

Administrative Changes to AFI 38-205, *Expeditionary Manpower Management*

OPR: AF/A1MR

References throughout to “Air Manpower Agency (AFMA) are hereby changed to “Air Force Manpower Analysis Agency (AFMAA)”. 2 November 2016

References throughout to “AFMA” are hereby changed to “AFMAA”. 2 November 2016

References throughout to “AFMA/MASR” are hereby changed to “AFMAA/MAW”. 2 November 2016

References throughout to “AF/A5XW” are hereby changed to “AF/A3OD”. 2 November 2016

References throughout to “A1PR” are hereby changed to “A1XR”. 2 November 2016

30 November 2016

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 38-205

24 MAY 2012



Manpower and Organization

***EXPEDITIONARY MANPOWER
MANAGEMENT***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at www.e-publishing.af.mil/.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAF/A1MR

Certified by: HQ USAF/A1M (Mr. John
W. Snodgrass)

Supersedes: AFI 38-205, 18 June 2002

Pages: 99

This instruction implements Air Force Policy Directive (AFPD) 38-2, *Manpower*. This instruction provides manpower and organization (MO) expeditionary manpower policies, concepts of operations, and responsibilities for MO personnel at all levels of command within the Air Force, including those assigned/attached to and under major commands (MAJCOMs) and component numbered air forces (CNAFs). It also describes processes, procedures and systems used to implement policies and responsibilities within the concept of operations. In doing this, it provides the procedures to support AFI 10-201, *Status Of Resources and Training System*; AFI 10-401, *Air Force Operations Planning and Execution*; AFI 10-402V1, *Mobilization Planning and Personnel Readiness*; AFI 10-404, *Base Support and Expeditionary Site Planning*; AFI 36-507, *Mobilization of the Civilian Work Force*, and AFI 36-3802, *Personnel Readiness Operations*. This instruction applies to Regular Air Force, Air National Guard (ANG) and Air Force Reserve Command (AFRC) personnel. The term MO is used to describe organizations which perform manpower and organization duties and does not necessarily designate a staff office symbol unless explicitly specified. The term Air Component includes both numbered Air Force and MAJCOMs performing these duties. See **Attachment 1** for a glossary of references and supporting information. Refer recommended changes and questions concerning this publication to AF/A1MR (afa1mr.workflow@pentagon.af.mil), 1040 Air Force Pentagon, Washington DC 20330-1040 on AF Form 847, *Recommendation for Change of Publication*. Route the AF Form 847 from the field through the MAJCOM publications manager. Any organization may supplement. The supplement must be reviewed and approved by AF/A1MR. MAJCOMs, field operating agencies (FOAs) and direct reporting units (DRUs) must send one copy of their published and/or posted supplement to AF/A1MR. Other organizations should send one copy of each published, and or posted supplement to the next higher headquarters. The Paperwork Reduction Act of 1995 affects this instruction. Ensure that 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) maintained in the Air Force Records Information Management System (AFRIMS) located at “<https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>”.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. This revision incorporates information concerning the Air and Space Expeditionary Force (AEF), Air Force Personnel Center Directorate of AEF Operations, Air Expeditionary Wing (AEW), and Deliberate and Crisis Action Planning and Execution Segments (DCAPES) processes that were not contained in the previous version. It improves the arrangement of information to enhance the flow and increase reader understanding. It also corrects the identification of redesignated organizations to include updating the A-Staff designation for Headquarters Air Force (HAF, which includes Secretariat and Air Staff), the Major Commands, and Component Headquarters.

	1.	Expeditionary Manpower Concept.	3
Figure	1.1.	Air and Space Expeditionary Task Force (AETF) Force Module Concept.	5
Figure	1.2.	Organization of Air Force MO Personnel.	6
	2.	Expeditionary Manpower Management Responsibilities.	7
	3.	Systems Supporting Expeditionary Manpower Management.	21
Table	3.1.	Contingency Management Applications.	22
	4.	Expeditionary Manpower Management Processes and Procedures.	22
Table	4.1.	Contingency Planning Phase Responsibility Matrix.	23
Table	4.2.	Tasking Type Code (1st Character).	25
Table	4.3.	Deployment Phase Responsibility Matrix.	28
Table	4.4.	Contingency Reception/Employment/Sustainment Phase Responsibility Matrix.	30
Table	4.5.	UTC Management Responsibility Matrix.	33
Table	4.6.	Expeditionary Manpower Planning Responsibility Matrix.	36
Table	4.7.	Expeditionary Programming Responsibility Matrix.	39
Table	4.8.	Expeditionary Manpower Type* (2nd Character of MNT).	40
	5.	Expeditionary Manpower Inspection Program.	40
Figure	5.1.	Expeditionary manpower Inspection Report Format.	43
Table	5.1.	Manpower, Organization and Resources Core Inspection Areas.	44
Table	5.2.	Manpower, Organization and Resources Items of Interest.	44
Table	5.3.	Applying CIAs and IOIs to Inspections and Phases.	45
Figure	5.2.	Evaluation Plan Example Scenario 1.	50

Figure 5.3.	Evaluation Plan Example Scenario 2.	51
Figure 5.4.	Evaluation Plan Example Scenario 3.	52
Figure 5.5.	Evaluation Plan of Example Scenario 4.	52
Figure 5.6.	Evaluation Plan of Example Scenario 5.	53
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		54
Attachment 2—A2. UNIT TYPE CODE VALIDATION CHECKLIST		62
Attachment 3—A3. JOINT, AIR FORCE, AND MANPOWER AND ORGANIZATION OPERATIONS		64
ATTACHMENT 4—A4. EMPLOYED MANPOWER AND ORGANIZATION OPERATIONS AND SAMPLE FORMATS		80
ATTACHMENT 5—A5. EXPEDITIONARY MANPOWER INSPECTION GUIDE		96

1. Expeditionary Manpower Concept.

1.1. Expeditionary Manpower Management concept. The concept is intended to portray what the Manpower Community must accomplish to ensure our organizational and analytical tools are used effectively and efficiently to help the Air Force conduct military operations in support of national policies and objectives through unified action. Expeditionary Manpower Management is the process of structuring organizations and determining manpower requirements to meet both in-place and deployable Combatant Commander (CCDR) requirements, exercises, and other contingencies. It encompasses the determination of these forces and those required for in-garrison support operations over a range of National Military Strategy (NMS) scenarios derived through the strategic analysis process.

1.2. Working Environment. Manpower leaders at all levels must foster a work environment that supports the performance of expeditionary manpower functions in daily operations at the employed and in-garrison locations. Leaders will ensure the community is trained, equipped and held accountable to perform these functions.

1.3. Inspection Program. Manpower leaders at all levels must maintain and support the MO expeditionary manpower inspection program to evaluate unit efficiency, effectiveness, combat readiness, and emphasize the importance of Manpower's expeditionary responsibilities.

1.4. Force Management. Manpower analysts at all levels must support commanders and leadership by managing authorizations, force requirements, and organizational structures during in-garrison operations as well as while preparing and employing forces.

1.4.1. Authorizations are funded Unit Manpower Document (UMD) positions distributed by program element from HQ USAF and allocated to the MAJCOMs. Expeditionary manpower management affects the coding of positions and manpower resource decisions. Results of expeditionary manpower studies and assessments may be coded in the UMD by utilizing the MNT. Detailed coding values are found in **Table 4.8**. Coding of

unfunded positions is appropriate only if current funding line cannot support the results of an AF/A1M approved study or assessment.

1.4.2. Force requirements are positions on a Deployment Requirements Manning Document (DRMD) under an operational plan (OPLAN) force requirement number (FRN) unit type code (UTC). All force requirements are created and managed by expeditionary manpower processes and procedures at different organizational levels. Each position in a DRMD has a tasking type made up of the deployment type and the supported organization. See [Table 4.2](#) for all the tasking type values. Force requirements are used in both contingency and exercise plans.

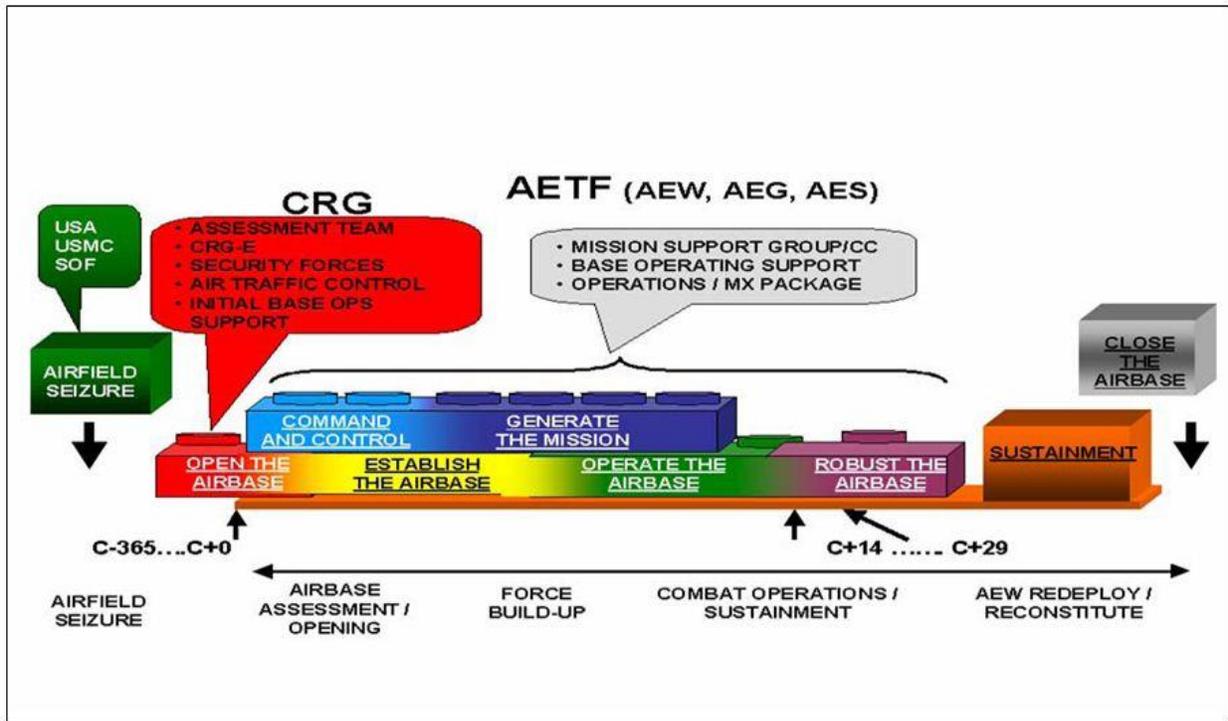
1.5. Deploying MO Personnel. Manpower personnel will deploy to operational theaters and work diligently to support the deployed commanders and units to which they are aligned to organize and size their units for effective operations. Manpower deploys under the Air and Space Expeditionary Task Force (AETF) Force Module Concept as well as to fill AEF rotational and Individual Augmentation (IA) requirements.

1.5.1. AETF Force Module Concept. The AETF force modules (**Figure 1.1.**) are a planning tool for packaging command and control, operational mission, and Expeditionary Combat Support (ECS) forces. The modules provide a standardized template to optimize initial planning through rapid requirements generation. It provides rapid global projection and sustainment of combat capabilities through expression of military power; it further optimizes base opening, initiating operations from a bare base to an AEW, and a seamless transition between operational phases.

1.5.2. Manpower is a part of the Establish-the-Airbase force module (FM). Manpower's presence in this FM comes in the form of a two-man team in the RFMAP unit type code (UTC). This team performs the Reception/Employment Phase of manpower functions as described in Chapter 4. The RFMAN UTC must arrive at the same time as the GCCS-AF equipment.

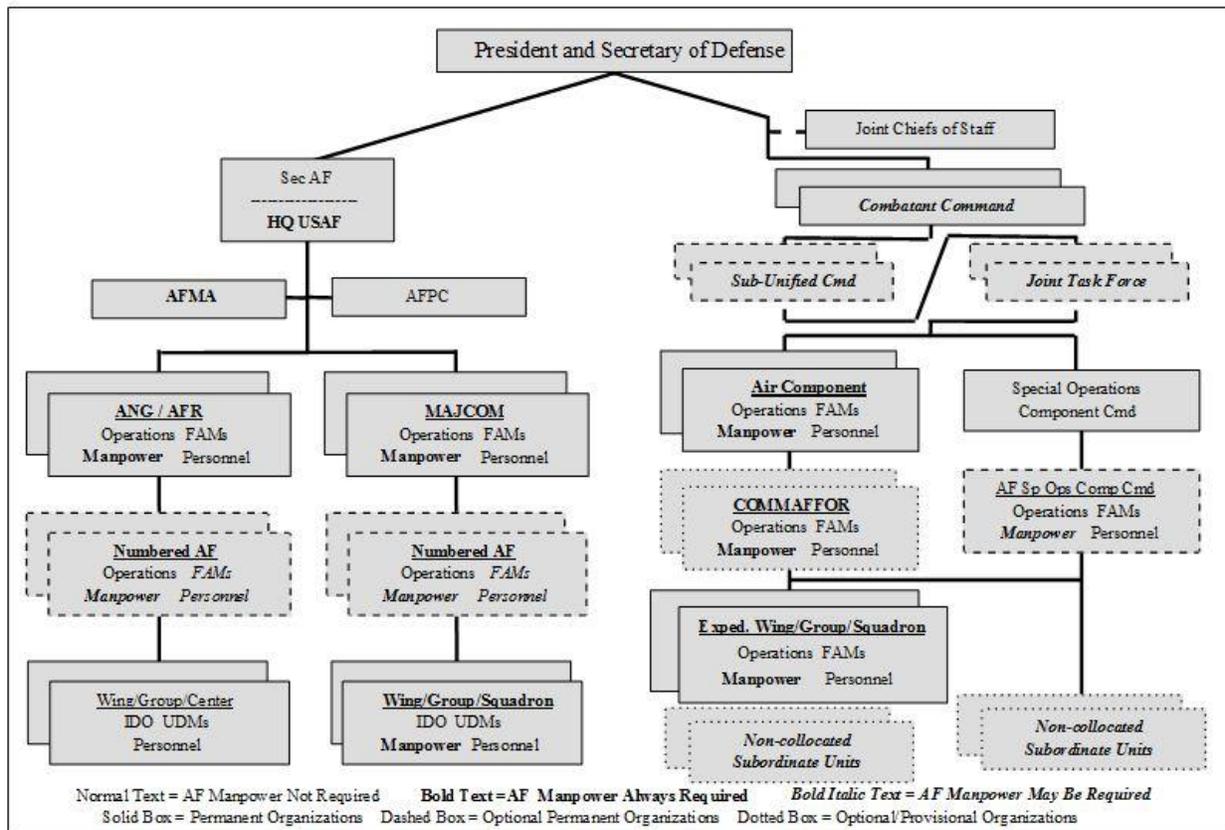
1.5.3. Manpower capability for the FMs will be primarily sourced to the wing MOs and the Manpower Requirements squadrons and flights. Detailed posturing guidance for manpower is found in Appendix 1 of the Manpower, Personnel, and Services Functional Area Prioritization and Sequencing Guide.

Figure 1.1. Air and Space Expeditionary Task Force (AETF) Force Module Concept.



1.6. Manpower and Organization Structure. **Figure 1.2** depicts the structure of the MO community within in-garrison and expeditionary organizations.

Figure 1.2. Organization of Air Force MO Personnel.



1.7. Programming Concept. Expeditionary manpower requirements are dynamic and change with variations in threat, equipment, and concepts of operation -often more rapidly than out-year program allocation through the Planning, Programming, Budgeting and Execution System. The premise that the manpower required to accomplish a specific workload in any one of three phases of the construct (i.e. non-surge, surge, and post-surge) does not necessarily equate to the current funded manpower authorizations forms the basis of the Air Force expeditionary manpower planning and programming concept. Therefore, the primary goal of expeditionary manpower programming is to accurately define and identify the manpower required to meet the unit mission, by Air Force Specialty Code (AFSC) level, to fully execute current Joint Chiefs of Staff (JCS) operational requirements in differing scenarios. These requirements are compared with manpower authorizations to identify overages and shortages likely to occur up to and including full mobilization. This identification facilitates near-term management actions and planning necessary to correct these mismatches. The long-term goal of Air Force expeditionary manpower programming is to meet expeditionary manpower force structure requirements. This is done by projecting requirements into the Future Year Defense Program (FYDP) years, developing initiatives to eliminate projected mismatches, and funding these initiatives through the programming and budgeting process.

1.8. Planning Concept. Chapters 2 and 4 address the primary functions of the Air Force expeditionary manpower management process. The basic functions are to:

1.8.1. Determine and package manpower requirements to accomplish specific and usually functionally oriented workload associated with fight in-place or deploying forces. This is accomplished in the form of UTCs contained in the Manpower Force Packaging System (MANFOR). Manpower requirements for in-garrison support and institutional forces are not usually identified in a UTC.

1.8.2. Ensure accurate use of manpower force packages to satisfy force employment requirements needed to accomplish JCS assigned operational tasks and ensure these force employment requirements, and associated theater in-place requirements, are documented in the appropriate operational plan (OPLAN) time-phased force and deployment data (TPFDD).

1.8.3. Document the unavailable and shortfall manpower force package employment requirements associated with the subsequent OPLAN TPFDD.

1.8.4. Manage the manpower requirements of base-level plans which contain the base-level requirements and taskings associated with OPLANs.

1.8.5. Use OPLANs, OSD planning scenarios, or other force lists comprising the NMS, as a tool to conduct manpower assessments identifying required manpower.

2. Expeditionary Manpower Management Responsibilities.

2.1. Introduction and Universal Expeditionary Manpower Responsibilities. This chapter contains expeditionary Manpower management responsibilities for MO personnel at all levels of command at the employment and in-garrison location. It is based on the need to prepare and maintain our forces so they are ready to perform their missions. All MO staffs, offices, flights and elements will:

2.1.1. Assist commanders and Functional Area Managers (FAM) by determining the need for and structure of organizations. Develop and process all Organizational Change Requests (OCR) to appropriate command level.

2.1.2. Assist commanders and FAMs by determining and documenting requirements, both in theater and home station. Develop and process all Authorization Change Requests (ACR) to appropriate command level.

2.1.3. Assist commanders and FAMs in identifying available manpower resources.

2.1.4. Assist commanders and FAMs in comparing and matching manpower resources to requirements, documenting results, and recommending solutions to commanders and FAMs.

2.1.5. Operate and maintain standard Air Force contingency manpower and manpower resource management systems.

2.1.6. Ensure the above information is documented and communicated to the appropriate agencies.

2.1.7. Provide other MO services as time and priorities permit.

2.2. Overarching Organizational Responsibilities.

2.2.1. AF/A1M:

2.2.1.1. AF/A1MR. Develops expeditionary manpower requirements and resource management policy for all aspects of contingency planning and Defense Planning Scenario (DPS) analysis. AF/A1MR also provides overall MO functional guidance for field training, automated systems, and FAM training programs.

2.2.1.2. AF/A1MO. Develops Air Force organization policy to set up and make changes to permanent and provisional (expeditionary) units and approved unit actions through the MAJCOMs.

2.2.1.3. AF/A1MZ. Develops manpower management automated systems management policy.

2.2.2. Air Force Manpower Agency (AFMA). Assists HQ USAF, FOAs, DRUs, Air Force functional communities and MAJCOMs in making intelligent, fact-based decisions to promote the efficient and effective use of resources. The AFMA Management Engineering Division, Wartime Analysis Branch (AFMA/MASR) manages the Air Force Manpower Force Packaging (MANFOR) data, performs wartime analysis, and develops processes, procedures and systems in support of expeditionary manpower and wartime analysis.

2.2.3. MAJCOM/FOA/DRU. Each MAJCOM/FOA/DRU MO staff implements HQ USAF manpower policies and procedures related to organizing, training, and equipping forces. They assist commanders, functional area managers, and subordinate units in establishing organizations and serve as principle manpower requirements resource managers to the MAJCOM/FOA/DRU commander.

2.2.4. Numbered Air Forces (NAFs). NAFs are subordinate to MAJCOMs and may be designated as the Air Force component to a unified combatant command or support an Air Force MAJCOM component to a unified combatant command. The MO staff will report to the CNAF commander's A1 directorate and provide manpower and organization services to all units subordinate to it, both permanent and provisional. They assist commanders, functional area managers, and subordinate units in establishing organizations and serve as principle manpower requirements resource managers to the commander.

2.2.5. Wings/Groups at Deployed/Sustained Locations. MO personnel are critical advisors to the home station and deployed commander providing manpower expertise as required. The MO implements higher headquarters guidance and serves the in-garrison wing/group, subordinate units and other units designated by its parent MAJCOM. Wing level MO personnel will be located in the Manpower and Personnel Flight of the Expeditionary Force Support Squadron (EFSS) at the employment location. System connectivity and shared work space may necessitate collocation, in whole or in part, with the PERSCO team to promote a healthier and robust information exchange. To determine the number of MO requirements required for contingency operations, refer to the Manpower Supplement of the War Mobilization Plan (WMP) Volume 1.

