique transportation, intelligence mapping, charting and geodesy requirements and personnel security clearance requirements must be addressed if they require manpower increases. The MER also addresses whether, during a crisis or war, support elements are located in areas where the risk of hostile fire or collateral damage is high. Plans for interim or life-cycle contract support are specified once the manpower mix has been determined. The MER indicates if the contract services are “mission essential” as defined in

DoDI 3020.37. It addresses plans for the entire life of the system, to include the planned transfer of systems from active to ARC. The estimate will also address whether the support concept represents a significant departure from what is required by comparable contemporary systems.

A8.1.5. Training Concept. The MER will briefly summarize the training concept and address the extent to which the system will rely on training devices, simulators, or embedded training. This description covers unit, collective and joint training. The MER identifies by FY, echelon, manpower mix and DFC, the types and number of training activities (e.g., schoolhouse and training units) receiving the training systems and the number of systems going to each type of training activity. It identifies training units that are assigned a training mission during peacetime but have operational missions during wartime. Civilian training will be addressed if the workload is significant enough to require additional manpower. Plans for interim or life cycle contract training will be specified once the manpower mix is determined. The MER indicates if the contract services are “mission essential” as defined in DoD Instruction 3020.37. Also, additional requirements that result from the planned transfer of systems from the active to ARC will be reported. The MER shall address whether the training approach for the new system differs from training required for comparable contemporary systems. Following are examples of comments that could be used to explain requirements.

A8.1.5.1. Instructional System Development analysis used to determine maintenance training requirements and equipment.

A8.1.5.2. Training conducted at technical training locations and field training detachments.

A8.1.5.3. Primary aircrew training conducted by an active duty training squadron with xx PAA.

A8.1.5.4. Contracted aircrew training system (simulator) operations and maintenance.

A8.2. Example of Manpower Requirements Methodology and Rationale.

A8.2.1. Operations.

Table A8.3. Example of Operations Recap by Category and Command.

CATEGORY	CMD1	CMD2	CMD3	TOTAL
Crew Members	1356	360	984	2700
Overhead	708	116	557	1381
Security	131	92	66	289
TOTAL	2195	568	1607	4370

A8.2.2. Maintenance. Total requirement based on LCOM study of sustained wartime requirements (See XXX LCOM Study dated xx/xx/xx).

Table A8.4. Example of Maintenance Recap by Command.

CATEGORY	CMD1	CMD2	CMD3	TOTAL
MAINTENANCE	5608	742	2780	9130

A8.2.3. Support.

A8.2.3.1. AFMC Support Requirements.

Table A8.5. Example of AFMC Support Requirements.

CATEGORY	TOTAL
Distribution	197
Materiel Management	390
Cataloging and Standardization Center and Logistics Center	3
Contracting and Manufacturing	104
Depot Maintenance	712
BOS	40
Contract Logistics Support for Simulators	13*
*CFTEs	