2.3. Contingency and Crisis Action Planning Responsibilities.

2.3.1. Overview. There are many contingency planning scenarios, and each is based on specific threats, mission requirements and/or assumptions stated in the Joint Strategic Capabilities Plan (JSCP) and other supporting documents. The JSCP tasks Combatant

Commanders (CCDR) to prepare a wide range of plans to meet Chairmen, Joint Chiefs of Staff (CJCS) contingency planning requirements. They focus on specific, anticipated threats and current force structure from a force employment perspective within a given theater of operations. They are based on mission requirements and assumptions stated in the NMS and other supporting documents. It also focuses on total (not just in-theater) requirements and force structure from a force provider perspective to respond to the threats specified in the NMS. Contingency planning focuses on anticipating the future in the current time frame. The deployment requirements are those theater requirements needed to satisfy the concurrent threats specified by the Operational Plans (OPLAN). For Manpower, contingency focuses on establishing organizations; determining deployment and in-place requirements; and matching manpower resources to contingency requirements. Crisis action planning tailors contingency plans on the shelf to a specific crisis in a single point in time, or creating a new plan using an expedited contingency planning process. The primary agencies involved in determining requirements and managing forces required by the supported CCDR are the Air Components (force employers) and the supporting MAJCOMs (force providers).

2.3.2. AF/A1M will:

2.3.2.1. Develop policy and provide procedural guidance on determining total force requirements and organizational structure to support contingencies and operations; and monitor expeditionary manpower requirements through the HQ Air Force Crisis Action Team (AFCAT), NAFs, Air Components, MAJCOMs and other field units.

2.3.2.2. Upon CAT activation, the Manpower, Organization and Resources (AF/A1M), Force Management Policy (AF/A1P) and Services (AF/A1S) staffs function together to staff and operate the CAT A1 position of the AFCAT cell.

2.3.2.3. Notify MAJCOMs/FOAs/DRUs of information expectations, timelines and anticipated use of programming information.

2.3.3. AF/A1MR will:

2.3.3.1. Oversee and review programs implementing manpower requirements and resource management.

2.3.3.2. Perform analysis, assessment, and validation of wartime capability derived from HQ USAF, Joint Chiefs of Staff (JCS), and Office of the Secretary of Defense (OSD) formulated policies and programming baselines affecting mix of military and civilian manpower end strength.

2.3.3.3. Work with AF/A5XW, Offices of FAM Oversight (OFAMO), and HAF FAMs to ensure both overall and functional planning guidance is consistent/sufficient for use in determining missions and the manpower required to accomplish those missions.

2.3.3.4. Resolve AEF manpower tasking shortfalls in the event AFPC/DPW schedulers, MAJCOM/A1s, or wings are unable to source AEF manpower taskings through the AEF Libraries.

2.3.3.5. Provide the Force Support FAM inputs for the manpower portion of the AEF Posturing and Sequencing Guidance, ensuring UTC capability is postured against the correct manpower requirements.

2.3.3.6. Participate as a member of the War Planning and Execution Council of Colonels (CoC), the War Planning Integrated Process Team (WPIPT) and the Force Projection Community of Interest (CoI) by providing functional representation for all manpower issues.

2.3.4. AF/A1MO will:

2.3.4.1. Develop policy to create and change permanent and provisional (expeditionary) units.

2.3.4.2. Process organization actions requiring HQ USAF approval per AFPD 38-5, *Unit Designations*, or AFI 38-101, *Air Force Organization* for expeditionary units standing up in the CCDR area of responsibility.

2.3.4.3. Oversee and review programs implementing organization management.

2.3.5. AF/A1MZ will:

2.3.5.1. Oversee and review programs implementing manpower management automated systems.

2.3.5.2. Produce machine data interfaces between the Manpower Programming and Execution System (MPES) and expeditionary manpower related systems as required.

2.3.6. AFMA/MASR will:

2.3.6.1. Evaluate and enhance contingency/wartime management processes and procedures to ensure they support Air Force Expeditionary Manpower Management programs.

2.3.6.2. Develop automated system requirements to implement expeditionary manpower management policies, responsibilities, processes and procedures.

2.3.6.3. Provide AF/A1MR/A1PR/FAMs with contingency requirements, tasking and manpower resource information and analysis.

2.3.6.4. Manage Air Force Unit Type Code information for inclusion into the Joint Operational Planning and Execution System (JOPES).

2.3.6.5. Review Force Support Squadron (FSS) Manpower Section UTC manpower validation documentation provided by the MAJCOM MO Staff, and conduct assessments of the validation process and forward FSS Manpower Section documentation, with AFMA/MASR assessment, to AF/A1MR.

2.3.6.6. Apply direct code (AFSC, SEI, and FAC) conversions to all standard UTC manpower force elements, OPLAN detailed force requirements and AEF Library manpower detail and coordinate these updates and direct conversions with MAJCOM, Air Component and AFPC/DPW staffs to ensure accurate and timely application.

2.3.6.7. Participate as a member of the War Planning and Execution Systems Integrated Process Team (WPSIPT) by providing functional representation and testing support for all manpower related functions.

2.3.7. MAJCOM/FOA/DRU will:

2.3.7.1. Assist FAMs in determining total deployment planning and in-place requirements for all units and ensure they are documented in Air Force contingency and manpower resource management systems. Gaining MAJCOMs determine deployment and in-place requirements necessary upon mobilization and the Air National Guard (ANG)/Air Force Reserve Command (AFRC) determines round-out requirements for organizing, training and equipping their forces.

2.3.7.2. Assist FAMs with matching postured UTC requirements to UMD authorizations. The matching process uses automated tools such as the Posturing Analysis Tool (PAT), DCAPEs Analysis and Feasibility Tool (AFT), or MAJCOM unique tools to the greatest extent possible. Matching may be accomplished as required by the functional community, but complete matching results, consolidated by the host manpower agency (i.e., MAJCOM A1M), are required prior to the Global Force Management (GFM) timeline for sourcing nominations. Matching results submission will be directed by AF/A1M and passed to AFMA/MASR in a UMD position number to Availability Line Number (ALN) format specified by AFMA.

2.3.7.3. Document requirements in the Manpower Annex to contingency plans.

2.3.7.4. Manpower and Equipment Force Packaging (MEFPAK) Responsibilities. (Refer to AFI 10-401, *Air Force Operations Planning and Execution*, Chapter 5, for complete MEFPAK responsibilities.)

2.3.7.4.1. MAJCOMs/FOAs/DRUs with MEFPAK Responsibilities. The MEFPAK Responsible Agency (MRA) will:

2.3.7.4.1.1. Assist FAMs in determining the need for new, updated, or as necessary, to cancel a UTC and review the manpower validation accomplished by the pilot unit's servicing FSS Manpower Section. Ensure the servicing Manpower function maintains the appropriate documentation detailing how the validation was accomplished and forwards UTC validation documentation to AFMA/MASR.

2.3.7.4.1.2. Document Mission Capability Statements (MISCAP) and manpower detail and approve Manpower Force Element (MFE) details submitted internally by the MAJCOM, FAMS or the FSS Manpower Section via the DCAPEs system.

2.3.7.4.2. MAJCOMs/FOAs/DRUs without MEFPAK responsibilities. The MO staff will:

2.3.7.4.2.1. Assist FAMs in determining the need for new UTCs.

2.3.7.4.2.2. Assist FAMs in assessing the manpower requirements for UTCs the MAJCOM provides.

2.3.7.5. MAJCOM/FOA/DRU MO staffs and Manpower Sections will:

2.3.7.5.1. Develop command-unique guidance.

2.3.7.5.2. Assist with interpreting Air Force guidance and using Air Force systems, and will contact the appropriate agencies for clarification and improvement recommendations as necessary.

2.3.7.5.3. Accomplish Designed Operational Capability (DOC) statements reviews and compare Status of Resources and Training System (SORTS) reportable UTC to authorized structure and evaluate UTC MISCAPs for currency.

2.3.8. Numbered Air Force (NAF). NAFs may be designated as the Air Force component to a unified combatant command or support an Air Force MAJCOM to a unified combatant command. These responsibilities also apply to MAJCOMs acting as the Air Component. The MO Staff will:

2.3.8.1. Assist the FAMs in determining Area of Responsibility (AOR) organizational structures and validate contingency requirements necessary to support the current and continuing mission(s) in their AOR.

2.3.8.2. Translate Combatant Commander (CCDR) Requests for Forces/Capabilities (RFF/RFC) sourced to the Air Force into standard UTCs and tailor as necessary to meet the required capability. This also includes creating units and/or requirements to support and account for Airmen assigned to Joint Expeditionary Tasking (JET) and Individual Augmentation (IA) requirements.

2.3.8.3. State augmentation requirements in the form of standard UTCs in the MEFPK.

2.3.8.4. Ensure organizational structure and employment requirements in its AOR are documented and comply with organization policy.

2.3.8.5. Conduct theater specific familiarization training for personnel preparing to deploy or participating in major exercises.

2.3.9. Wings/Centers will:

2.3.9.1. MEFPK Responsibilities. Refer to AFI 10-401, Chapter 5, for complete MEFPK responsibilities.

2.3.9.1.1. Wings/Centers with delegated MEFPK Responsibilities (Pilot Units). The servicing Manpower Section will:

2.3.9.1.1.1. Assist FAMs in determining the need for new UTCs and validate the manpower requirements of existing UTCs.

2.3.9.1.1.2. Document the MISCAP and manpower detail and convey to the MAJCOM MO staff.

2.3.9.1.1.3. Maintain documentation detailing the manpower validation process and results and forward to the MAJCOM MO Staff for review. The FSS Manpower Section will maintain documentation until the UTC is cancelled or until the next annual UTC validation is conducted.

2.3.9.1.2. Wings/Centers without MEFPK Responsibility (Non-Pilot Units). The servicing Manpower Section will:

- 2.3.9.1.2.1. Assist FAMs with determining the need for new UTCs.
- 2.3.9.1.2.2. Assist FAMs by assessing UTC manpower requirements the wing/center provides.
- 2.3.9.2. Ensure deployment and in-place planning requirements, resources (authorizations) and resources-to-requirements match information available in DCAPES.
- 2.3.9.3. Provide requirements, resources and UTC/UMD compare information to the Installation Deployment Officer (IDO), commanders, their designated representative(s), wing leadership and the MPF as requested.
- 2.3.9.4. Assist commanders and FAMs with determining continuing in-place unit missions and the manpower requirements required to accomplish the mission(s).
- 2.3.9.5. Compare and match resources to requirements within acceptable constraints and identify potential mismatches, overages and/or shortages. Assist commanders and FAMs in satisfying shortfall requirements from within existing wing/center resources.
- 2.3.9.6. Evaluate requirements, resources (manpower authorizations) and resource-to-requirement analyses based upon changes proposed by unit commanders or FAMs; also coordinate proposed changes with the wing/center commander and convey proposed changes to its MAJCOM MO staff.
- 2.3.9.7. Supports readiness programs:
 - 2.3.9.7.1. Status of Resources and Training System (SORTS)/AEF Reporting Tool (ART). Provide unit SORTS/ART monitors with deployment and in-place requirements data, and advise commanders of options to resolve discrepancies between the total UTC/in-place requirement needs and available UMD authorizations.
 - 2.3.9.7.2. Augmentation Duty. Assist commanders and the Base Augmentation Review Board (ARB) with determining and validating ARB requirements to support the scenario of the augmentation program (e.g., sustained contingency requirements for base survivability, security forces, command post and cargo-marshaling.) Document Exemptions and calculate the Fair Share with remaining available support IAW AFPAM 10-243, *Augmentation Duty*.
 - 2.3.9.7.3. Deployment Planning. Build local exercises, worst case scenarios and base support plans in support of local commanders and the IDO.
 - 2.3.9.7.4. Installation Deployment Plan (IDP). Provide the Installation Deployment Planning Committee and units with deployment and in-place requirements, resources (authorizations), and requirements-to-resources information and recommend ways to deal with overages and shortages.
 - 2.3.9.7.5. Civilian Mobilization. Assist commanders and the Civilian Personnel Office (CPO) with identifying key and emergency essential civilian authorizations and convey this information to the MAJCOM MO staff to update the manpower resource management system.

2.4. Expeditionary Resource Programming Responsibilities.

2.4.1. Introduction. Expeditionary programming is based on approved mission requirements and assumptions stated in the NMS and other supporting documents. It focuses on total (not merely in-theater) requirements and force structure (from a force provider perspective) in order to respond to threats specified in the NMS. Total force planning and programming looks out (up to) six years into the future, translates programming requirements into useful MPES coding that serves as a baseline to accurately posture UTC capability (forces). The primary agencies involved in overseeing the programming of forces are the HAF, MAJCOMs, FOAs and DRUs.

2.4.2. AF/A1M notifies MAJCOM/NAF/FOA/DRU MOs of information expectations, timelines and anticipated use of programming information.

2.4.3. MAJCOM/NAF/FOA/DRU. The MO Staff will:

2.4.3.1. Ensure all wartime and expeditionary planning actions are up-to-date based on guidance from AF/A1M.

2.4.3.2. Ensure programmed deployment, in-place and institutional requirements are accurate and documented in standard Air Force contingency and manpower resource management systems. Gaining MAJCOMs determine in-place and deployment requirements required upon mobilization. The ANG/AFRC will determine round-out requirements for organizing, training and equipping their forces. **Table 4.8** contains the values for coding expeditionary (MNT) manpower requirements in MPES.

2.4.3.3. Convey programming requirements to AFMA/MASR (i.e., the Strategic Manpower Assessment).

2.4.4. AFMA/MASR reviews deployment and in-place programming requirements to extract the data from Air Force contingency and manpower resource management systems and provides to AF/A1M.

2.5. Execution Responsibilities.

2.5.1. General. Contingency and/or crisis action planning execution includes two distinct operations: deployments and employments. This section outlines the duties and responsibilities necessary to ensure their successful accomplishment.

2.5.2. Deployment (Transition) Responsibilities. Deployment operations include every action necessary to successfully identify and/or develop a plan to execute, initiate its execution and deploy assets to a known location. Agency responsibilities include:

2.5.2.1. MAJCOM/NAF/FOA/DRU MO staffs will:

2.5.2.1.1. Determine deployment and in-place requirements required upon mobilization; ANG and AFRC will determine round-out requirements for organizing, training and equipping their forces.

2.5.2.1.2. Compare and match resources to requirements using A3.6 within acceptable constraints and document any identified matches/mismatches (i.e., overages or shortages).

2.5.2.1.3. Advise FAMs of units possessing resource overages and shortages and

assist in rectifying shortfall requirement from within existing command resources.

2.5.2.1.4. Evaluate and staff, with the appropriate FAMs, organizational requirements and resource changes as proposed by subordinate locations.

2.5.2.2. AFPC/DPW. AFPC/DPW provides sourcing solutions for MAJCOM verification to meet CCDR requirements using a hierarchical progression using the AEF construct.

2.5.2.3. Supported Air Component. The MO staff will:

2.5.2.3.1. Assist FAMs with determining theater organizational structures and establishing provisional units at each employment location to achieve approved organizational structures. Ensure Attached PAS codes are created to support the organizational structure and are used in the OPLAN TPFDD requirements.

2.5.2.3.2. Assist FAMs with determining total contingency employment and augmentation contingency requirements necessary to support the current and continuing mission(s) in their theater. Augmentation requirements will be stated in the form of JOPEs standard UTCs and tailored as needed to meet specific CCDR requirements.

2.5.2.3.3. Convey employment/force (including augmentation) requirements to the appropriate force provider.

2.5.2.3.4. Ensure deployment requirements and MAJCOM sourcing (based on current sourcing policies) are documented in Joint and Air Force contingency management systems, as appropriate.

2.5.2.3.5. Coordinate with the Force Support staff, as necessary, to resolve requirement/sourcing issues.

2.5.2.3.6. Delegate responsibility for organization and manpower requirements management within the specific AFFOR area of responsibility, when the Air Component establishes AFFOR to conduct command and control of specific operations. Ensure units and/or requirements are created to support and account for Airmen assigned to Joint Expeditionary Tasking (JET) and Individual Augmentation (IA) requirements.

2.5.2.3.7. Establish and designate an Expeditionary Force Support Squadron (EFSS) Manpower Section to service each employment location in its theater and ensure they are documented in the contingency management system, or manpower resource management system, as appropriate.

2.5.2.3.8. Request an Air Force MAJCOM perform specific tasks it cannot perform if its MO staff is insufficient or lacks the capability.

2.5.2.3.9. Supported Air Component A1 cell. Once the Air Component's CAT or equivalent is activated, representatives from the MO, Personnel and Services staffs will operate the Air Component's A1 cell.

2.5.2.4. AFFOR. The MO staff will:

2.5.2.4.1. Assist FAMs with determining AOR organizational structures and

contingency requirements as necessary to support the current and continuing mission(s) in their AOR.

2.5.2.4.2. Evaluate and staff, with the appropriate FAMs, organizational and requirements changes proposed by subordinate employment locations.

2.5.2.4.3. Request establishment of provisional units, as required, at each employment location to reflect approved organizational structures. Request Attached PAS codes be created to support the organizational structure and are used in the OPLAN TPFDD requirements.

2.5.2.4.4. Ensure organizational structure and employment requirements in its AOR are validated and documented.

2.5.2.4.5. Coordinate with the Personnel staff, as necessary, to resolve and requirement/sourcing issues/discrepancies.

2.5.2.4.6. Ensure the EFSS Manpower Section has been established and designated to service each employment location in its AOR.

2.5.2.4.7. Operate and maintain standard Air Force contingency manpower management systems.

2.5.2.4.8. Provide other Manpower and Organization services as time and priorities permit.

2.5.2.4.9. Document the AOR's employment requirements and serve as the focal point between the Air Component and subordinate employment locations for manpower requirements issues.

2.5.2.4.9.1. Ensure augmentation requirements are classified in accordance with the CCDR's classification guidance.

2.5.2.4.9.2. Ensure augmentation requirements are stated in the form of standard UTCs to the extent possible.

2.5.2.4.9.3. Ensure the flow of augmentation requirements accurately reflects the actual time frame required in place, especially when transitioning to rotational operations.

2.5.2.4.9.4. Ensure employment requirements are annotated in DCAPEs.

2.5.2.4.9.5. Update corrected employing organization information in DCAPEs upon receipt from subordinate locations.

2.5.2.5. The Supporting MAJCOM/NAF/FOA/DRU MO staff will:

2.5.2.5.1. Receive deployment requirements via DCAPEs from the supported Air Component MO staff through AFPC/DPW.

2.5.2.5.2. Assist FAMs with identifying potential units to deploy when the total unit tasking exceeds a unit's capability and convey tasking errors to DPW to resolve with the supported Air Component.

2.5.2.5.3. Review and evaluate, with the appropriate FAM, requirements changes proposed by the subordinate deploying base(s) and staff coordinated/proposed

changes to DPW for coordination with the supported Air Component. Requirements will be reflected in the form of JOPES standard UTCs to the maximum extent possible.

2.5.2.5.4. Advise FAMs which units have overages and shortages and assist in rectifying shortfall disconnects from within existing command resources; document actions by matching resources to requirements.

2.5.2.5.5. Perform Air Force Verification Capability (AFVC) in DCAVES for each sourced requirement.

2.5.2.6. Gaining MAJCOM for ANG and AFRC forces will:

2.5.2.6.1. Coordinate with ANG, AFRC and Air Reserve Personnel Center (ARPC) staffs, as appropriate, to assist FAMs in identifying ANG and AFRC resources to meet tasking requirement(s).

2.5.2.6.2. If mobilization is necessary to obtain ANG and Air Force Reserve forces, assists MAJCOM A1/A3/A5 staff in creating a mobilization force list containing forces needed to be mobilized. MAJCOM A1/A3/A5 staff will communicate the force list to the approval authority designated in **AFI 10-401**.

2.5.2.6.3. Convey deployment requirements to tasked units via DCAVES and prepare a joint message with the Personnel staff to the appropriate MOs and MPS notifying them to expect deployment execution requirements and the urgency of taking the necessary action expeditiously. Ensure the servicing AFRC/NGB A1 receives the execution order immediately upon issuance.

2.5.2.6.4. If a MAJCOM/FOA/DRU CAT or equivalent is activated, representatives from the Manpower, Personnel and Services staffs will staff the MAJCOM/FOA/DRU A1 CAT position.

2.5.2.6.5. If a MAJCOM is supporting another MAJCOM, the supporting MAJCOM interacts with the supported MAJCOM as if the supported MAJCOM were an Air Component.

2.5.2.6.6. Operate and maintain standard Air Force contingency manpower management systems.

2.5.2.7. Deploying Locations. The Servicing FSS Manpower Section will:

2.5.2.7.1. Receive deployment requirements data from the supporting MAJCOM, in conjunction with the Installation Deployment Readiness Center (IDRC), and convey them to the servicing IPR and wing leadership. (Note: receiving this information from other agencies requires explicit approval from the supporting MAJCOM.)

2.5.2.7.2. Evaluate UTC deployment requirements in light of other contingency taskings with the IDO and UDMs for tasking accuracy (reviewing UTC tasking to ensure they are tasked to the correct unit) and tasking validity (reviewing UTC tasking and advising its parent MAJCOM MO staff, IDO, and the appropriate UDM if tasking is not within the units' deployment planning/mobility posture).

2.5.2.7.3. Evaluate all UTC and non-UTC deployment requirements with the

IDO/ UDM to assess each unit's ability to support the tasking in light of in-place and/or other deployment commitments.

2.5.2.7.4. Evaluate and staff, with the IDO, all requirement changes proposed by commanders and UDMs and convey the coordinated proposed changes to the parent MAJCOM MO staff, stating requirements in the form of JOPES standard UTCs.

2.5.2.7.5. Operate and maintain DCAPEs, to include using the system to annotate a tasking (MO validation), ensure the tasking is ready for personnel assignment action, and create the Levy file for load to LOGMOD.

2.5.2.8. MAJCOMs/NAFs/FOAs/DRUs with continuing in-place missions affected by contingency operations. In-place continuing missions are sometimes affected by contingency operations when a contingency operation drives manpower requirements change for more than 30 days based on the employment of forces, the deployment of additional forces, a change in the level of activity (i.e., workload change), a change in man-hour availability, or any combination of these. In this situation, MAJCOMs have the same responsibilities as a supported Air Component and may also have concurrent deployment responsibilities as supporting MAJCOMs. The MO staff will:

2.5.2.8.1. Assist FAMs with determining total contingency employment requirements and augmentation/contingency requirements (total requirements minus those satisfied by forces present during peacetime operations) that are necessary to support the current and continuing mission(s).

2.5.2.8.2. Evaluate and staff, with the appropriate FAMs, organizational and requirements changes proposed by subordinate units. Ensure changes are made to Air Force contingency and manpower resource management systems, as appropriate.

2.5.2.8.3. Ensure requirements are documented in the standard Air Force contingency and manpower resource management systems and conveyed to the servicing FSS Manpower Section. Further, the MO staff will ensure these manpower contingency requirements are conveyed to the tasked base in a timely manner to meet the established deployment timeline. Each UTC must be sourced to the proper agency tasked to fill the manpower requirement.

2.5.2.9. Wings/Centers Outside the AOR with Continuing In-place Missions Affected by Contingency Operations. Non-AOR wings/centers have the same responsibilities as employment locations (para 2.5.3.1.5) and may also have concurrent deployment responsibilities (para 2.5.2.7).

2.5.2.10. AFMA/MASR. Consolidate all employment and deployment requirements for all wartime and contingency operations, JCS exercises and any other military operation or exercise into a total statement of contingency requirements for the Air Force.

2.5.2.10.1. Manage AF Manpower Force Packaging System (MANFOR) UTC information and convey to AF/A5XW for inclusion into JOPES and to Manpower and Personnel staffs at all levels of command.

2.5.2.10.2. Evaluate and enhance contingency manpower requirements and manpower resource management processes and procedures by comparing requirements information at all levels of command.

2.5.2.10.3. Provide AF/A1MR/A1PR/FAMs with contingency requirements, tasking and manpower resource information and analysis.

2.5.3. Employment Operations. Actions required to deploy a force to an existing/bare base site and/or stand-up/implement a plan up for sustained operations over an extended period of time.

2.5.3.1. Air Component. Each Air Component's A1 office has a MO staff during contingency operations. The employed MO staff reports directly to the AFFOR/A1 or JFACC/J1. The MO staff services the Air Component and all units subordinate to it. If a CAT or similar organization is activated, the MO, Personnel and Services staffs will work together to staff the A1 CAT position.

2.5.3.1.1. Assist FAMs in identifying internal manpower authorizations to meet its combatant commander's joint augmentation requirements.

2.5.3.1.2. Document the combatant commander's joint augmentation requirements and internal sourcing in DCAPEs, which will convey the information to HQ USAF.

2.5.3.1.3. Air Force Special Operations Command. AFSOC may have a subordinate Air Force Special Operations Component Command to perform Air Component responsibilities for the Air Force forces operationally assigned to AFSOC. If this command is not capable of performing these responsibilities, the Air Component under the same combatant command is designated to perform them, AFSOC will provide the necessary/appropriate support.

2.5.3.1.4. Air Force Forces (AFFOR). An Air Component may establish a subordinate headquarters to manage specific operations and delegate operational management responsibilities. Note that AFFORs do not interact formally with MAJCOMs regarding providing forces; this is strictly an Air Component responsibility. The MO staff reports to the AFFOR commander and acts as the focal point between the Air Component and subordinate employment locations for manpower requirement issues; it services the AFFOR and all subordinate units. If a CAT or similar organization is activated, MO, Personnel and Services will work together to operate the CAT A1 position.

2.5.3.1.5. Employed Wings and other Subordinate Units. The Air Component MO staff establishes or designates an EFSS Manpower Section to service each Air Component subordinate unit; the wing servicing EFSS Manpower Section is a key advisor to the commander. If feasible, it is highly desirable that Manpower collocate with the Personnel Support for Contingency Operations (PERSCO) Team to enhance the exchange of contingency information and share system connectivity. MO personnel are available to provide services 7 days a week, 24 hours a day. Refer to the Manpower Supplement of WMP Volume 1 to determine when MO personnel are needed at employment locations. Refer to [Attachment 4](#) for specific tools to use in carrying out employment location responsibilities. The

employed EFSS Manpower Section will:

2.5.3.1.5.1. Notify the Air Component MO staff and AFMA/MASR within 24 hours upon activation as well as when it is inactivated. The EFSS Manpower Section will submit the notification message using the format in **Figure A4.3**.

2.5.3.1.5.2. Receive organizational structure and requirements of the locations it services from its Air Component (Note: receiving this information from other agencies requires explicit approval from the Air Component). Develop organizational information, if not provided, through analysis of assigned forces DRMD, and receive G-Series orders from Air Component through the MAJCOM and provides to PERSCO for personnel G-Series orders.

2.5.3.1.5.3. Ensure each requirement's employment information is correct and conveys necessary changes to its Air Component MO staff.

2.5.3.1.5.4. Provide local commanders and designated representatives with command relationships, organizational structure, requirements determination assistance and requirements information. Refer chain of command issues to the servicing Staff Judge Advocate.

2.5.3.1.5.5. Coordinate local organizational structure and requirements change requests with wing commander and appropriate unit commander or FAM. Evaluates organizational structure and requirements changes proposed by commanders and designated representatives and conveys proposed changes to its AFFOR or Air Component MO staff; requirements will be stated in the form of JOPES standard UTCs.

2.5.3.1.5.6. Recommend alternate pools of resources (i.e., host nation support, contracted assistance, or temporary cross-utilization of existing resources) to commanders and designated representatives.

2.5.3.1.5.7. Work with the servicing PERSCO team and AFFOR or Force Component Command MO staffs to resolve employment requirement vice personnel assigned/attached discrepancies.

2.5.3.1.5.8. Operate and maintain standard Air Force contingency manpower management systems.

2.5.3.1.5.9. Provide other Manpower and Organization services as time and priorities allow.

2.5.3.1.5.10. Submit an after-action report to AF/A1MR, the supported Air Component/MO Staff, AFFOR/A1 Staff, the supporting MAJCOM/MO staff, and AFMA/MASR within thirty days following deployment.

2.6. Unit Type Code (UTC) Management.

2.6.1. UTC development duties and responsibilities associated with Expeditionary Manpower Management (for AFMA, the MEFPAC Responsible Agency (MRA), and the MRA Manpower Office) are found in AFI 10-401. The process and procedures associated with these duties are documented in **paragraph 4.7** of this document.

2.6.2. The use of Manpower UTCs is described in the to the USAF War and Mobilization Plan, Volume I (WMP), Manpower Supplement.

3. Systems Supporting Expeditionary Manpower Management.

3.1. Standard Systems. The manpower career field operates within two Air Force systems:

3.1.1. Manpower Programming and Execution System (MPES).

3.1.2. DCAPEs.

3.2. Non-Standard Systems. Manpower analysts may use non-standard systems to perform mission related functions in the absence of a standard system solution or application. Manpower functionality within these systems must be communicated to AF/A1MR or AFMA/MASR for requirement submissions to the War Planning and Execution Integrated Process Team (WPIPT).

3.3. Description of Systems. (Tables 3.1 and 3.2 describe the systems, users, suppliers and their products, system functions, customers and the products that are available.)

3.3.1. MPES Overview. MPES is a web based resource management portal committed to shaping the future of manpower resource management throughout the Air Force. At the core of this capability is the requirement to provide real time manpower resource and manpower accountability throughout an organization, while ensuring mission effectiveness and readiness are maintained. MPES provides an interactive, collaborative environment where the system, assisted by powerful web agents, plays an active role in allocating manpower resources and analyzing data against the organization's established structure while providing programmers, resource managers and analysts the tools they need to better manage their manpower resources, analyze trends, make educated decisions and effect tangible changes. MPES has an automated interface with DCAPEs.

3.3.2. DCAPEs Overview. DCAPEs provides the Air Force the ability to perform operational planning and execution with a higher degree of precision and detail that enhances the overall Global Command and Control System (GCCS) joint planning process. DCAPEs interfaces with the Joint Operation Planning and Execution System (JOPES), Global Status of Resources and Training System (GSORTS) and other Air Force systems. Table 3.1 lists the application and primary users.

3.3.2.1. Air Force JOPES Editing Tool (AFJET). AFJET provides the Joint Planning and Execution Community (JPEC) a rapid, user-friendly tool to update and maintain operation plans (OPLAN) and maintenance of Time-Phased Force Deployment Data (TPFDD).

3.3.2.2. Air Force Query Tool (AFQT)/Dynamic Query Tool (DQT). This is a comprehensive, high-speed data query and information-reporting tool that operates against the JOPES database, DCAPEs tables and portions of the GSORTS database. AFQT/DQT can run queries against DCAPEs tables and multiple OPLANs simultaneously; it can also retrieve status of forces/readiness information and retrieve scheduling and movement information (i.e., carrier itinerary, allocation and manifest information) rapidly and efficiently.

3.3.2.3. Analysis and Feasibility Tool (AFT). This tool allows users to perform analyses such as comparing a unit's tasked/postured UTC(s) to the unit's manpower (UMD) authorization.

3.3.2.4. Unit Type Management (UTM). UTM is the module for registering and maintaining UTCs and allows users to request a new UTC; request a change to an existing UTC; or request an existing UTC be cancelled. Users can also import and view logistics data and create or maintain manpower details, as well as Mission Capability (MISCAP) statements.

3.3.2.5. UTC Availability (UTA). UTA is the module used to posture and sequence warfighting UTC capability across the Air Force. UTCs are tied to specific organization unit codes and given a posturing code to identify a deploying, or in-place, capability.

3.3.2.6. Personnel Deployments (PD). Personnel deployment functionality is found in the Taskings and Deployed Personnel module. This module allows base level logistics, manpower and personnel to validate, determine eligibility, and assign people to OPLAN taskings for TDY order creation and personnel movement and accountability.

3.3.2.7. Personnel Support for Contingency Operations (PERSCO). This Web-enabled module accounts for deployed personnel at the employment location and updates the master deployed personnel database. Manpower and Personnel specialists can use this module to track force requirement positions projected at their location and update the office symbol code (OSC) of the personnel deployment record.

Table 3.1. Contingency Management Applications.

Applications	Primary Users/Function
1. AFJET	Air Component – Editing TPFDD/DRMD MAJCOM - Editing/View TPFDD/DRMD In-Garrison and deployed location – Viewing TPFDD/DRMD
2. AFQT/DQT	All Users - Analysis
3. UTM	MEFPAK Responsible Agency - Manage UTCs Wings - Maintain UTC Manpower Details
4. UTA	MAJCOM AEF Cells - Posturing and Sequencing
5. PD	In-Garrison Personnel and Manpower function
6. PERSCO	Employed location PERSCO and Manpower Teams

3.3.3. Non-Standard Systems are often denoted by the needs, or organizational user responsibilities. For example, Air Component systems are developed to manage theater-specific functions while MAJCOM/FOA/DRU systems meet the needs of Air Force initiatives when standard systems fail.

4. Expeditionary Manpower Management Processes and Procedures.

4.1. Purpose. Processes describe what is done and procedures describe how to perform a process. After understanding the environment, policies, concepts of operations, and responsibilities, specify the processes used to carry out all responsibilities. Next, arrange

them in a logical order as much as possible, realizing these processes are often dynamic and interrelated. Then, give step-by-step procedures for each process. This chapter may not address every specific manpower and organization process. Notify AFMA/MASR of any specific processes to be added to this chapter.

4.2. The Basic Manpower and Organization Process.

- 4.2.1. Analyze the mission and environment.
- 4.2.2. Organize and structure units.
- 4.2.3. Determine requirements.
- 4.2.4. Identify available resources.
- 4.2.5. Compare resources to requirements (analysis).
- 4.2.6. Resolve mismatches.

4.3. Planning and Execution Process Overview. These processes are arranged by scenario phase in the following order: contingency planning phase, contingency deployment phase, contingency reception/employment/sustainment phase, UTC management process, expeditionary planning process and expeditionary programming process.

4.4. Contingency Planning Phase. Deployment planning is part of the planning process that focuses on readying/positioning the force to meet the defined mission at the employment location. A unit's ability to conduct successful deployment operations and accomplish the mission once deployed, depends on efficient and effective pre-deployment planning and training.

Table 4.1. Contingency Planning Phase Responsibility Matrix.

Process	HQ USAF	Supporting MAJCOM / NAF	Deploying Wing	Air Component	AFFOR	Employment Wing
1. Establish, document organizational structures within the AOR				X	X	
2. Build and manage the OPLAN.				X	X	
3. Assess the organization and adequacy of forces at employing wings.						X
4. Assess OPLAN at the supporting MAJCOM:		X				
4.1. Assess MAJCOM		X				

Process	HQ USAF	Supporting MAJCOM / NAF	Deploying Wing	Air Component	AFFOR	Employment Wing
supportability of the OPLAN.						
4.2. Mobilization:						
4.2.1. Assess the need for mobilization.		X				
4.2.2. Develop the Mobilization Force List.		X				
4.3. Assess OPLAN requirements.		X				
5. Assess OPLAN at the deploying Wing/Center.			X			

4.4.1. Establish and Document Organizational Structures within the AOR. The AFFOR and Air Component manpower function assists FAMs and commanders in determining and refining theater organizational structures and with evaluating organizational changes received from the employment locations; these functions document approved organizational changes; the organizational structure, to include provisional organizations, is documented in the OPLANs Annex J.

4.4.1.1. The Air Component MO Staff will:

4.4.1.1.1. Identify and define the required theater organizational structure in conjunction with the Air Component FAMs using criteria and procedures in AFI 38-101, *Air Force Organization*, and the Time Phased Force Deployment Data (TPFDD) Letter of Instruction (LOI) or Deployment/Execution Order (DEPOD/EXORD).

4.4.1.1.2. Establish required provisional units using procedures in AFI 38-101.

4.4.1.1.3. Ensure a unique attached Personnel Accounting Symbol (PAS) exists for each unit.

4.4.1.1.4. Document organization structures in Annex J, Command Relationships IAW AFI 10-401.

4.4.1.1.5. Evaluate requests for changes to an organization structure within the AOR based on Command Relationships contained in Annex J and procedures located in AFI 38-101.

4.4.1.2. The AFFOR MO Staff will:

4.4.1.2.1. Identify and define the required theater organizational structure along with the Joint Task Force (JTF)/Combined Task Force (CTF) Staff FAMs IAW AFI 38-101 criteria/procedures.

4.4.1.2.2. Request provisional units IAW AFI 38-101.

4.4.1.2.3. Ensure a unique attached PAS exists for each unit.

4.4.1.2.4. Document organization structures in Annex J, Command Relationships IAW AFI 10-401.

4.4.1.2.5. Evaluate organization (structure) change requests (OCRs) in the AOR based upon command relationships contained in Annex J, and procedures IAW AFI 38-101.

4.4.2. Build and Manage the OPLAN. This is a continual process where Air Component planners create and document operational requirements in the form of a Joint Operation Planning Execution System (JOPES) TPFDD based upon a CCDR request for forces/capability (RFF/RFC) or other request formats. The Air Component MO staff accesses the appropriate TPFDD and creates individual line-level requirements in DCAPEs. The Air Component MO staff and AFFOR MO staff, when established, will assist FAMs in determining/refining theater requirements, as well as evaluating requested requirement changes. The Air Component MO staff documents sourcing and requirements changes. Once the plan is complete, has substantial changes incorporated, or goes into a rotation, the Air Component MO staff updates employment location requirements.

4.4.2.1. The Air Component MO Staff will:

4.4.2.1.1. Interpret RFF/RFC and input the Air Force capability most closely designed to meet the CCDR requirement after the requirements are designated to fill through the Global Force Management (GFM) process. Air Force capability requested will be built in a JOPES TPFDD and line-level requirements created using DCAPEs procedures.

4.4.2.1.2. Place the appropriate employing unit code (attached PAS) and Tasking Type on each requirement using DCAPEs procedures and the theater organizational structure. **Table 4.2** lists the Deployment Types which make up the first character of the two characters Tasking Type.

Table 4.2. Tasking Type Code (1st Character).

Code	Deployment	Type
F	Unit Rqmt	Standard Force Solution
G	Unit Rqmt	Joint Expeditionary Tasking (JET) Joint Force/Capability Solution
H	Unit Rqmt	JET Ad-Hoc Force Solution
J	Unit Rqmt	JET In-Lieu-of (ILO) Forces
K	Individual	Individual Augmentation (IA)
X	Other	
Z	Unknown	

4.4.2.1.3. Receive proposed requirement changes from the AFFOR and supporting MAJCOMs and staff the proposal with the appropriate FAMs.

4.4.2.2. The AFFOR MO Staff will:

4.4.2.2.1. Document employment requirements and serve as the focal point between the Air Component and subordinate employment location for manpower requirement issues.

4.4.2.2.2. Receive proposed requirement changes from the employment location and staff the proposal with the appropriate FAMs.

4.4.3. Assess the Organization and Adequacy of Forces at Employing Wings. The servicing EFSS Manpower Section assists commanders and/or the designated unit representative(s) with reviewing the organizational structure and plan requirements to ensure forces are organized properly and are adequately sized to perform the assigned mission(s). The EFSS Manpower Section will:

4.4.3.1. Obtain incoming deployment requirements for the employment location and provide an electronic Deployment Requirements Manning Document (DRMD) for OPLANs to the respective commander and contact the AFFOR/Air Component MO staff to verify requirements for all operations affecting the given location(s).

4.4.3.2. Obtain in-place requirements for the employment location(s) and provide an electronic DRMD for OPLANs to applicable commanders. The EFSS Manpower analyst will contact the AFFOR/Air Component MO staff to verify the employment manpower requirements.

4.4.3.3. Create an organizational chart for the employment location(s) and ensure the attached PAS codes are correct and each position is in the correct attached PAS . Organizational charts shall include both DRMD positions and permanent authorizations (if any) at the employment location.

4.4.3.4. Coordinate with both the wing and unit commanders to assess the organizational structure and requirements based on mission and environment.

4.4.3.5. Notify the parent AFFOR/Air Component of results and any proposed changes—use procedures described in [Attachment 4](#) or theater specific instructions to propose changes.

4.4.4. Assess the OPLAN at the supporting MAJCOM.

4.4.4.1. Assess MAJCOM Supportability of the OPLAN. The supporting MAJCOM MO staff will assist FAMs with determining whether the MAJCOM taskings are valid with respect to other contingency taskings and WMP/UTC Availability. The supporting MAJCOM MO staff conveys tasking/sourcing errors and/or changes to the Air Component MO staff and conveys requirements to the subordinate deployed locations. The MAJCOM MO staff will:

4.4.4.1.1. Process the JOPES TPFDD to create line-level requirements using DCAPES if not accomplished by the Air Component. The action must be coordinated with the Air Component.

4.4.4.1.2. Compare all unit taskings to WMP/UTC availability for the unit. UTCs crossing multiple units need to be analyzed as a whole to access matching compatibility.

4.4.4.1.2.1. If a unit is tasked beyond its capability, or the tasking is illogical, advise the appropriate FAM and work with the Air Component to resolve.

4.4.4.1.2.2. If the tasked MAJCOM cannot support the tasking, notify the supported Air Component. A change in rotational requirement sourcing must be coordinated with AFPC/DPW and managed through the reclama process.

4.4.4.2. Mobilization.

4.4.4.2.1. Assess the Need for Mobilization. The gaining MAJCOM MO staff assists MAJCOM planners with determining if the gained reserve component forces are required to support the contingency operation, either in a deployed or in place capacity; if so, mobilization must be considered and planned for. The MO staff provides current list of UTCs to functional managers that are identified for Air National Guard and Air Reserve taskings.

4.4.4.2.2. Develop the Activation Force List. The gaining MAJCOM MO staff assists MAJCOM planners in forming a Activation Force List. If reserve component forces are tasked in the OPLAN, these forces are to be included in the Activation Force List. If reserve component forces beyond those tasked to deploy are needed, these forces are also included in the Activation Force List. The MO staff may provides MAJCOM planners with list of current OPLAN taskings for Air National Guard and Air Reserve.

4.4.4.2.3. Assess Activation Force List. The Air Reserve Component MO will assist ARC MAJCOM planners by ensuring all tasked UTCs are supportable by ARC UMDs and the units tasked to support the requesting gaining MAJCOM . The gaining MAJCOM MOs will produce an execution message through the ARC CAT to mobilize selected gained forces. The ARC produces execution message through the CAT to mobilize selected ARC gained forces (i.e. Individual Mobilization Augmentees (IMAs)).

4.4.4.3. Assess OPLAN Requirements. The supporting MAJCOM (or in some instances the NAF) MO staff will also assist FAMs in evaluating requirements changes initiated by the FAM or from a subordinate deploying location. The supporting MAJCOM/NAF MO staff conveys recommended manpower requirements changes to the Air Component MO staff for review and approval.

4.4.5. Assess the OPLAN at the Deploying Wing/Center. The servicing MO can view OPLAN taskings once the initial sourcing is complete and in the initial tasking status state in DCAPEs. The servicing MO works with the Installation Deployment Officer (IDO) and Unit Deployment Managers (UDMs) to ensure the correct unit has been tasked and conveys required sourcing changes to the supporting MAJCOM MO staff. The servicing MO will assist the IDO and UDMs with determining whether the unit's UTC taskings are feasible in light of other contingency taskings and conveys any tasking errors/over-taskings to the supporting MAJCOM MO staff. Requirements under rotational OPLANs do not need to be reassessed for each rotation; in this case, only steps 4.4.5.1., 4.4.5.1., and 4.4.5.4 below apply.

4.4.5.1. Obtain outgoing deployment requirements for your location using DCAPEs and contact the MAJCOM MO staff as necessary to verify the requirements for operations affecting your location(s).

4.4.5.2. Verify the tasked unit (PAS) is correct.

4.4.5.3. Verify the unit is the logical provider of the UTC.

4.4.5.4. Identify the required tasking changes and coordinate with the IDO and affected UDMs.

4.4.5.5. Verify whether or not the unit has been organized to provide the capability requested.

4.4.5.6. Verify the unit has the applicable UTC in the AEF Library.

4.4.5.7. Verify the unit has sufficient authorizations to fill the requirements tasked to the unit.

4.4.5.8. Notify the respective MAJCOM MO staff of tasking errors and any over-tasking(s).

4.5. Contingency Deployment Phase.

Table 4.3. Deployment Phase Responsibility Matrix.

Process	HQ USAF	Supporting MAJCOM	Deploying Wing	Air Component	AFFOR	Employment Wing
1. Create the Mobilization Requirements Document.				X		
2. Change Tasking Status at the Deploying Wing/Center.			X			

4.5.1. Establishing the Mobilization Requirements Document. Once mobilization is approved, the Air Component MO staff will assist HAF FAMs and MAJCOM planners with forming the Mobilization Requirements Document reflecting individual requirement levels of detail for gained forces to be mobilized and construct the DRMD of forces required for mobilization.

4.5.2. Changing Tasking Status at the Deploying Wing/Center. Once the execution order is issued and the requirements are built, the IDO receives the tasking from the MAJCOM in DCAPEs and begins the wing verification process. The IDO changes the tasking status from “D” to “M” upon verification for MO processing. The servicing MO validates line-level detail information and confirms requirements are available at the

installation to meet the tasking. The servicing MO assists the IDO and UDMs with determining whether the unit UTC taskings are valid and accurate. **NOTE:** *At Active Duty locations where a base MO function exists, once the tasking is verified by the IDO the tasking status is changed to “M” for MO validation. At Guard/Reserve locations where no base MO function is present, the IDO performs the MO validation as well as the verification. Once the tasking has been validated, the tasking status will then be set to “P” to signify the start of the personnel assignment process performed by the IPR.*

4.5.2.1. Obtain deployment requirements for your location(s) using DCAPEs.

4.5.2.2. Verify the ULN Line Level detail information.

4.5.2.2.1. Validate the detail items on the line. SAR, PRP, FAC, AFSC, Mil Grade, Civ Grade, Dep Echelon, and Attached PAS

4.5.2.2.2. Is the tasked unit correct (tasked PAS)?

4.5.2.2.3. Is the tasked unit the logical provider of the UTC? Is the required capability in UTC Availability?

4.5.2.2.4. Does the tasked unit have sufficient authorizations to fulfill the requirement?

4.5.2.2.5. Does the tasked unit have the applicable authorized AFSC/Grade/Skill-level authorizations to fulfill the requirement?

4.5.2.2.6. If the tasking does not require correction, the servicing MO changes the tasking status code from “M” to “P”. The IDO then verifies the requirement in AFVC, acknowledging that the tasking will be supported, partially supported, or short-failed through the reclama process IAW AFI 10-401 and AFI 10-403, *Deployment Planning and Execution*.

4.5.2.2.7. If the tasked PAS in the requirement necessitates a change to another PAS within the same installation and MAJCOM, submit changes to the tasking authority (i.e. MAJCOM, AFPC/DPW) through the IDO to re-source the requirement via the reclama process.

4.5.2.2.8. If the requirement is determined to be invalid, change the tasking status code from “M” to “D”. The IDO will contact the tasking authority (i.e. MAJCOM, AFPC/DPW) to re-source the requirement to another appropriate unit through the reclama process.

4.6. Contingency Reception/Employment/Sustainment Phase. During the Reception/Employment/ Sustainment Phase, the servicing MO staff uses basic manpower skills to ensure commanders have the appropriate and adequate resources to perform assigned mission. **Table 4.4.** identifies the specific processes to be performed and who performs them. Typical employed manpower functions may include: identifying the mission and environment (OPLAN and Operation Orders (OPORDs)); organizing and structuring units IAW AFI 38-101; determining requirements (Plan Identifier (PID)), UTC MISCAP/Manpower Force Element List (MFEL), AFI 38-201, *Determining Manpower Requirements* and AFI 38-255, Vol 1 *Air Force Management Engineering Program (MEP) - Processes*); identifying available resources; comparing resources to requirements

(PID/Employment Requirements/Manning Document (ERMD) Compare/Analysis); and resolving mismatches (see [Attachment 3](#)).

Table 4.4. Contingency Reception/Employment/Sustainment Phase Responsibility Matrix.

Process	HQ USAF	AFFC/DPW	Supporting MAJCOM	Deploying Wing	Air Component	AFFOR	Employment Wing
1. Inventory Equipment, Supplies, and Documents.							X
2. Assess the Organization and Adequacy of Forces at Employment Locations.						X	X
3. Match Personnel to Requirements at Employment Locations.						X	X
4. Maintain the OPLAN.		X			X	X	X
5. Create Rotational/Replacement Deployment Tasking.		X			X	X	
6. Assess MAJCOM Supportability of Rotational Deployment Tasking.							
6.1. UTC Tasking.		X	X				
6.2. Individual Tasking.		X	X				
7. Assess Deploying Wing/Center Supportability of Rotational Deployment Tasking.							
7.1. UTC Tasking.				X			
7.2. Individual Tasking.				X			
8. Terminate Requirements.				X	X		

4.6.1. Inventory Equipment, Supplies and Documents. Conduct an inventory to include, but not be limited to, the GCCS readiness system and associated electronic files for the employment location (PID, DRMDs, in-place UMD, etc.); applicable manpower instructions and guidance on electronic media (AFIs, manpower standards, etc.); and ensure sufficient supplies to conduct operations.

4.6.2. Assess the Organization and Adequacy of Forces at the Employment Location. The servicing EFSS Manpower Section will review the OPLAN and in-place requirements to ensure forces are properly organized and adequate to perform assigned missions. They assist functional representatives with determining the need for new requirements or changes to requirements and document the justification for new requirements. The servicing EFSS Manpower Section conveys change request information to the appropriate parent AFFOR, Air Component, or MAJCOM MO staff.

4.6.2.1. Verify incoming deployment requirements for the employment locations serviced in DCAPES and ensure the attached PAS is correct and that a unique PAS

- exists for each unit. Contact the AFFOR MO staff to verify there are requirements for all operations affecting your location(s).
- 4.6.2.2. Verify in-place requirements for the employment location(s) serviced in DCAPES and contact the parent AFFOR MO staff to verify requirements for operations affecting your location(s).
- 4.6.2.3. Establish an organizational structure for the serviced employment location(s) that reflects deployment requirements and recommend a graphical organizational structure (organizational chart with officer, enlisted, civilian and total (O/E/C/T)) reflecting deployment requirements based on the employed unit (attached PAS). The importance/value of this action cannot be emphasized enough.
- 4.6.2.4. Coordinate with commanders to assess the organizational structure and requirements identified in light of the mission and environment.
- 4.6.2.5. Send the Employment Organizational Chart to the AFFOR/Air Component MO once completed/approved by the local commander.
- 4.6.2.6. Notify the parent AFFOR/Air Component of results and any proposed changes using procedures described in [Attachment 4](#) to propose changes.
- 4.6.3. Match Personnel to Requirements at Employment Locations. The servicing EFSS Manpower Section will assist the servicing PERSCO team with determining whether personnel arriving without a unique (valid) OPLAN requirement are actually required at that location. Verify and document any unfilled requirements; EFSS Manpower and PERSCO teams should be collocated to the greatest extent possible to enhance synergies.
- 4.6.4. Maintain the OPLAN. The Air Component MO staff and AFFOR MO staff, when established, will work with FAMs to determine and refine theater organization and force requirements and evaluate requested organization and force requirement changes. The Air Component MO staff documents organizational and requirement changes; once the plan is complete or has substantial changes incorporated, the Air Component MO staff conveys the requirements to the subordinate employment locations, supporting MAJCOMs and the respective FAM(s).
- 4.6.4.1. Process the JOPES TPFDD to create line-level requirements using DCAPES.
- 4.6.4.2. Using DCAPES and theater organizational structure, place the appropriate employing unit code(s) (the attached PAS) on each requirement.
- 4.6.4.3. Receive sourcing changes from supporting MAJCOMs.
- 4.6.4.4. Receive proposed/recommended requirement changes from employment locations and supporting MAJCOMs and staff the recommended changes with the appropriate FAMs.
- 4.6.4.5. Use DCAPES to modify tasking requirements to reflect sourcing (MAJCOM and unit) and approved requirements changes.
- 4.6.5. Create Rotational/Replacement Deployment Taskings. AFPC/DPW, in concert with the Air Component and AFFOR, creates deployment requirements based on augmentation requirements as required to support rotations and replacements. This includes creating multiple deployment requirements per rotation as requested by

supporting the MAJCOMs based on the tasked units' ability to provide resources. Using DCAPEs, create an adequate number of ULNs in order to fill anticipated rotation requirements.

4.6.6. Assess MAJCOM Supportability of Rotational Deployment Tasking.

4.6.6.1. UTC Tasking. The supporting MAJCOM MO staff will assist the FAMs in determining whether the MAJCOM taskings are valid in light of other contingency taskings, WMP/UTC Availability, SORTS rating, ART Conditions and that a units taskings are accurate. The supporting MAJCOM MO staff conveys tasking errors and changes in sourcing to the Air Component MO staff and conveys requirements to subordinate deploying locations.

4.6.6.2. Individual Tasking. The supporting MAJCOM MO staff conveys an individual tasking to the FAMs and assists in determining whether the unit's total deployment taskings, plus their continuing in-place mission requirements, exceed their overall capacity to fully support. The supporting MAJCOM MO staff conveys tasking problems and changes in sourcing to the supported Air Component. MAJCOM MO provides MPES information to FAMs for possible tasked units.

4.6.7. Assess Deploying Wing/Center Supportability of Rotational Deployment Tasking.

4.6.7.1. UTC Tasking. The servicing FSS Manpower Section receives taskings from its MAJCOM and works/coordinates with the local IDO and UDMs to ensure the correct unit has been tasked and conveys any required sourcing changes to the supporting MAJCOM MO staff. The FSS Manpower analyst further assists the IDO and UDMs with determining whether the unit's UTC taskings are valid in light of their in-place, or other contingency taskings, and conveys tasking errors and/or over-taskings to the supporting MAJCOM MO staff. **Table 4.5.** identifies specific UTC management responsibilities and who performs them.

4.6.7.2. Individual Tasking. The servicing FSS Manpower Section assists UDMs with determining whether the unit's total deployment tasking, plus any continuing in-place requirements, exceed their capacity to fully meet their tasking. The servicing MO conveys potential tasking issues/changes in sourcing to the supporting MAJCOM MO staff.

4.6.8. Terminate Requirements. As soon as it is known that a capability is no longer required, the Air Component MO staff and AFFOR MO staff must terminate the OPLAN requirement. Using DCAPEs, set the Estimated Tour Length (ETL) of the current deployment requirement to reflect the last day required. Delete any projected/future rotational/replacement deployment requirements.

4.7. UTC Management Process.

Table 4.5. UTC Management Responsibility Matrix.

Process	HQ USAF	MEFPAK Responsible Agency	Pilot Unit Deploying Wing/Ctr	AFMA
1. Establish a New UTC:				
1.1. Determine the Need For a New UTC.	X	X		
1.2. Request a New UTC.		X		
1.3. Document UTC Composition.		X	X	
1.4. Monitor Approval of New UTC Requests.	X			X
2. Modify An Existing UTC.		X	X	X
3. Cancel a UTC:				
3.1. Request Cancellation of a UTC.	X	X		
3.2. Cancel HQ USAF Approved UTCs.	X			X
4. Maintain the UTC Database.	X			X
5. Distribute HQ USAF Approved UTCs.	X			X

4.7.1. Establishing a New UTC:

4.7.1.1. Determine the Need For a New UTC. The AF/A1M or MAJCOM MO staff assists FAMs with determining whether a change in the functional concept of operations, or an organizational configuration of the existing force or new/programmed mission capability, dictate a new UTC.

4.7.1.2. Request a New UTC. The FAM requests a new UTC from AF/A5XW; the FAM will also designate a MEFPAK responsible agency (MRA) for the new UTC.

4.7.1.3. Document UTC Composition. The MRA MO staff works with the HAF/MAJCOM FAM to determine and document the MISCAP and validate manpower detail for the new UTC. If the MAJCOM uses pilot units for developing UTCs, the local servicing FSS Manpower Section will work with the pilot unit to determine and document the MISCAP and validate manpower detail and convey to the MAJCOM MO staff.

4.7.1.3.1. The MRA MO staff will:

4.7.1.3.1.1. Receive AF/A5XW approval notification of new UTCs via the DCAPES newsgroup.

4.7.1.3.1.2. Notify the MAJCOM Logistics office of approval and convey the UTC designator, exact title, Deployment Indicator code (DEPID)/Force Category Code (FCC) and Unit Level Code (ULC) information to develop the logistics force detail (LOGFOR) for the new UTC.

4.7.1.3.1.3. Notify the FAM of the approval and assist in developing the

MISCAP and validate the manpower detail by Functional Account Code (FAC), Grade, Air Force Specialty Code (AFSC), and Special Experience Indicator (SEI) to provide the mission capability. The MRA MO staff must complete Attachment 2, Figure A2.1. UTC Validation Checklist, documenting the method(s) used to validate the manpower requirements. They must further maintain the validation documentation until the UTC is cancelled or until the next validation has been accomplished and documented. Lastly the MO will forward the completed checklist and validation documentation to AFMA/MASR.

4.7.1.3.1.4. Document the MISCAP and manpower detail using DCAPES.

4.7.1.3.1.5. Convey the new UTC MISCAP and MANFOR detail to AFMA/MASR using procedures in both DCAPES and those outlined in AFI 10-401.

4.7.1.3.1.6. Certify the FSS MO's UTC validation checklist and documentation before forwarding to AFMA/MASR.

4.7.1.3.2. For pilot units, the servicing FSS Manpower Section will:

4.7.1.3.2.1. Assist the pilot unit with developing the MISCAP.

4.7.1.3.2.2. Validate manpower detail by FAC, AFSC, Grade, SEI, SAR, PRP, Duty Code and quantity to support the MISCAP. Complete Attachment 2, **Figure A2.1 UTC Validation Checklist** document the methods used to validate the manpower requirement and maintain the validation documentation until the UTC is cancelled or until the next validation has been accomplished and documented. Lastly, forward the completed checklist and validation documentation to the parent MAJCOM Manpower Functional.

4.7.1.3.2.3. Document the MISCAP and manpower detail and convey to the MAJCOM MO staff using DCAPES.

4.7.1.4. Monitor Approval of New UTC Requests. AFMA/MASR coordinates with AF/A5XW to monitor UTC requests through the approval process.

4.7.1.4.1. Discuss the status of new UTC requests with AF/A5XW.

4.7.1.4.2. Convey the current status to the requesting MAJCOM MO Staff.

4.7.2. Modify an Existing UTC. MRA MO staffs update existing approved UTCs when there are required data element changes, such as AFSC or FAC (direct AFSC and FAC conversions are performed by AFMA/MASR; indirect conversions are performed by the MAJCOM MO staff.) The Manpower section also assists FAMs in identifying composition changes when a standard or a minor Concept of Operations (CONOPS) change impacts the wartime force structure. If the MAJCOM uses pilot units to develop manpower detail, the servicing FSS Manpower Section will work with the pilot unit to identify changes to the manpower detail and convey to the MAJCOM MO staff. A MISCAP should only be modified to clarify or better define the mission capability of the unit type. If the update 'changes' the capability of the unit type, a new UTC must be requested and justified. Major changes are classified as changes to the original stated

mission capability and require a new UTC. Use the procedures outlined in AFI 10-401, Chapter 5 to submit a UTC modification request.

4.7.2.1. The MRA MO Staff will:

4.7.2.1.1. Assist the FAM with identifying MISCAP changes when required and validating manpower detail by FAC, Grade, AFSC, SEI, SAR and PRP.

4.7.2.1.2. Document the MISCAP and manpower detail using DCAPES at the MRA MO staff.

4.7.2.1.3. Convey the new UTC MISCAP and MANFOR detail to AFMA/MASR, using DCAPES process and procedures outlined in AFI 10-401.

4.7.2.2. For pilot units, the servicing FSS Manpower Section will:

4.7.2.2.1. Assist with identifying changes required to the MISCAP and validates manpower detail by FAC, Grade, AFSC, SEI and quantity to support the MISCAP.

4.7.2.2.2. Document the MISCAP and manpower detail and conveys to the MAJCOM MO staff using DCAPES.

4.7.2.2.3. **Attachment 2, Figure A2 1**, UTC Validation Checklist, should be used to document the methods used to validate manpower requirements. Maintain the validation documentation until the UTC is cancelled or until the next validation has been accomplished and documented.

4.7.3. Requesting UTC Cancellation. The MRA MO staff may request UTC cancellation when the capability is no longer required, available, or as requested by the responsible FAM. Major CONOPS shifts, deletion of the weapon system from the Air Force inventory and weapon system shifts (i.e., primary authorized aircraft changes) are generally acceptable reasons to request UTC cancellation. Use the procedures outlined in AFI 10-401, Chapter 5 to submit a UTC cancellation request.

4.7.3.1. Cancelling an Air Force-Approved UTC. AFMA/MASR will formally cancel a UTC upon AF/A5XW and FAM approval. Canceled UTCs are maintained on file for one year, or through a complete planning cycle, whichever is longer. Upon notification, using the DCAPES application, change the DEPID/FCC to zero (denoting cancellation).

4.7.4. Maintaining the UTC Database. AFMA/MASR performs AFSC and FAC direct conversions and removes deleted UTCs from the UTC database a year after being deleted or at the end of the planning cycle, whichever is longer; the MRA MO staff may perform AFSC indirect conversions.

4.7.4.1. In DCAPES, utilize the AFPC AFSC conversion list and the AF/A1MZ FAC conversion list to convert appropriate AFSCs and FACs.

4.7.4.2. Remove the deleted UTCs in DCAPES each update cycle.

4.7.5. Distributing Air Force-Approved UTCs. AFMA/MASR will distribute Air Force approved UTC Titles, MISCAPs and Manpower Detail for offline analysis by creating a

MANFOR database and change transactions in DCAPEs; and posts change transactions and updates the MANFOR database on the AFMA Portal Page.

4.8. Expeditionary Manpower Planning Processes and Procedures. All installations with deployment forces for any CCDR will utilize the following processes. During the Reception/ Employment/Sustainment Phase, servicing MOs will use basic manpower skills and existing planning systems to ensure commanders have appropriate and adequate resources to perform their assigned mission. **Table 4.6.** identifies specific processes to be performed and who performs them.

Table 4.6. Expeditionary Manpower Planning Responsibility Matrix.

Process	HQ USAF	Supporting MAJCOM	(both in-place and deployment NAF/Air Component)
1. Determine and Document Deploying and Non-deploying Operational Force Planning Requirements.		X	X
2. Determine and Document In-place Support Force Planning Requirements.	X	X	X
3. Identify Available Planning Resources.		X	X
4. Compare Resources to Requirements.		X	X
5. Document Results.		X	X
6. Apply the Results.			
6.1. Deployment Planning.		X	X
6.2. Designed Operational Capability (DOC) Statement Review.		X	X
6.3. Civilian Mobilization.		X	X
6.4. Base Support Planning.			X
6.5. SORTS.			X
6.6. Augmentation Program.			X
6.7. Assess Authorization Change Impacts.		X	X

4.8.1. Determining and Documenting Deployment Planning Requirements. The MAJCOM MO staff will assist FAMs in determining the UTC(s) each unit must be prepared to provide to the warfighting commands. The FSS Manpower Section documents these requirements in DCAPEs utilizing a MAJCOM allocated 08-series OPLAN and provides the data to the IDO and UDMs.

4.8.1.1. Reviewing Each Unit’s OPLAN Tasking, WMP/UTC Availability, and DOC statements. The MAJCOM MO will correlate the three, explain any differences and assist the FAM identify the UTC(s) each unit must provide. This wartime-planning deployment requirement is also known as a “mobility” or “preplanning” requirement.

4.8.1.2. Document the wartime planning deployment requirements in DCAPEs.

4.8.2. Determine and Document In-place Planning Requirements. The MAJCOM MO staff will:

- 4.8.2.1. Participate in AF directed total force or other strategic level manpower assessment as required.
 - 4.8.2.2. Assist FAMs with using functional guidance and/or AF-level assessment outputs to determine in-place support requirements for in-garrison missions. MAJCOMs may direct subordinate units to work through their servicing FSS Manpower Section to recommend in-place requirements.
 - 4.8.2.3. Obtain the current functional contingency planning guidance from AF/A5XW, or AF/A1MR. This should be available in AFI 10-401 and WMP 1.
 - 4.8.2.4. Assist the FAMs with interpreting the guidance and applying it to each work center—this should lead to the number of requirements.
 - 4.8.2.5. Once approved by the MAJCOM FAM, update the in-place requirements in MPES. This will make the in-place requirements available to HAF, AFMA/MASR, and FSS Manpower Sections.
- 4.8.3. Identify Available Planning Resources. Available resources are those authorizations valid at the end of the current fiscal year that are not matched to wartime planning requirements.
- 4.8.3.1. Identify the current planning year end—normally the end of the current fiscal year.
 - 4.8.3.2. Ensure all systems have current authorization information.
- 4.8.4. Comparing Resources to Requirements.
- 4.8.4.1. Using the Analysis and Feasibility Tool (AFT) in DCAPEs, PAT, or other MAJCOM unique tools, compare available resources to requirements.
 - 4.8.4.2. Use the substitution rules in applicable instructions (i.e., AFI 10-403, para 2.3.3, 5.4.4 or 5.4.5), or in the absence of established guidelines use the information in Attachment 3.
- 4.8.5. Document Results.
- 4.8.5.1. Using AFT in DCAPEs, PAT, or other MAJCOM unique tools, match authorizations to requirements and document results.
 - 4.8.5.2. Once approved by the MAJCOM, update the requirements in MPES or other AF/A1M approved source. This will make the in-place requirements available to HAF, AFMA/MASR, and FSS Manpower Sections.
- 4.8.6. Applying the Results. Once the above processes are completed, the information may be used for the following programs:
- 4.8.6.1. Deployment Planning. The MO Staff supplies the results of the planning requirement to assist planners in developing the requirement.
 - 4.8.6.2. DOC statement/UTA Review. The MAJCOM MO staff, or FSS Manpower Section will assist FAMs ensure the unit's required designed operational capability (DOC) statement does not exceed UMD authorizations. The MAJCOM MO staff or FSS MO staff will:

- 4.8.6.2.1. Provide MPES information to FAMs for possible tasked units.
- 4.8.6.2.2. Provide AFSC level detail of UTCs required by the DOC or UTA, if the DOC references the UTA.
- 4.8.6.2.3. Analyze MPES information against DOC required UTCs using AFT in DCAPEs, PAT or other MAJCOM unique tools.
- 4.8.6.3. Civilian Expeditionary Workforce (CEW). The FSS Manpower Section will:
 - 4.8.6.3.1. Work with the CPO and units to identify civilian emergency-essential (EE) positions that are required to deploy or are needed to remain in-place in overseas theaters during contingency operations.
 - 4.8.6.3.2. Identify those civilian authorizations matched to deployment requirements and those overseas matched to in-place requirements.
 - 4.8.6.3.3. Create a project to make necessary adjustments to matches based on CPO and unit's recommendations, and convey the project to the MAJCOM MO staff for coordination and approval using MPES.
- 4.8.6.4. In-Garrison Expeditionary Site Plan (IGESP). The FSS Manpower Section provides authorization information, to complete Part I, and requirements (deployment and in-place) information to complete Part II to the In-Garrison Expeditionary Site Planning Council (IGESPC) and other base agencies IAW AFI 10-404, *Base Support and Expeditionary Site Planning*.
- 4.8.6.5. SORTS. The FSS Manpower Section will:
 - 4.8.6.5.1. Provide requirement and requirements-to-resources analysis information to unit SORTS monitors.
 - 4.8.6.5.2. Provide the authorization information to the SORTS monitor using MPES.
 - 4.8.6.5.3. Analyze MPES and tasked UTCs to provide a list of matched and unmatched authorization to UTC requirements.
- 4.8.6.6. Augmentation Program. The FSS Manpower Section must also provide requirement information to the Augmentation Review Board (ARB) and assist them by identifying those requirements critical to the augmentation scenario as well as augmentation scenario-unique requirements. The Manpower Section then assists the ARB and FAMs in validating the necessary requirements and identifying those available for augmentation.
 - 4.8.6.6.1. Create augmentation requirements as in-place requirements and provide information in the format requested using DCAPEs by using the wing's designated Air Force OPLAN series.
 - 4.8.6.6.2. Provide MPES authorization information to the ARB.
 - 4.8.6.6.3. Provide the Augmentation Review Board a listing of currently planned deployment requirements using DCAPEs.

4.8.6.7. Assessing Authorization Change Impact. For each authorization change proposed by units that affects the unit (PAS), work center (FAC), skill (AFSC), grade, or SEI, the Manpower Section assesses the impact on wartime planning mission capability. If a capability is lessened, the Manpower Section will notify the unit and attempt to find other options to satisfy the requirement.

4.8.6.7.1. Using DCAPEs, search the UTA to determine whether an authorization change negatively impacts current wartime requirements. Such impacts include, but are not limited to:

4.8.6.7.1.1. A UTC change action that eliminates an AFSC or unique skill at a wing or unit.

4.8.6.7.1.2. A change that converts a military authorization to civilian and results in a future over-tasking (shortage) to the wing for that Air Force specialty/capability.

4.9. Expeditionary Programming Processes and Procedures.

Table 4.7. Expeditionary Programming Responsibility Matrix.

Process	HQ USAF	MAJCOM/ FOA/ DRU	Wing	Air Command	AFFOR
1. Notify MAJCOMs/FOAs/DRUs of Expectations.	X				
2. Determine and Document Programming Deployable and Non-Deployable Operational Requirements.	X	X			
3. Determine and Document Programming In-place Support Requirements.		X	X		
4. Identify Available Programming Resources.	X	X			
5. Compare Resources to Requirements.	X	X			
6. Document Results.		X			
7. Resolution Applying the Results.	X				

4.9.1. AF/A1M notifies MAJCOMs/FOAs/DRUs of expectations and AF/A1MR notifies the MAJCOM MO staffs of information expectations, timelines and anticipated use of programming information.

4.9.2. Determine and Document Programming Requirements. AF/A1MR and AFMA works across the planning and analytical community to identify Defense Planning Scenarios approved by OSD for force planning and programming.

4.9.2.1. Using DCAPEs, or other modeling tools, populate OPLAN data with the deployment requirements.

4.9.2.2. Source requirements to the appropriate supporting MAJCOMs.

4.9.3. Determine and Document in-place Requirements. The MAJCOM MO staff assists FAMs in reviewing in-place requirements to project them through the range of the Future Year Defense Plan (FYDP). The MO staff documents the projected in-place requirements.

4.9.3.1. Using DCAPEs, or other modeling tools, document the in-place requirements.

4.9.3.2. The MAJCOM MO staff enters requirements sourcing as provided by the MAJCOM FAMs.

4.9.4. Identify Available Resources. Available resources are those authorizations that are funded across the FYDP (usually focusing on the out years). Using MPES and FYDP information, update authorizations as required.

Table 4.8. Expeditionary Manpower Type* (2nd Character of MNT).

Code	Abbreviation	Long Name
D	DOF	Deployable Operational (or Support) Force
N	NDOF	Non-Deployable Operational (or Support) Force
I	IGSF	In-Garrison Support Force
X	INF	Institutional Force
U	UNK	Not Yet Determined/Unknown

* Coding of this manpower type does not affect the duties of assigned military personnel. For example, Airmen assigned to a NDOF position can be deployed.

4.9.5. Compare Available Resources to Requirements. Resources are compared to requirements using a variety of criteria based on the comparison restraints. Using automated tools such as DCAPEs AFT, the PAT, or other MAJCOM unique tools, compare authorizations against in-place and deployable requirements.

4.9.6. Document Results. Provide a listing of matched and unmatched requirements and authorizations to the AF/A1MR and AFMA/MASR.

4.9.7. Applying the Results. Comparison information is used in the resource management decision making processes; use the results to obtain additional authorizations through the programming process or relieve the MAJCOMs of wartime requirements identified as a shortage. Provide results to AF/A1MR through AFMA/MASR.

5. Expeditionary Manpower Inspection Program.

5.1. General. The Manpower and Organization expeditionary manpower inspection program establishes standards of success/accomplishment, ensures consistency of performance and generates an environment where our expeditionary manpower processes evolve to effectively support the mission. The Director for Manpower, Resources and Organization (AF/A1M) oversees this expeditionary manpower evaluation instrument. The inspection program described herein is **mandatory** for implementation at each command level regardless of where the processes reside, or who performs them.

5.2. Scope. The AF/A1M expeditionary manpower process supports Air Force operational missions from home station/in-garrison to deployed and/or employment locations across the world. They span pre-execution, execution and employment phases of mission accomplishment. The AF/A1M expeditionary manpower management processes are among the critical first steps to ensure Total Force accountability for both requirements and personnel.

5.3. Responsibilities.

5.3.1. AF/A1M will:

5.3.1.1. Work with SAF/IG to ensure that the Inspector General's staff has identified the most appropriate aspects of manpower and organization as major graded areas during inspector general inspections.

5.3.1.2. Appoint an Office of Primary Responsibility (OPR) for oversight and management. AF/A1MR is the executive agent for program oversight with support from the Air Force Manpower Agency, Headquarters Support Division, Wartime Analysis Branch (AFMA/MASR).

5.3.1.3. Designate core inspection areas (CIAs) and specify performance standards.

5.3.1.4. Monitor consistency of CIA application across the Air Force.

5.3.1.5. Establish training programs for expeditionary manpower processes.

5.3.1.6. Approve and disapprove waivers.

5.3.2. Air Component Manpower and Organization.

5.3.2.1. Assess the effectiveness of manpower and organization CIA processes supporting operations in the area of responsibility.

5.3.2.2. Establish data collection mechanisms to ensure CIA feedback from employed locations is documented for analysis and action.

5.3.2.3. Identify performance trends, problems, or enhancements to AF/A1MR for further evaluation and action.

5.3.3. AFMA/MASR will:

5.3.3.1. Develop and implement expeditionary manpower processes training programs in conjunction with the Career Field Enlisted Council (CFEC) for issues related to the Specialty Training Standard (STS), the Job Qualification Standard (JQS) and other formal training courses.

5.3.3.2. Create and maintain a expeditionary manpower inspection website.

5.3.3.3. Deleted.

5.3.3.4. Review command expeditionary manpower inspection programs for consistency of interpretation and application of the CIAs.

5.3.3.5. Review waiver requests and submit to AF/A1MR.

5.3.4. MAJCOM/FOA/DRU Manpower and Organizations will:

5.3.4.1. Implement the Air Force Manpower, Organization and Resources expeditionary manpower inspection program.

5.3.4.2. Assist inspected units in the establishment of their programs.

5.3.4.3. Identify command-unique Items of Interest (IOI), or performance standards and issues supplemental policy as required.

5.3.4.4. Develop command expeditionary manpower inspection guides and/or checklists based on AF level inspection checklists, per AFI 90-201, paragraphs 1.6, 2.1.2, and 2.5.2.

5.3.4.5. Establish policies and procedures for command-unique training requirements and be responsible for the development and execution of base-level FSS Manpower Section exercises.

5.3.4.6. Evaluate CIAs at every subordinate location with an in-garrison or deployable MO expeditionary manpower mission and use the frequency established by the command IG, and as requested, to support unit self-inspections or other command requirements. Although aimed at base-level FSS MO sections, all offices with a deployable mission should be periodically evaluated under this program to ensure continuity.

5.3.4.7. Monitor consistency of CIA application across the command and initiates corrective measures when Air Force performance standards are not being met.

5.3.4.8. Document and report overall compliance results and trends for higher headquarters analysis and action.

5.3.5. Base FSS Manpower Sections will:

5.3.5.1. Implement the MAJCOM MO expeditionary manpower inspection program.

5.3.5.2. Plan and participate in local IG exercises in order to train and practice expeditionary manpower processes within the Manpower, Organization and Resources CIAs.

5.3.5.3. Create internal expeditionary manpower training and exercise events.

5.3.5.4. Train all appropriate personnel to properly perform expeditionary manpower processes.

5.3.5.5. Document process enhancements or problems and submit to higher headquarters for action.

5.4. Implementation.

5.4.1. MAJCOM/FOA/DRU Inspection Programs.

5.4.1.1. In addition to AF level ORI/UCI checklist MAJCOMs may develop and publish their own inspection checklists and guides to assess the Manpower, Organization and Resources CIAs, performance standards, and IOI, as needed to satisfy addition command requirements. Development guidance and help is available through the IG staff.

5.4.1.2. All inspection checklist and guide revisions will be forwarded to AFMA/MASR for review.

5.4.1.3. To facilitate preparation, provide inspection checklists/guides to inspected units no later than 30 days prior to their next regularly scheduled higher-headquarters inspection.

5.4.1.4. Inspected units will participate in no less than two training exercises annually. Participation in Silver Flag or similar exercises will not satisfy the intent of this in-garrison 'unit training' requirement. One of these should emphasize combined operations with the Installation Personnel Readiness (IPR) and/or local PERSCO teams. Ideally, every deployable Manpower UTC should be covered by at least one field training opportunity annually. Training exercises will be designed to demonstrate sufficient facets of the CIAs to ensure all personnel are capable of performing their duties. Unit-level leadership must ensure all deployable personnel can execute UTC mission capability standards and the operating requirements in **Attachment 4**. For guidance on preparing an exercise program see AFI 10-204, *Readiness Exercises and After-action Reporting Program* or contact the local IG staff.

5.4.1.5. Create a trend analysis and feedback mechanism to capture successes and problems, and ensures inspections make allowances for, and document exceptional process deviation, that enhances mission performance. Failure or unsatisfactory findings must attempt to capture contributing environmental issues such as training or procedural flaws. The subsequent analysis of systemic factors affecting process performance will allow adjustments to processes and/or training as warranted. The goal is always to find the best possible way of accomplishing the mission while encouraging process consistency across the career field.

5.4.1.6. Maintains historical inspection results for each inspected unit to document recurring problems and facilitate corrective actions.

Figure 5.1. Expeditionary manpower Inspection Report Format.

NOTE: Submit electronically to AFMA/MASR and include the following:

MAJCOM: MAJCOM submitting report. **POC:** Name, phone, and e-mail of person with in-depth information.

CIA/IOI: Specify the CIA or IOI from **Tables 5.1.** and **5.2.** Report command-unique IOIs that may be of broader interest to the career field.

Process: Identify process examined. Include sufficient detail to answer "what" was tested.

Type: Identify the type of inspection; UCI, ORI, etc.

Standard: Report command-unique performance standards. Otherwise not required.

Quantity: State how many evaluations are covered by this item, whether multiple MOs or multiple

test events of the same process in a single MO.

Results: State how personnel did in relation to the standard.

Comments: Address systemic factors leading to negative results, if identified; and actions taken to mitigate them, if any. Address MO-initiated process enhancements or other lessons learned. Are standards reasonable?

5.4.2. AFMA/MASR will:

5.4.2.1. Post and maintain command inspection checklists and guides to the expeditionary manpower inspection website.

5.4.2.2. Analyze reports, identifies trends and develop recommendations for CFEC or others as required to address expeditionary manpower program issues.

5.5. Core Inspection Areas (CIAs).

5.5.1. The five CIAs correlate to the primary Manpower, Organization and Resources expeditionary manpower mission areas. They are foundational in that they are anticipated to have a regular or recurring frequency, are important to the success of the overall mission (i.e. will have an adverse impact if performed improperly or not at all), and have a persistent methodology and rationale for accomplishment. **Table 5.1** depicts the CIAs for the expeditionary manpower inspection program.

Table 5.1. Manpower, Organization and Resources Core Inspection Areas.

Core Inspection Area	Description
1. Change Requests	Both organization and requirements changes.
2. Plans Management	Operations accountability within DCAPEs.
3. MEFPK/MANFOR Processes	Baseline data support element.
4. Automated Systems	Operation and management of DCAPEs.
5. Office Operations	Employment location operations.

5.5.2. There are four recognized expeditionary manpower process areas with varying levels of implementation or importance throughout the career field. Aspects of these processes may be suitable for inspection as command Items of Interest to assess compliance with command policy or procedure. **Table 5.2** contains the IOI.

Table 5.2. Manpower, Organization and Resources Items of Interest.

Items of Interest	Description
1. Unit Type Codes (UTC)	Pilot unit maintenance, distribution and notification processes, and general UTC management requirements.
2. Designed Operational Capability Statements (DOC)	Review and coordination processes linked to change requests.
3. In-Garrison Expeditionary Site Plan (IGESP)	As required/requested.
4. Augmentation Program	As required/requested.

5. Installation Deployment Plan	As required/requested
---------------------------------	-----------------------

5.6. Inspections and Phases.

5.6.1. The CIAs have differing levels of importance and performance depending upon type of inspection and the phase of operations being executed. All expeditionary manpower processes can be assessed using Unit Compliance Inspections (UCI). Only the CIAs should be assessed using Operational Readiness Inspections (ORI). **Table 5.3** depicts, by phase, where expeditionary manpower processes reside and which type inspection lends itself to proper evaluation.

Table 5.3. Applying CIAs and IOIs to Inspections and Phases.

CIA / IOI	Inspection Type		Inspection Phase			
	UCI	ORI	Pre-execution	Execution	Employed	In-garrison
Change Requests	X	X			X	X
Force Management	X	X	X	X	X	
MEFPAK/MANFOR	X	X	X	X	X	X
Automated Systems	X	X	X	X	X	X
Office Operations	X	X			X	
UTCs	X					X
DOC Statements	X					X
IGESP	X					X
Augmentation Program	X					X
IDP	X					X

5.6.2. Inspected units should use the Inspection Phase information in **Table 5.3** to prepare locally initiated training exercises and understand when certain elements of core processes are to be performed and that, knowing whom they serve, is as important as knowing how to do them.

5.7. Process and Performance Standards. All expeditionary manpower processes are subject to inspection, however only CIAs have processes and performance standards that are mandatory for assessment. The following section stipulates those processes and specific performance standards. Commands will evaluate all expeditionary manpower processes and may establish their own performance standards provided they are not less than the standard for measured CIAs. Ensure inspection reports include command-driven performance standards for evaluation as emerging requirements.

5.7.1. Change Requests. These include manpower and organization requirement changes.

5.7.1.1. Inspections will address change request evaluation, impact analysis, analytical skills, procedural adherence, coordination and communication skills and overall administrative compliance.

5.7.1.2. It is mandatory that in-garrison manpower authorization change requests be evaluated against UTCs required by the unit's Designed Operational Capability

(DOC) statement. Ensure evaluations consider the ability to properly address UTC MISCAP requirements (especially critical AFSCs), the implications of skill and grade substitution and supporting units and their total taskings. AFI 10-201, *Status of Resources and Training System*, provides a central information source for critical AFSCs.

5.7.1.2.1. DOC statements will be analyzed and validated against the fiscal year end strength (30-Sep-YYYY) of the year in which the DOC statement will be implemented.

5.7.1.2.2. Compare UMD changes against the required DOC statement UTCs to ensure no negative impact occurs as a result of the proposed manpower change and the unit's ability to meet the tasking.

5.7.1.3. See Force Support FAM CoP for other mandatory performance standards regarding this CIA.

5.7.2. Force Management. This CIA deals with every aspect of base-level Manpower's role in applying the capabilities of DCAPEs. AFMA/MASR is the career field OPR for manpower functionality and processes in DCAPEs.

5.7.2.1. Evaluate all aspects of DCAPEs processes and procedures described in **Chapter 3, Table 3.2** This includes the operator's ability to:

5.7.2.1.1. Perform data management and retrieval duties.

5.7.2.1.2. Assess mission supportability through comparison of requirements to resources.

5.7.2.1.3. Effectively utilize system data for analytic management purposes and the ability to logically deduce appropriate actions/solutions.

5.7.2.1.4. Effectively operate with installation readiness functions like IDOs, UDMs, and IPR, to include PERSCO teams.

5.7.2.1.5. Create organization charts from resident UTC and requirements document data.

5.7.2.2. The following items are mandatory:

5.7.2.2.1. Operators must demonstrate functional proficiency in operating DCAPEs.

5.7.2.2.2. DCAPEs will have the total deployment requirement and manpower document (plan) for their location. This will include the locally determined worst-case scenario. This information is obtainable from the Installation Deployment Officer or plans function. See **Attachment 4** for additional standards.

5.7.3. Dynamic Query Tool (DQT)/Air Force Query Tool (AFQT). Timeliness in responding to queries, as well as accuracy, should be measured as an indicator of system competence.

5.7.3.1. The following items are mandatory (See **Attachment 4** for additional standards.):

5.7.3.1.1. Assess the operator's ability to generate standard reports as well as the ability to research abstract data and generate resulting reports or data extract.

5.7.3.1.2. Assess operator ability to identify and react to the impact of changes from or to the MANFOR. Inspections will assess impacts to tasked UTCs, the local UMD and Employed Requirements Manning Document (ERMD) and operational planning considerations, particularly those covered by SORTS.

5.7.4. Automated Systems. This CIA addresses any aspect of DCAPES not addressed in Force Management. AFMA/MASR is the career field OPR for all system requirements.

5.7.4.1. The following items are mandatory for DCAPES systems (In-Garrison and Deployed):

5.7.4.1.1. All required software and programs must be present and in compliance with the GCCS-AF baseline. The MAJCOM GCCS office is responsible for maintaining all software on the computer. Users will maintain current GCCS and DCAPES USER-IDs and passwords in addition to ensuring DCAPES and JOPES roles and permissions are sufficient for mission accomplishment. Contact the MAJCOM DCAPES program management office for questions regarding roles and permissions.

5.7.4.1.2. Controlled Area Program. All controlled areas will be in compliance with AFI 31-101, *Air Force Installation Security Program* and local supplements since DCAPES is operated in a classified environment.

5.7.4.1.3. Proper security markings must be present and in good repair.

5.7.4.1.4. Demonstrate proficiency at field outage reporting procedures and formats.

5.7.4.1.5. Perform data "wipe" and classified data cleansing activities using the approved COMPUSEC program provided.

5.7.5. Office Operations. Office operations include everything in the employed environment not covered elsewhere. These include but are not limited to initial status reporting, event logs, briefings, bugout procedures and after action reports. See [Attachment 4](#) for specifics regarding this CIA.

5.7.6. Items of Interest (IOI). Career field IOI should be evaluated within each command's scope of performance or importance. There are few broad standards associated with IOI. Commands performing IOI inspections should ensure the units are meeting them.

5.7.6.1. UTC Processes. The base FSS Manpower Section monitors UTC changes affecting those units it services. When a base has been assigned UTC pilot unit development and maintenance responsibilities the following pilot unit support standards apply:

5.7.6.1.1. Validate the manpower detail for the new UTC(s) using [Attachment 2, Figure A2.1 UTC Validation Checklist](#) as a guide to document the validation methodology. Maintain the validation documentation until the UTC is cancelled or the next annual validation has been accomplished and documented.

5.7.6.1.2. Ensure both pilot unit coordination and distribution processes are accomplished whenever “owned” UTC changes affect multiple units, either locally or across multiple bases/commands. Has the base FSS Manpower Section ensured the pilot unit coordinated UTC changes among all users prior to updating the MANFOR? This will include documentary evidence of coordination.

5.7.6.1.3. Complete the annual review of the MFEL with the pilot unit for accuracy using **Attachment 2, Figure A2.1 UTC Validation Checklist** as a guide to document the validation methodology. Maintain the validation documentation until the UTC is cancelled or the next annual validation has been accomplished and documented.

5.7.6.2. DOC Statements. A number of Manpower processes impact a unit’s ability to meet its DOC statement tasking. The FSS Manpower Section has a vital role in crosschecking UTCs against unit authorization and/or requirement change requests impacting grades, skills or AFSCs; especially critical AFSCs. The FSS Manpower Section can provide an analysis of available manpower resource to UTC (DOC) requirements utilizing AFT in DCAPEs PAT or other MAJCOM unique tools. At a minimum, the FSS Manpower Section should review installation DOC statements for accuracy and ensure the UMD requirements adequately support the DOC statement and UIC.

5.7.6.3. In-Garrison Expeditionary Site Planning (IGESP). Manpower’s role in IGESP has the potential to be extensive. Commanders drive the IGESP process, and commands should consider whether the approach used by the base FSS Manpower Section is consistent with analytical processes and methodologies routinely employed in the career field. AFI 10-404 *Base Support and Expeditionary Site Planning*; Atch 28 defines information required by Manpower and Organization.

5.7.6.4. Augmentation Program. The servicing FSS MO is an advisor to the Augmentation Review Board (ARB) IAW AFPAM 10-243, *Augmentation Duty*. The MO validates, while the ARB ‘approves’ augmentation requirements and exemptions based upon the servicing FSS Manpower Sections analysis and recommendation. The FSS Manpower Section ARB representative will:

5.7.6.4.1. Attend all ARB meetings.

5.7.6.4.2. Review and validate all augmentation requirements and exemptions forwarded to the ARB for action and provide a recommendation for each based on their assessment of the need for and utilization of the augmentees.

5.7.6.4.3. Use approved management engineering methods to assist units in determining total augmentation requirements under locally defined scenarios.

5.7.6.4.4. Notify units when additional information/data is required to fully review and analyze a request for augmentation.

5.7.6.4.5. Recommend solutions to source augmentation shortfall/reclama actions.

5.8. Waivers. MAJCOMs will submit expeditionary manpower process and performance standard waiver requests to AFMA/MASR; AFMA/MASR will review the request and

provide a recommendation to AF/A1MR within five working days. AF/A1MR must then submit a final recommendation to AF/A1M for final approval. Approved waivers are returned to the affected command/unit and posted to the expeditionary manpower inspection website. Command-wide waivers are renewed bi-annually on the AF/A1M approval anniversary. Unit-specific waivers apply to the current Operational Readiness Inspection (ORI) cycle and must be renewed once the unit is assessed. No waiver will extend more than two years without undergoing revalidation and subsequent approval.

5.9. How to:

5.9.1. Choose Evaluation Items. Choose an evaluation item(s) from the processes in **Chapter 4, Tables 4.1 - 4.7** Include mandatory aspects from the Expeditionary manpower Inspection Guide, **Attachment 5**, and other policy affecting operations.

5.9.2. Develop an Evaluation Plan. The evaluation plan has two parts: Part I contains the evaluation parameters and Part II contains the evaluation scenario(s). Part I is releasable to the participants. Part II is not releasable to the participants. An evaluation can range from simple to more difficult scenarios. Always document each correspondence with "EXERCISE *Name of Exercise*" at the top and bottom of each page.

5.9.2.1. Part I contains the following:

5.9.2.1.1. Name (optional). Provide a unique name. Do not use a name or acronym of an exercise that is in use or has been used before.

5.9.2.1.2. OPR. The office conducting the evaluation.

5.9.2.1.3. Purpose. The broad goal of the evaluation.

5.9.2.1.4. Objective(s). Specific items to be evaluated.

5.9.2.1.5. Time of Evaluation. The start time and end time of the whole evaluation. The actual time might be held from the participants as in Example 1 below.

5.9.2.1.6. Participants. Who is to be evaluated?

5.9.2.1.7. Part II contains the following:

5.9.2.1.8. Evaluation Scenario: State the evaluation item from the checklist that pertains to the appropriate organizational level.

5.9.2.1.9. Time Allotted: How long the scenario will take to complete.

5.9.2.1.10. Situation: A brief description of what situation is to cause the scenario.

5.9.2.1.11. Inject: When and how will the scenario be injected.

5.9.2.1.12. Expected Results: What is the expected answer.

5.9.2.1.13. Props Required: List what is needed to make this scenario work.

5.9.3. Conduct Local Evaluations. Design, conduct, and evaluate unit-initiated training and exercises under "no-fault" conditions. In other words, don't grade individual or unit performance. Commands should direct after-action report or exercise analyses as required.

5.10. Example Scenarios.

5.10.1. Example 1. This plan contains two evaluation items: Assessing Deploying Wing or Center Supportability of the OPLAN (Crisis Action Planning and Execution) and Distributing HQ USAF-Approved UTCs. Refer to **Figure 5.2** for an Evaluation Plan to implement this example.

Figure 5.2. Evaluation Plan Example Scenario 1.

Part I:

Name: Positive Outlook 12 (PO12)

OPR: HQ ACC/A3O and AF/A1MR

Purpose: Are Air Combat Command's wings capable of building a deployment plan.

Objective(s): Create unit line-level requirements.

Time of Evaluation:

For participants: Start within the next six months. **For evaluators only:** 0700 - 1000 17 April

Participants: Shaw and Langley AFBs

Part II. Two Evaluation Items:

Item One:

Evaluation Item: Assessing Deploying Wing/Center Supportability of the OPLAN

Time Allotted: 3 hours

Situation: An execution order is received and your Wing is tasked to deploy. The DRMD contains 25 UTCs and one of them is a non-standard UTC (Z99). *(More description is needed as to what the Z99 is for and what is wrong with it, if anything.)* The complete size of the OPLAN is 500 records. This Master Scenario Events Listing (MSEL) item is the same for both Wings.

Inject: At 0700 7 Apr, a simulated classified message is sent to the two Wings announcing the situation. The attached-PAS is HQ ACC/A3OR @ Langley. The Military Personnel Flight at Langley must know that an evaluation is going on because they will be receiving the taskings upon completion of MO validation process.

Expected Results: The MO should ensure the Z99 UTC is properly identified *(describe how it should be corrected)* and the tasking status is changed to a "P" in DCAPEs.

Props Required:

Classified OPLAN XXXX

OPLAN built in DCAPEs

Inject Message

What is expected from the Wings

Item Two:

Evaluation Item: UTC Maintenance

Time Allotted: 2 hrs

Situation: . HQ AFSPC/A1M needs the pilot unit for UTC 1Sxxx to make some changes in the MFE due to mission expansion of the capability. AFSPC/A1M creates a working copy of UTC 1Sxxx and "Sends to Base" through DCAPEs UTM This MSEL event is the same for all Wings.

Inject: At 0900 13 Jun, call the Wing, asking them to make the adjustments in the MFE for

the working copy provided for their edit. The Manpower Section can simulate input from the base functional and then add, delete, and change different lines of the MFE. After completing the edits, the Manpower Section sends the UTC back to the MAJCOM.

Expected Results: The Wings should provide the HQ AFSPC/A1M with the correct UTC information

Props Required:

MANFOR

List of UTCs to check on

A phone script to ensure all Wings are asked the same questions.

5.10.2. Example 2, Maintaining the OPLAN. The Air Component or Supported MAJCOM wants to test the ability of two Supporting MAJCOMs to help create a centralized DRMD. Refer to [Figure 5.3](#) for an Evaluation Plan to implement this example.

Figure 5.3. Evaluation Plan Example Scenario 2.

Part I:

Name: Force Projection 01 (FP01)

OPR: AFSOUTH/A1R

Purpose: Test the AFSOUTH capability in building a centralized DRMD

Objective(s): Create line-level detail requirements in DCAPEs.

Time of Evaluation: 1000 15 May through 1000 16 May

Participants: HQ ACC and HQ AMC.

Part II:

Evaluation Item: Maintaining the OPLAN

Time Allotted: 24 hours

Situation: AFSOUTH/A1R is required to maintain a centralized DRMD for OPLAN XXXX.

An execution order is received and your Supporting MAJCOM is tasked to deploy. The TPFDD contains 100 valid UTCs. The complete size of the DRMD is 900 records. *(Describe how the Supporting MAJCOMs are to provide the DRMD information back to the HQ AFSOUTH/A1R.)*

This MSEL item is the same for both Supporting MAJCOMs.

Inject: At 1000, 15 May, a simulated classified message is sent to the two Supporting MAJCOMs announcing the situation, what is required, and a copy is provided to HQ AFSOUTH/A1R by 1000 16 May.

Expected Results: The Supporting MAJCOMs should provide the Air Component with their DRMD information. The Air Component will compare what was received to what was expected for evaluation.

Props Required:

TPFDD built in DCAPEs (Classified OPLAN XXXX)

Inject Message

Air Component needs to build the expected return DRMD information for comparison.

5.10.3. Example 3. Establish and document organizational structures so the Air Force Component NAF or MAJCOM commander will know the organizational structure for his or her AOR for a particular contingency OPLAN. Refer to [Figure 5.4](#) for an Evaluation Plan to implement this example.

Figure 5.4. Evaluation Plan Example Scenario 3.**Part I:****Name:** N/A**OPR:** AF/A1M**Purpose:** To test if the Appendix J of a contingency OPLAN is accurate.**Objective(s):** Are the Air Force Component NAF or MAJCOM Command/A1s filling in Appendix J to include establishing Provisional PAS?**Time of Evaluation:** 0800 15 Nov through 0800 16 Nov**Participant:** USAFE/A1M**Part II:****Evaluation Item:** Establish and Document Organizational Structures**Time Allotted:** 24 hours.**Situation:** A contingency plan has just been completed. AF/A1M wants AFCENT to provide them with an organization chart for PID XXXX. The organization chart needs to contain the provisional PASs, number of O/E/C/T, and name of wing(s) groups, squadrons, and flights. AFCENT/A1R will need to respond within 24 hours.**Inject:** At 0800 15 Nov, send a message to AFCENT/A1R requesting an organization chart be sent to AF/A1M for PID XXXX by 0800 16 Nov.**Expected Results:** An organization chart for PID XXXX, based on attached PAS information in the DRMD, which matches a predetermined organizational chart.**Props Required:**

A contingency plan TPFDD (Classified XXXX OPLAN)

A message to AFCENT/A1R

An organization chart to be used as the answer.

5.10.4. Example 4. Creating the Mobilization Requirements Document. The AFCAT A1 wants to know if the right personnel are being mobilized to satisfy deployable and in-place requirements. Refer to **Figure 5.5** for an Evaluation Plan to implement this example.

Figure 5.5. Evaluation Plan of Example Scenario 4.**Part I:****Name:** Mobilization Tracking Test 1 (MTT1)**OPR:** HQ AMC/A1M**Purpose:** To assess if the right AFSC and quantity are being identified for mobilization.**Objective(s):** How effectively can some of AMC's wings track their mobilized forces**Time of Evaluation:** 0800 5 Sep through 0800 6 Sep**Participants:** Charleston AFB and Andrews AFB.**Part II:****Evaluation Item:** Creating the Mobilization Requirements Document**Time Allotted:** 24 hours.**Situation:** Presidential Selected Reserve Call-up (PSRC) is approved with a Mobilization Force List. HQ AMC/A1M wants to ensure we are not mobilizing the wrong AFSC and quantity to the AOR**Inject:** At 0800 5 Sep, send a message to Charleston AFB and Andrews AFB requesting a list of mismatches by requirement and mobilized resource and what still needs to be mobilized and

provide it to the HQ AMC/A1M for PID XXXX by 0800 6 Sep.

Expected Results: A report that shows the mismatches and what still needs to be mobilized.

Props Required:

A TPFDD (*simulated or real*) Classified XXXX OPLAN

A message to Charleston AFB and Andrews AFB

A line-level detail of what needs to be organized

PSRC Mobilization Force List

A mobilization resource file (*simulated or real*).

5.10.5. Example 5 relates to Maintaining the OPLAN. As an example of an AF/A1MR evaluation, AFMA/MASR wants to exercise the Air Component's ability to provide deployment tasking data on a particular OPLAN. Refer to **Figure 5.6.** for an Evaluation Plan to implement this example.

Figure 5.6. Evaluation Plan of Example Scenario 5.

Part I:

Name: N/A

OPR: AF/A1MR and AFMA/MASR

Purpose: To test if the Air Component can provide deployment tasking data for the whole OPLAN.

Objective(s): Can the Air Component provide the requirements information within a duty day?

Time of Evaluation: 0900 16 Jul

Participants: HQ 13 AF/A1

Part II:

Evaluation Item: Relates to Maintaining the OPLAN

Time Allotted: 4 hours.

Situation: A situation occurred which caused the AF/CAT to be activated. The CAT is requesting requirement information from AFMA/MASR on PID XXXX (*a real world or simulated TPFDD can be used*). For AFMA/MASR to respond to these questions, they need to get the information from the Air Component within four hours.

Inject: At 0900 16 Jul, call HQ 13 AF/A1 asking them to provide their requirement data for PID XXXX by 1300.

Expected Results: The requirement information is received by AFMA/MASR within four hours. What is provided to AFMA/MASR matches what is expected.

Props Required:

A TPFDD (*simulated or real*) Classified XXXX OPLAN

A phone script

What is expected from 13 AF/A1

DARRELL D. JONES, Lieutenant General, USAF
DCS, Manpower, Personnel, and Services

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***References*

DoDD 1100.4, *Guidance for Manpower Management*

Joint Publication 3-0, *Joint Operations*

Joint Publication 5-0, *Joint Operation Planning*

CJCSM 3122.01A, JOPES Volume I, *Planning Policies and Procedures*

USAF War and Mobilization Plan (WMP), Volume I: Basic Plan, Manpower Annex.

AFPD 10-1, *Mission Directives*.

***AFPD 10-2**, *Readiness*.

***AFI 10-201**, *Status of Resources and Training System*.

AFI 10-204, *Readiness Exercises and After-Action Reporting Program*.

AFI 10-206, *Operational Reporting*.

AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other US Noncombatants*.

***AFPAM 10-243**, *Augmentation Duty*.

AFPD 10-3, *Air Reserve Component Forces*.

AFI 10-301, *Responsibilities of Air Reserve Component (ARC) Forces*.

***AFPD 10-4**, *Operations Planning: Air and Space Expeditionary Force (AEF)*

***AFI 10-401**, *Air Force Operations Planning and Execution*.

AFI 10-402, Volume I, *Mobilization Planning*.

***AFI 10-403**, *Deployment Planning and Execution*.

***AFI 10-404**, *Base Support and Expeditionary Site Planning*.

AFH 10-416, *Personnel Readiness and Mobilization*.

AFI 31-101, *Integrated Defense (FOUO)*.

AFI 31-401, *Information Security Program Management*.

AFI 31-501, *Personnel Security Program Management*.

AFI 36-3802, *Personnel Readiness Operations*.

AFI 36-507, *Mobilization of the Civilian Work Force*.

***AFPD 38-1**, *Organization*.

***AFI 38-101**, *Air Force Organization*.

***AFPD 38-2**, *Manpower*.

*AFI 38-201, *Determining Manpower Requirements.*

*AFI 38-204, *Programming USAF Manpower.*

*AFMAN 38-255, **Volume I**, *Air Force Management Engineering Program (MEP) - Processes.*

*AFMAN 38-255, **Vol 2**, *Air Force Management Engineering Program (MEP) - Quantification Tools*

AFMAN 38-255, **Vol 3**, *Air Force Management Engineering Program (MEP)--Logistics Composite Model (LCOM).*

AFPD 38-5, *Unit Designations.*

AFI 90-201, *Inspector General Activities*

References marked with an asterisk (*) are required for a FSS Manpower Section. Refer to Attachment 4, Figure A4.2.

Prescribed Forms

No forms prescribed.

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ACR—Authorization Change Request

ADCON—Administrative Control

AEF—Air and Space Expeditionary Force

AEW—Air Expeditionary Wing

AFB—Air Force Base

Air Component—Air Force Component-NAF or Component-MAJCOM

AFFOR—Air Force Forces

AFH—Air Force Handbook

AFI—Air Force Instruction

AFJET—Air Force JOPES Editing Tool

AFMA—Air Force Manpower Agency

AFMAN—Air Force Manual

AFMA/MASR—Air Force Manpower Agency, Headquarters Support Division, Wartime Analysis Branch

AFMS—Air Force Manpower Standard

AFPAM—Air Force Pamphlet

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive
AFQT—Air Force Query Tool
AFRC—Air Force Reserve Command
AFSC—Air Force Specialty Code
AFT—Analysis and Feasibility Tool
AFVC—Air Force Verification Capability
ALN—Availability Line Number
ANG—Air National Guard
AOR—Area of Responsibility
ARB—Augmentation Review Board
ARC—Air Reserve Component
ARPC—Air Reserve Personnel Center
BB—Bare Base
CAT—Crisis action team
CCDR—Combatant Commander
CEW—Civilian Expeditionary Workforce
CFEC—Career Field Enlisted Council
CIA—Core Inspection Area
CivPDS—Civilian Personnel Data System
CJCS—Chairman of the Joint Chiefs of Staff
CME—Contract Man-year Equivalent
C-NAF—Component-Numbered Air Force
COA—Course of Action
COMAFFOR—Commander Air Force Forces
COMPUSEC—Computer Security
COMSEC—Communication Security
CONOPS—Concept of Operations
CONUS—Continental United States
CPO—Civilian Personnel Office
CPG—Contingency Planning Guidance
CTF—Combined Task Force
DCAPES—Deliberate and Crisis Planning and Execution Segments

DEPID—Deployment Indicator Code
DOC—Designed Operational Capability
DoD—Department of Defense
DQT—Dynamic Query Tool
DRMD—Deployment Requirements/Manning Document
DRU—Direct Reporting Unit
EAB—Emergency Action Book
ECS—Expeditionary Combat Support
EFSS—Expeditionary Force Support Squadron
ERD—Employment Requirements Document
ERMD—Employment Requirements/Manning Document
ETL—Estimated Tour Length
FAC—Functional Account Code
FAM—Functional Area Manager
FCC—Force Category Code
FOA—Field Operating Agency
FSS—Force Support Squadron
FYDP—Future Year Defense Plan
GCCS—Global Command and Control System
GEF—Guidance for Employment of the Force
GEOLOC—Geographic Location
GFM—Global Force Management
GFMIG—GFM Implementation Guidance
GSORTS—Global Status of Resources and Training System
HNS—Host Nation Support
HQ USAF—Headquarters US Air Force
IA—Individual Augmentation
IDO—Installation Deployment Officer
IG—Inspector General
IGESP—In Garrison Expeditionary Site Plan
IGESPC—In Garrison Expeditionary Site Plan Council
IMA—Individual Mobilization Augmentee

IOI—Items of Interest
IPR—Installation Personnel Readiness
IRR—Individual Ready Reserve
ISS—Inter-Service Support
IAW—In Accordance With
JCS—Joint Chiefs of Staff
JET—Joint Expeditionary Tasking
JFACC—Joint Forces Air Component
JMA—Joint Mobilization Augmentee
JOPES—Joint Operation Planning and Execution System
JPEC—Joint Planning and Execution Committee
JPERMS—JOPES Permissions
JQS—Job Qualification Standard
JSCP—Joint Strategic Capabilities Plan
JTF—Joint Task Force
JTMD—Joint Table of Mobilization Distribution
LIMFAC—Limiting Factor
LOGDET—Logistics Force Detail
LOI—Letter of Instruction
MAF—Man-hour Availability Factor
MAJCOM—Major Command (USAF)
MANFOR—Manpower Force Packaging System
MEFPAK—Manpower and Equipment Force Packaging System
MEP—Management Engineering Program
MFEL—Manpower Force Element List
MilPDS—Military Personnel Data System
MISCAP—Mission Capability Statement
MO—Manpower and Organization. May also be the AIM Staff.
MOA—Memorandum of Agreement
MOB—Main Operating Base
MOPP—Mission Oriented Protective Posture
MPES—Manpower Programming and Execution System

MPF—Military Personnel Flight
MRA—M EFPAC Responsible Agent
MSEL—Master Scenario Events Listing
MTT—Mobile Training Team
NAF—Numbered Air Force
NDS—National Defense Strategy
NMS—National Military Strategy
NSS—National Security Strategy
NIPRNET—Non-Secure Internet Protocol Router Network
OCC—Occupational Series Code
OCONUS—Other than CONUS
OCR—Organization Change Request
OECT—Officer, Enlisted, Civilian, Total
OFAMO—Offices of FAM Oversight
OPCON—Operational Control
OPLAN—Operation Plan
OPORD—Operation Order
OPSEC—Operations Security
OPR—Office of Primary Responsibility
ORI—Operational Readiness Inspection
OSC—Office Symbol Code
OSD—Office of the Secretary of Defense
PAS—Personnel Accounting Symbol
PERSCO—Personnel Support for Contingency Operations
PID—Plan Identifier
PIM—Pre-trained Individual Manpower
POM—Program Objective Memorandum
POTUS—President of the United States
PPBE—Planning, Programming, Budgeting and Execution
IPR—Installation Personnel Readiness
PSRC—Presidential Selected Reserve Call-up
PT—PERSCO Team

RC—Reserve Components
RDD—Required Delivery Date
RIMS—Records Information Management System
SEI—Special Experience Identifier
SIPRNET—Secret Internet Protocol Router Network
SME—Subject Matter Expert
SORTS—Status of Resources and Training System
SSN—Social Security Number
STS—Specialty Training Standard
TACON—Tactical Control
TDY—Temporary Duty
TPFDD—Time-Phased Force and Deployment Data
TUCHA—Type Unit Characteristics
UCI—Unit Compliance Inspection
UDM—Unit Deployment Manager
UIC—Unit Identifier Code
ULC—Unit Level Code
ULN—Unit Line Number
UMD—Unit Manpower Document
USAF—United States Air Force
UTC—Unit Type Code
UTM—UTC Management
WMP—War and Mobilization Plan

Terms

Requirements—Related Terms:

Employment Requirement—A requirement needed to fulfill a capability (usually in the form of a UTC) at the deployed location identified by the work center and specialty needed. The work center is identified by the Employment FAC in the MFE detail of the UTC.

Augmentation Requirement—An employment requirement that can't be satisfied by in-place forces. It is the basis for deployment requirements.

Deployment Requirement—A requirement used to satisfy the augmentation requirement for a specified period of time. A deployment requirement drives a personnel fill action in plan execution. See paragraph [A3.4.4](#) for additional requirement information. Deployment requirements and personnel fill actions are categorized as follows:

Initial—An initial deployment requirement/fill action refers to the first deployment/fill action of an augmentation requirement.

Rotational—A rotational deployment requirement/fill action refers to a subsequent deployment/fill of an augmentation requirement based on rotational policies.

Replacement—A replacement deployment requirement/fill action refers to a subsequent deployment/ fill action of an augmentation requirement on a case-by-case basis for reasons other than rotation, for example, replacing a casualty.

Notional Requirement—An augmentation requirement that may be needed at some unknown time. Before a notional requirement can be levied for personnel fill action, its effective and through dates must be established, thereby becoming a deployment requirement.

Tasking/Sourcing Information:—MAJCOM—MAJCOM tasking/sourcing information identifies the MAJCOM tasked to satisfy the augmentation requirement. The attribute is Tasked MAJCOM.

Unit—Unit tasking/sourcing information identifies the unit tasked to fill a requirement. Tasking a unit implies tasking its MAJCOM. The attribute is Tasked PAS.

Individual—Individual Tasking/Sourcing information identifies the person tasked to fill the requirement. Tasking an individual implies tasking an assigned unit and parent MAJCOM. The attribute is Social Security Number (SSN).

Associated Information—There are several other pieces of information necessary for personnel fill action management. Line remarks reflect more specific personnel requirements.

Strategic Assessment and Force Sizing Terms:—Deployable Operational (or Support) Force—Requirements documented to provide capability for direct support of the combatant commander mission not conducted from home station. These forces fulfill deployment requirements.

Non—Deployable Operational (or Support) Force—Requirements documented to provide capability for direct support of the combatant commander mission from home station.

In—Garrison Support Force—Requirements documented to conduct day-to-day support operations at home station with varying levels of service.

Institutional Force—Requirements designated under an organization with a UDC of X. These organizations are primarily used for recruiting, organizing, training, and equipping the other forces.

Attachment 2

A2. UNIT TYPE CODE VALIDATION CHECKLIST

A2.1. UTC Manpower Validation. The objective of the manpower validation process is to use manpower and management engineering techniques to enhance the credibility and accuracy of deployment force manpower requirements.

A2.1.1. The focal point of analysis during the validation process is the manpower and workload generator expressed in the UTC MISCAP. The relationship between these factors is vital in the wartime planning process.

A2.1.2. To the functional war planner, the workload represents a mission capability (e.g., the capability to obtain a specified number of aircraft sorties).

A2.1.3. To the Manpower war planner, the workload vs. manpower relationship is critical because it provides the linkage to define or identify the manpower or man-hours of work necessary to produce a mission output. Once man-hours have been defined, requirements may be calculated using appropriate man-hour availability factors.

Figure A2.1. UTC Validation Checklist.

Checklist	
1.	Interview pilot unit POC to ensure you have a comprehensive understanding of the capabilities reflected in the UTC's Mission Capability Statement (MISCAP).
2.	<p>Does the MISCAP contain the following required attributes: (Ref: 10-401, Chap 5, para 5.12.3.1.7.)</p> <ul style="list-style-type: none"> a. Is there a statement in the MISCAP that lists the types of bases to which the capability can be deployed, i.e. Bare Base (BB), Main Operating Base (MOB), etc...? b. Are the workload levels or ranges that can be supported by the UTC included in the MISCAP, in quantifiable terms? Things to consider: quantities of equipment, hours/days of operation, amount of production required, sortie rates, population supported. c. If UTC can be used by ARC Forces, Does MISCAP include statement ARC can substitute with higher skill-levels and grades? d. Does the MISCAP define the mission the UTC is capable of accomplishing? e. Are substitution rules clearly defined, as needed, i.e. AFSC, skill level requirement, grade, SEIs, equipment? f. Are all acronyms and abbreviations used in the title and MISCAPs spelled out? g. Was other pertinent information included? Caution: Aviation UTCs that include the WMP 5 rates and factors must be classified. (NOTE: The MISCAP is the only part of the UTC that could be classified. Air Force UTCs are generally not classified, but if they must be classified, MISCAPs containing crew ratios and monthly flying hour utilization must be classified at least CONFIDENTIAL. Classification of MISCAPs must not exceed SECRET.) h. Does it list supporting/supported UTCs; UTCs that are supporting this UTC? Use approved UTCs listed in the MEFPK or input UTCs under development. UTCs that are supported by this UTC. Use approved UTCs listed in the MEFPK or input UTCs under development.

3.	Based on the UTC Title, MISCAP, FAC and Manpower Detail, determine the major functional area that is represented by this UTC:
4.	Was the applicable manpower standard or determinant used? If not, why?
5.	<p>How was the manpower-to-workload relationship established? Was the appropriate MAF (i.e., wartime, surge or contingency) used? (Ref: 38-201, Table A2.1)</p> <p>a. Directed requirement? If so, state the governing directive.</p> <p>b. Technical Estimate? If so, did the SME confirm the numbers?</p> <p>c. Historical Data from exercises/deployments? If so, explain the findings from these experiences.</p> <p>d. Some other method? (crew ratio, LCOM, time study, work sampling, queuing analysis?) If so, identify the method and explain how it was used.</p>
6.	<p>Are current manpower tables used to establish the AFSCs, grades and numbers? If so, identify the applicable manpower standard or determinant. If not, answer a and b below.</p> <p>a. Do the AFSCs identified reflect those actually required during a war/contingency or are they showing available peacetime AFSCs?</p> <p>b. Do the AFSCs reflect a realistic mix of officers and enlisted? Is there a realistic mix of grades within the officer and enlisted categories respectively? Use available manpower standards or determinants as a starting point. Ensure actual requirements are stated.</p>
7.	Does the UTC Detail limit the use of 3-level requirements to those duties needed to perform within the MISCAP?
8.	Are the correct FACs assigned to the appropriate MFE detail?

Attachment 3

A3. JOINT, AIR FORCE, AND MANPOWER AND ORGANIZATION OPERATIONS

A3.1. Organization and Operation of the US Military. This attachment describes today's operating environment, and lays the groundwork for the business practices used to accomplish the mission.

A3.1.1. Organization. It is necessary to understand the relationship between the National Command Authorities, military departments -- particularly the Air Force -- and the unified combatant commands.

A3.1.1.1. The President is the Commander in Chief of the Armed Forces. The President delegates responsibility for national defense matters to the Secretary of Defense. The President and the Secretary of Defense exercise command over the US armed forces.

A3.1.1.2. The Military Departments Organize, Train, Equip, and Provide Forces. The services organize, train, equip, and provide military forces. The services are organized under three departments, generally along the lines of the mediums of warfare: air, land, and sea. Each department is charged with the development and cultivation of specialized competence in one of the mediums of warfare. The military departments are also charged with the responsibility for defining the future requirements of war fighting and deterrence with respect to the associated mediums of warfare. When appropriate authorities approve requirements, military departments are responsible for acquiring, testing, and fielding war-fighting systems.

A3.1.1.3. Combatant Commands Employ Forces. Forces are provided by the services to commanders of unified combatant commands through service component commanders. Service component commanders remain responsible for continued training, administration, and logistic support of assigned forces. Commanders of unified combatant commands are charged with broad mission responsibilities and are empowered with operational authority to employ forces provided by the military departments. Operational control of the U.S. combat forces is assigned to the unified combatant commands. The chain of command runs from the President to the Secretary of Defense to the unified combatant commanders. Orders and other communications from the President or Secretary are transmitted through the Chairman of the Joint Chiefs of Staff (CJCS).

A3.1.1.4. Operational Relationships. The following recaps the operational relationships between the President and Secretary of Defense, JCS, unified combatant commands, and the Air Force:

A3.1.1.4.1. The President and Secretary of Defense exercises command over U.S. armed forces.

A3.1.1.4.2. The JCS transmits orders and other communications between the President and Secretary of Defense and combatant commanders.

A3.1.1.4.3. Unified combatant commands have operational control over the forces assigned to them to perform operational military missions.

A3.1.1.4.4. The Air Force organizes, trains, and equips forces and provides them to unified combatant commands to perform operational military missions.

A3.1.1.4.5. Forces not operationally assigned to a unified combatant command remain with the Air Force.

A3.1.2. The Total Force. Active duty military are not the only resources available to perform the Air Force's missions. We rely on the total force.

A3.1.2.1. Components. There are two components of the total force: the active duty component and the air reserve component.

A3.1.2.1.1. Active Duty. The active duty component consists of active duty military members, Department of the Air Force civilians, and other types of manpower such as contractors and host-nation civilians.

A3.1.2.1.2. Air Reserve Component (ARC). There are several elements to the reserve component: The Air National Guard of the United States (ANG), the United States Air Force Reserve (AFR), the Individual Ready Reserve (IRR), and the Pre-trained Individual Manpower (PIM). Individuals in the reserve component can only be called to active duty by presidential or congressional authority.

A3.1.2.1.2.1. ANG. ANG personnel are managed by the Air National Guard Readiness Center (ANGRC). All ANG personnel are in a unit-based program; they organize, train, and equip as a unit to employ as a unit.

A3.1.2.1.2.2. Air Force Reserve. Reservists are in either the unit or individual program.

A3.1.2.1.2.2.1. Unit Program. Reservists in the unit program are managed by the Air Force Reserve Command (AFRC). Personnel in the unit-based program organize, train, and equip as a unit to employ as a unit.

A3.1.2.1.2.2.2. Individual Mobilization Augmentee (IMA) Program. Reservists in the individual program are managed by HQ AFRC and organize, train, and equip in order to employ with an active duty unit. They are called IMAs. While not required, IMAs usually train with the unit they are to augment during contingencies.

A3.1.2.1.2.2.3. IRR. The IRR consists of those individuals that have recently separated from the Air Force and still have a service commitment. They are assigned to various sub-sections and training categories managed by HQ AFRC and present a pool of resources, providing the Air Force an added manning capability for needs which can be anticipated.

A3.1.2.1.3. PIM. The PIM consists of the IRR, active duty retirees, standby reserves, and retired reserves.

A3.1.2.2. Force Structure. Requirements are established and authorizations are provided for structuring the active duty component as well as the ANG, USAFR, and IMAs, providing the force structure of the Air Force.

A3.1.2.3. Categories. There are two broad categories of manpower, each with sub categories:

A3.1.2.3.1. Military. The military category is further broken out into commissioned officers and enlisted personnel.

A3.1.2.3.2. Civilian. The civilian category is further broken out into Department of the Air Force civilians (in-service), contractors, and foreign nationals.

A3.1.3. Force Perspectives. The world can be viewed from a force providing or a force employing perspective.

A3.1.3.1. Force Providing View. Force providers respond to requirements by organizing, training, equipping, and providing forces. This view focuses on the origin of forces and responding to requirements. There are two types of requirements. Deployment requirements reflect a need to provide forces to go somewhere else to work. In-place requirements reflect a need to stay at home and work.

A3.1.3.2. Force Employing View. Force employers determine requirements for forces to perform missions. This view focuses on the destination of forces and placing a demand on resources. All requirements are employment (in-place) requirements which may be satisfied locally by assigned forces (employer's in-place requirements) or by forces deployed in (someone else's deployment requirements).

A3.1.3.3. Supported vice Supporting. Force providers support force employers. In common usage, Air Components (force employers) are often called *supported commands* and Air Force MAJCOMs that provide forces (force providers) are often called *supporting MAJCOMs*.

A3.1.4. Controls. When managing forces, it is important to understand who controls what and when. There are three types of controls significant to resources and contingency requirements management: administrative, operational, and tactical control.

A3.1.4.1. Administrative Control (ADCON). For the Air Force, the administrative branch of the chain of command flows from the President through the Secretary of Defense, the Secretary of the Air Force, through the Chief of Staff, and ultimately to appointed Air Force commanders. ADCON provides the necessary legal authority and mechanism for the Services and their commanders to prepare military forces, to administer their organizations, to train and equip those forces, and to support them. ADCON is the authority necessary to fulfill Military Department statutory responsibilities for administration and support. It includes such items as food and shelter, discipline, air traffic control, force protection, logistics support, and much more. The Commander, Air Force Forces (COMAFFOR) will have complete ADCON of all assigned forces and specified ADCON of attached forces.

A3.1.4.2. Operational Control (OPCON). OPCON is the fighting heart of command relationships. OPCON includes "the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training." It "normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself,

include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.”

A3.1.4.3. Tactical Control (TACON). TACON is the more limited choice of control. It is “limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned.” It “provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task”

A3.2. National Strategy Documents. National security strategy (NSS), national defense strategy (NDS), and national military strategy (NMS), shaped by and oriented on national security policies, provide strategic direction for combatant commanders (CCDRs). These strategies integrate national and military objectives (ends), national policies and military plans (ways), and national resources and military forces and supplies (means). Further, the Guidance for Employment of the Force (GEF) and Joint Strategic Capabilities Plan (JSCP) provide CCDRs with specific planning guidance for preparation of their top priority plans **Figure A3.1** illustrates how the Contingency Planning Guidance (CPG) and the JSCP fit into the context of national strategic direction.

Figure A3.1. National Strategic Direction.



A3.2.1. National Military Strategy (NMS). The NMS is a capstone document that translates national and defense guidance into military objectives and reflects CJCS priorities. It conveys the Chairman’s message to the Joint Force on strategic direction to support the National Security and Defense Strategies. It derives objectives, missions and capability requirements from an analysis of the National Security Strategy, the Defense Strategy and the

security environment. It also describes the concepts and capabilities to achieve stated military objectives and provides focus for military activities by defining a set of interrelated military objectives and joint operating concepts against which the Armed Forces assess risk.

A3.2.2. Guidance for Employment of the Force (GEF). The GEF is a Secret, single strategic guidance document, signed by the SecDef, that directs planning for foreseeable, near-term operational activities.

A3.2.3. Global Force Management (GFM): As part of GEF, GFM integrates the assignment, apportionment, and allocation of U.S. forces into one process. Its purpose is to account for and manage global forces that are currently committed and those available for planning, thus meeting the force requirements of each CCDR. Using the guidance in the GFM and the assignment / apportionment tables in the GFM Implementation Guidance (GFMIG), a separate document from the GEF, GFM improves our ability to win multiple, overlapping conflicts. Judicious use of our scarce resources will also reduce risk and improve our response to unforeseen contingencies. The GFM discusses three methods for the distribution of forces:

A3.2.3.1. Assignment. From the recommendations of the Global Force Management Board (GFMB), and as shown in the Global Force Management Implementation Guidance (GFMIG) tables, forces are assigned to the CCDRs by the SecDef through the Service Secretaries. Assignment is the permanent distribution of forces used by the CCDRs to perform missions assigned to that command.

A3.2.3.2. Apportionment. Apportioned forces are combat and related support capabilities provided to CCDRs for planning purposes only. They are forces that the CCDR can reasonably expect to be available, but not necessarily allocated, for use when a contingency plan transitions to execution. The Joint Strategic Capabilities Plan (JSCP) provides further policy and guidance on force apportionment.

A3.2.3.3. Allocation. Forces not assigned to a CCDR used to execute a plan or on-going operation. In an ideal situation, the forces apportioned in a plan would be the same as allocated at execution, but in reality this would be rare. Through the policies in GFM and the Global Force Management Allocation Process (GFMAP), forces are provided to CCDRs to meet their immediate needs; there are no allocation tables in the GFMIG.

A3.2.4. Joint Strategic Capabilities Plan (JSCP). A CJCS Secret document that, in essence, implements the GEF. It, along with the GEF, is the link between strategic guidance found in the NSS, NDS, and NMS and the military capability described in our operation plans. The JSCP provides additional force apportionment guidance, and specifically tasks the combatant commanders (CCDRs), Services, and DoD Agencies to prepare campaign, campaign support, contingency, and posture plans. It is the primary vehicle through which the CJCS exercises his statutory responsibility to provide for the preparation of joint operation plans. It establishes synchronizing, supported and supporting relationships among the combatant commands and serves as a coherent framework for providing military advice and assistance to the SecDef and POTUS.

A3.2.5. Joint Operations Planning and Execution System (JOPES). JOPES is a command and control system for national and theater level commanders and their staff. It is designed to satisfy their information needs in the conduct of joint planning and operations. JOPES

provides the guidance on how to document the combatant commander's assessment, concepts and requirements to support the strategy and communicates their desire to all levels of command. It also provides the mechanism for the Joint Chiefs of Staff to approve or disapprove the concepts.

A3.3. Key USAF Planning Documents.

A3.3.1. Operational Guidance. Operational guidance provides mission-oriented information on how to plan and execute, and assumptions and factors to be used in determining manpower requirements to support contingencies.

A3.3.1.1. AFI 10-401, *Air Force Operations Planning and Execution*. This instruction describes how the Air Force plans and executes, and how it interfaces with the joint community. It provides guidance to conduct planning for Air and Space Expeditionary Forces (AEF). This planning complements the JSCP and JOPES contingency and crisis action planning processes and formalizes the AEF contingency planning process by describing the roles, responsibilities, and relationships of Air Force organizations involved with AEF operations.

A3.3.1.2. USAF War and Mobilization Plan, Volume I (WMP 1), Basic Plan. This plan gives planning cycle specific guidance on how the Air Force plans and executes. Manpower guidance is contained in the Manpower Supplement to Volume I.

A3.3.1.3. Other Documents. AF/A3/5, A8, A9 and MAJCOMs provide information and guidance that specifies each base's planned wartime mission and activity levels based on Joint Staff and OSD policy. AF/A5XW and AF/A1MR also provides programming guidance to be used in sizing support forces.

A3.3.2. Functional Area Manager's (FAM) Guidance. Functional Area Manager's guidance provides function-oriented information on how to plan and execute and assumptions and factors to be used in determining manpower requirements to support planning assumptions and contingencies.

A3.3.2.1. WMP 1, Functional Annexes. Each functional area has an annex. Manpower guidance is contained in the Manpower Supplement to Volume I. It contains planning cycle specific guidance and should provide sufficient information to apply assumptions and factors to determine in-place contingency requirements.

A3.3.2.2. Other Functional Documents. Headquarters Air Force and MAJCOM FAMs may publish additional guidance in their functional publications or memorandums.

A3.4. The Elements of Manpower Management. To be able to manage manpower, you must understand the pieces, or elements, of manpower management.

A3.4.1. Mission. The mission is the basis for manpower management. Without a mission there is no need for organizations and resources. All efforts need to focus on getting the right number and type of personnel to the right place at the right time to accomplish the mission.

A3.4.2. Environment. The following environmental factors affect the number and type of personnel required to perform a given mission:

A3.4.2.1. Standard of living enjoyed by work centers.

A3.4.2.2. Level of service provided to customers.

A3.4.2.3. Standard Workweek. This relates to man-hour availability factors (MAF). The more hours per month each individual is available to work, the fewer personnel are needed to perform a given workload.

A3.4.2.4. Physical limitations.

A3.4.2.5. Technological limitations and advantages.

A3.4.3. Organizations. (Reference: AFPD 38-1, *Organization*, AFI 38-101, *Air Force Organization*) Organizations are formed and structured to perform missions. Requirements are determined, authorizations are established, and personnel assigned and/or attached to perform an organization's mission.

A3.4.3.1. Types of Organizations. There are two types of organizations: permanent units and provisional units.

A3.4.3.1.1. Permanent Units. These units are constituted and activated by HAF and have a history. They can have requirements, authorizations and personnel assigned and/or attached.

A3.4.3.1.2. Provisional Units. These units are temporary and are activated to perform a specific task; expeditionary units are provisional units. They can have requirements, however personnel are only attached. Normally provisional units have no permanent history. Some provisional units upon inactivation will have their lineage and honors bestowed upon the unit which provided the major portion of that provisional unit's forces. A provisional unit cannot have authorizations or assigned personnel.

A3.4.3.2. Organizational Structure. Organizations have external and internal structure. The external structure defines a unit's parent unit as well as subordinate units, if any. The internal structure defines the work centers performing specific functions within the organization. Work centers are identified by office symbol codes (OSC) and functional account codes (FAC).

A3.4.3.3. Provisional/Expeditionary Units for Contingency Operations. Provisional organizations are established when temporary organizations are needed for contingency operations and during contingency planning and execution if necessary. These organizations receive Personnel Accounting Symbols (PAS) when established but the organizations are activated only when actually needed. Documents that contain a PAS must be treated as classified if combined with an OPLAN title or number, mission, name, destination, etc.

A3.4.3.3.1. Establish Provisional/Expeditionary Units During Contingency Planning. The Air Component MO staff identifies organizational structures for each planned employment location in their AOR and establishes provisional organizations as needed. Provisional organizational structures at and below the wing level must fit within the combat wing structure.

A3.4.3.3.2. Establish Provisional/Expeditionary Units During Execution. While provisional organizations established during planning are used during execution, provisional organizations may be established during execution if the need arises. In

this situation, time is of the essence. The organization must be established and registered in the PAS system quickly so the information can be used immediately.

A3.4.4. Requirements. Requirements state what is needed to perform assigned/planned missions in actual/anticipated environments.

A3.4.4.1. Contingency Planning Requirements. The contingency planning process is conducted based on the JSCP. The end result of this process is an OPLAN, with or without a TPFDD, detailed to meet each combatant commander's requirement. In contingency planning, unlike crisis planning and programming, the scenarios focus on force employment.

A3.4.4.1.1. Employment Requirements. These are forces necessary to support the contingency missions or in support of contingencies and exercises. They consist of in-place and augmentation requirements, which equal total requirements.

A3.4.4.1.1.1. In-place Requirements. In-place requirements are those needed to perform contingency missions at existing installations.

A3.4.4.1.1.2. Augmentation Requirements. Augmentation requirements define 'what' is required at the employment location to satisfy its 'heightened' mission.

A3.4.4.1.1.3. Deployment Requirements. This mirrors the augmentation required. These two terms essentially have the same meaning, yet different terms are used to identify 'supporting' and 'supported' organizations. An employment location has an augmentation requirement. What a MAJCOM sends to fill that augmentation requirement is defined as their deployment requirement. The forces to be deployed are chosen based on current sourcing policies. Augmentation requirements and deployment requirements are synonymous in contingency planning.

A3.4.4.1.2. Mobilization Requirements. Mobilization requirements consist of: air reserve component (ARC) deployers; ARC forces needed to move the force; ARC forces to assist in mobilization, deployment, and sustainment; and ARC forces for backfill both on the CONUS and OCONUS.

A3.4.4.1.3. Relationships Between Contingency Plans. They may be mutually exclusive, simultaneous, sequential, or a subset.

A3.4.4.2. Wartime Planning and Programming Requirements. The wartime planning and programming scenarios focus on providing forces. Requirements in these scenarios state the capability units must organize, train, and equip for in order to satisfy mission requirements.

A3.4.4.2.1. In-place Requirements. In-place requirements reflect what is needed to perform continuing missions in the CONUS after deployment of tasked forces.

A3.4.4.2.2. Deployment Requirements. Deployment requirements state what a unit must organize, train, and equip to for potential deployment. This should reflect a unit's maximum simultaneous tasking. These should be synonymous with what is in WMP 3 and what is used for deployment planning (formally known as mobility), UTC posturing, and SORTS reporting.

A3.4.4.2.3. ANG/AFRC Requirements. ARC requirements consist of two types, Gaining MAJCOM and “Round Out”.

A3.4.4.2.3.1. Gaining MAJCOM Requirements. These requirements are needed by the MAJCOM gaining the forces to perform its assigned missions; they are focused on execution as opposed to organizing, training, and equipping.

A3.4.4.2.3.2. “Round Out” Requirements. Requirements stated by the Gaining MAJCOM may not include all requirements needed to organize, train, and equip the forces needed at execution. These may include a commander, first sergeant, training section, supply section, etc. This term is unique to the ANG and AFRC, who quantify and own such additional requirements.

A3.4.4.2.4. IMA Requirements. These are requirements needed to satisfy wartime and mobilization tasking that could not be met with existing peacetime resources. They are identified by a peacetime-to-wartime analytical assessment and validated using USAF criteria. Once identified as an approved IMA requirement, MAJCOMs may request funding and personnel to fill the IMA requirement and begin their training.

A3.4.4.2.5. Joint Augmentation Requirements. Unified combatant commands may levy requirements upon the services to augment their staffs during contingencies. These are documented in a Joint Table of Manpower Distribution (JTMD). The Air Force has its share of these augmentation requirements. The Air Force determines whether to use active duty personnel or IMAs to satisfy them. Active duty personnel used to satisfy these requirements are known as Joint Mobilization Augmentees (JMA) and the requirements they satisfy are known as JMA requirements. Specific authorizations are designated to satisfy these requirements and the individual assigned to the authorizations train to satisfy the requirements during a contingency.

A3.4.4.3. Crisis Action Planning and Execution Requirements. The crisis action planning process is real-time; it’s carried out in response to specific situation(s) as they occur. The end result of this process is a statement of requirements that address a crisis. Like contingency planning, these scenarios focus on force employment.

A3.4.4.3.1. Employment Requirements. These are forces necessary to support the contingency missions or in support of exercises. They consist of in-place and augmentation requirements, which equal total requirements.

A3.4.4.3.1.1. In-place Requirements. In-place requirements are those needed to perform contingency missions at existing installations.

A3.4.4.3.1.2. Augmentation Requirements. Augmentation requirements define ‘what’ is required at the employment location to satisfy its ‘heightened’ mission.

A3.4.4.3.1.3. Deployment Requirements. This mirrors the augmentation required. These two terms essentially have the same meaning, yet different terms are used to identify ‘supporting’ and ‘supported’ organizations. An employment location has an augmentation requirement. What a MAJCOM sends to fill that augmentation requirement is defined as their deployment requirement. The forces to be deployed are chosen based on current sourcing policies. Augmentation

requirements and deployment requirements are synonymous in contingency planning.

A3.4.4.3.2. Mobilization Requirements. Mobilization requirements are a subset of total requirements, deployment and in-place, which are to be satisfied by the ARC. They are stated on a Force List. These requirements must be prioritized in case the authority to mobilize all requested forces is not granted.

A3.4.4.3.3. Joint Augmentation Requirements. When the unified combatant commander needs staff augmentation, the individuals assigned to the authorizations specified to satisfy the requirements are specifically tasked to provide augmentation.

A3.4.4.4. Relating Requirements to Organizations. A *tasked unit* is the unit that is required to provide resources to satisfy requirements. Only permanent units may be tasked. An *attached unit* is the unit that resources are assigned or attached to satisfy requirements. The attached unit is also known as the employing unit.

A3.4.5. Resources. Resources are used to satisfy requirements.

A3.4.5.1. Manpower Resources. Manpower resources are used in the contingency planning, wartime planning, wartime programming, and peacetime organize, train, and equip scenarios. Manpower resources are authorizations as well as other sources of labor such as contract man-year equivalents (CME), inter-service support (ISS), and host nation support (HNS).

A3.4.5.2. Personnel Resources. Personnel resources are people; they are used in the crisis action planning and execution scenario as well as to fill authorizations, contracts, and other agreements in the peacetime organize, train, and equip scenario. Military personnel and in-service civilians are typically placed into one or more of the following categories:

A3.4.5.2.1. Assigned. Permanent Party in Permanent Change of Status.

A3.4.5.2.2. Attached. Personnel in Temporary Duty Status.

A3.4.5.2.3. Available. Present for duty.

A3.4.5.3. Relating Resources to Organizations. The Air Force plans and programs with authorizations and executes with personnel. Personnel are *assigned* to units when in a permanent party status. Only permanent units may have personnel assigned to them. Personnel are *attached* to units when in a temporary duty status.

A3.5. Time. Requirements and resources are not valid, needed, funded, and/or available all the time. Time phasing allows us to project requirements and resources over time. We use two types of time phasing: absolute and relative. Absolute references specific calendar dates. Relative reference days, plus or minus, computed from an unknown start date.

A3.5.1. Employment Requirements Phasing. As weapon systems and missions change over time, manpower needs change. We use the effective date to show when the need begins and the through date to show when the need ends. These dates are relative for contingency planning; they are absolute for peacetime, programming, wartime planning, and execution scenarios.

A3.5.2. Authorization Phasing. We also use effective and through dates to show the duration of manpower authorizations. These dates are always absolute.

A3.5.3. Deployment Requirements Phasing. We use required delivery date (RDD) to show when an individual is needed to satisfy a specific employment requirement and estimated tour length (ETL) to show how many days that individual is expected to satisfy that requirement. The RDD is an absolute date although it may be derived using the start date of a contingency (C-Date) and a day relative to the start of the contingency (C-Day).

A3.6. Comparing and Matching Resources to Requirements. It is necessary to compare requirements to resources to assess how well a population of resources can satisfy a statement of requirements. Comparing resources to requirements is always done in context of a scenario. Use the procedures listed below in the absence of detailed guidance. These scenarios are usually subsets of those defined in this document or for performing what-if analysis.

A3.6.1. Comparison Elements. The primary elements by which requirements and resources are compared are specialty, grade, category, work center, MAJCOM, unit, location, component, and time. The following describes each of the comparison elements and the significance of comparing them.

A3.6.1.1. Specialty. Commanders need capability and specialty is the basic indicator of capability. We normally use the AFSC to identify the specialty needed (requirement) or provided (resource). We can use occupational series code (OCC) when dealing with civilians. **NOTE:** If the required specialty is stated as an AFSC, it must be translated to an OCC before a civilian resource identified by OCC can be compared.

A3.6.1.2. Grade. Grade indicates a level of experience and responsibility needed (requirement) and available (resource). Usually specify grades required for officers. Enlisted grades are normally omitted, relying on the skill level of the AFSC to indicate experience and responsibility needed or provided. If a specific enlisted grade is required for the capability, it must be annotated.

A3.6.1.3. Category. Category indicates whether military (officer or enlisted) or civilian (of specific variety) is needed (requirement) and available (resource).

A3.6.1.4. Work Center. The FAC title identifies the specific functions performed in the work center. The AFSC required to perform that FAC workload is listed on the UMD in that work center. When conducting a comparison analysis or contingency match, you should match/assign a resource (authorization) from a work center that has the stated mission requirement. **NOTE:** USAF FACs are four-to-six character codes that identify a work center mission capability. Hence, when conducting an Air Force analysis/match, ignore the last two digits of the FAC, they are MAJCOM specific and therefore irrelevant for use across MAJCOM lines.

A3.6.1.5. MAJCOM. MAJCOM indicates an Air Component/MAJCOM needing a capability (supported), a MAJCOM tasked to provide the capability (supporting/tasked), and a MAJCOM with available capability it can provide. Two-digit MAJCOM codes identify Air Components and MAJCOMs. From a comparison standpoint, a tasked MAJCOM is considered a requirement attribute and a MAJCOM with an available capability is considered a resource attribute. In joint operations terminology, the tasked unit is referred to as Unit Identifier Code (UIC). The UIC consists of the last four

characters of the PAS code being preceded with an F and followed by a zero (i.e., AF PAS - FQTR, AF UIC - FFQTR0).

A3.6.1.6. Unit. Unit indicates the unit needing a capability (attached unit), the unit tasked to provide the capability (tasked unit), and the unit with available capability it can provide. We use the Personnel Accounting Symbol (PAS) to identify units. From a comparison standpoint, tasked unit is considered a requirement attribute and unit with available capability is considered a resource attribute.

A3.6.1.7. Location. Location indicates where the unit needing a capability (destination/TDY location) and the unit tasked to provide the capability (origin/home station) are geographically located. We use four-digit installation codes to identify locations. From a comparison standpoint, origin of the tasked unit is considered a requirement attribute and origin of the unit with available capability is considered a resource attribute.

A3.6.1.8. Component. Component indicates a component (active, ANG, AFRC) tasked to provide the capability and a component with available capability it can provide. From a comparison standpoint, tasked component is considered a requirement attribute and component with available capability is considered a resource attribute.

A3.6.1.9. Time. Time is an indicator when a capability is needed (requirement) or available (resource).

A3.6.2. Less-Than-Perfect Matches. Perfect matches rarely occur and certain less-than-perfect matches are acceptable. There are two techniques used to identify less-than perfect matches: masking and substituting.

A3.6.2.1. Masking. Certain elements of resources may be masked to allow acceptable less-than-perfect matches. These, in order of typical application, are FAC, unit, category, location, MAJCOM, and component.

A3.6.2.1.1. FAC. While it is desirable for the resource to come from the same type work center it is needed in, it is not always possible. The FAC is typically masked digit-by-digit in reverse order. Often, the last two positions are masked for comparison as these are MAJCOM specific and deployment requirements normally have only four-digit FACs. If a resource cannot be found in the same/equivalent work center (four digits), from the same branch (three digits) tasking from the same functional area (two digits) is satisfactory. Masking the last five digits is generally of little value. Masking all digits completely disregards the FAC, not restricting matching by function.

A3.6.2.1.2. Unit (PAS). Obviously, the unit tasked to provide resources should provide them. But when it cannot, the next best place to look is at the same location. Masking the PAS allows this to happen. Masking the unit has implications for the SORTs process, especially when analyzing the ability of a unit to meet its taskings. AFI 10-201 provides guidance for addressing direct support units. **NOTE:** By not masking the MAJCOM, the resources looked at will belong to the MAJCOM of the tasked unit.

A3.6.2.1.3. Category. Masking the category allows, for example, a civilian to satisfy a military requirement. This inherently masks the grade as well. Care must be taken to appropriately apply category masking.

A3.6.2.1.4. Location. Once a MAJCOM has matched its resources to its requirements as best it can within location, it should look at all of its unmatched resources to try to match to all of its unmatched requirements. Masking the location allows this to happen.

A3.6.2.1.5. MAJCOM. Again, it is obvious the MAJCOM tasked to provide resources should provide them. But when it cannot, resources from any MAJCOM assuming other MAJCOMs considered have already matched their resources to their requirements as best as they can. Masking the MAJCOM allows this to happen. **NOTE:** Not masking the location, the resources looked at will be at the location of the tasked unit.

A3.6.2.1.6. Component. Once all requirements tasked to the various components are satisfied as well as possible, other components should be considered. Masking the component allows this to happen. Doing this has implications, however. If done during contingency planning, wartime planning, or programming, tasking should be shifted to the component providing resources. If done during execution, mobilization may be needed to be able to use the resources.

A3.6.2.2. Skill, Grade, and Specialty Substituting. Certain elements of resources may be substituted to allow acceptable less-than-perfect matches. The enlisted skill level and officer grade substitution(s) must comply with UTC MISCAP, functional AFIs, or the USAF WMP-1 annexes. Critical personnel substitutions must have the required AFSC and meet or exceed the skill level required. There are program-specific restrictions on substituting during analysis. AFI 10-201 provides guidance for SORTS, AFI 10-401 provides guidance for posturing, and AFI 10-403 provides guidance for deployment execution. In addition, there may also be guidance published in functional community instructions or AEF UTC Posturing and Sequencing guidance.

A3.6.3. Iterations. Masking and substituting are sequentially applied, relaxing the criteria each iteration or cycle. It typically takes ten to fifteen iterations to step through masking and substitution in performing a comparison. **NOTE:** Masking and substituting may be applied in any order and in any combinations. It is up to the analyst performing the comparison to apply them in a logical fashion.

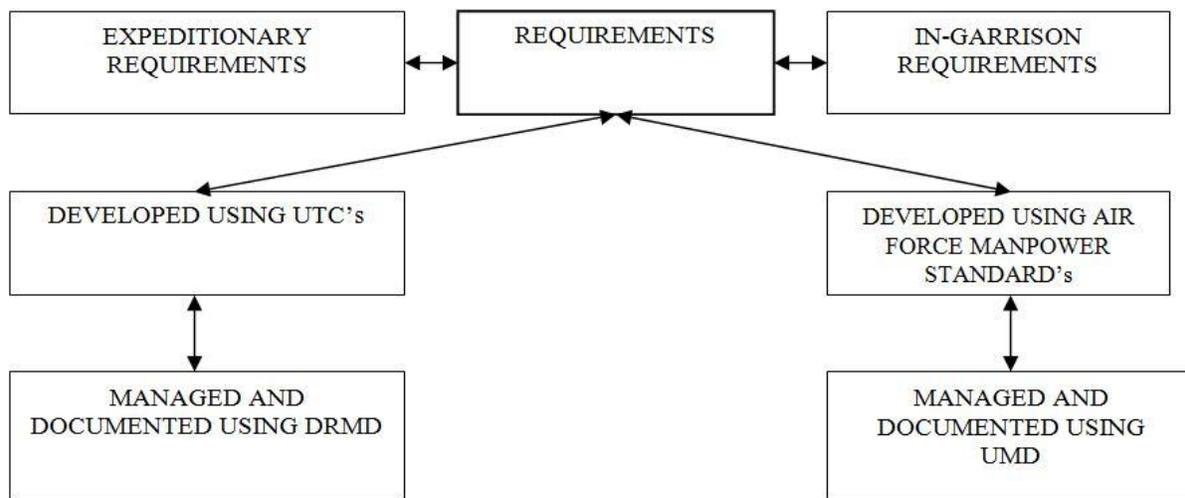
A3.6.4. Results. The results of comparing resources to requirements is a series of resources matched to requirements. The fall out is unmatched requirements (shortages) and unmatched resources (overages). Customers must be assisted in dealing with these shortages and overages.

A3.6.5. Resolving Overages and Shortages. Once overages and shortages are identified, look for options to resolve the mismatches. Examples of options are identifying overage resources for use elsewhere, identifying alternate sources of resources, or simply identifying and documenting a problem area to be resolved at a later time.

A3.7. Determining Expeditionary Requirements. Expeditionary requirements could be either contingency, wartime planning/programming, or crisis action/execution requirements.

Determining expeditionary requirements is a management engineering responsibility. Manpower requirements for in-garrison operations are determined using manpower standards published by AFMA, while expeditionary requirements are determined using the UTC. UTCs are developed using the manpower standard as the starting point. **Figure A3.2, Requirements Comparison,** shows the relationship between in-garrison manpower requirements and expeditionary manpower requirements. The primary difference between the traditional and contingency procedures is the documents used to determine the requirement and the systems used to manage and document those requirements.

Figure A3.2. Requirements Comparison.



A3.7.1. Basis. The basis for expeditionary requirements are:

A3.7.1.1. The mission to be performed. This comes from operational and functional guidance.

A3.7.1.2. The environment in which the mission is performed. This information comes from operational and functional guidance and assumptions.

A3.7.2. Procedures. The following are several methods that may be used to determine expeditionary requirements. **NOTE:** The functional annexes in WMP 1 should have sufficient guidance to lead the MO and functional planner to a fair estimation of requirements.

A3.7.2.1. Modified Capability Manpower Standards:

A3.7.2.1.1. Review the processes performed in non-surge operations. For those performed in the contingency environment, estimate a contingency effort factor (for example: suggestion-related workload will decrease by 50%, a factor of .5). For those not performed in the contingency environment, delete associated hours (factor of 0). For contingency only processes, estimate the associated effort.

A3.7.2.1.2. Determine the contingency workload and apply the modified standard.

A3.7.2.2. Functional Estimates. FAMs often have a good feel for what it takes to perform during contingencies. Combine Manpower methodologies with the FAMs estimate to devise a good estimation based on the mission and environment.

A3.7.2.3. Skill and Grade Mix. The skill and grade mix should generally be the same as for peacetime operations, except that requirements in the crisis environment should minimize the use of 3- levels. Only utilize 3-levels when AFSC specific technical skills can be applied in the deployment environment (e.g. Third Country National escort or Postal augmentation).

A3.7.2.4. Minimum Manning. The minimum amount of manpower required to perform the work when it occurs (i.e. the work of firefighters, security forces, and emergency medical staff).

A3.7.2.5. Shift Profile Analysis. Man-hour shift profile charts are an effective way to identify and minimize standby time.

A3.7.2.6. Operational Audit. Operational Audit is one method to determine the man-hours a work center requires, given its workload. You can then translate those man-hours to UTC requirements.

A3.7.2.7. Other tools. Other management engineering, requirements determination tools can be found in AFI 38-201, *Determining Manpower Requirements*, AFMAN 38-255, Vol 1 *Air Force Management Engineering Program (MEP) - Processes*, AFMAN 38-25, Vol 2 *Air Force Management Engineering Program (MEP) - Quantification Tools*, AFMAN 38-255, Vol 3 *Air Force Management Engineering Program (MEP)--Logistics Composite Model (LCOM)*.

A3.7.2.8. Stating Requirements for Deployment. Requirements for deployments need to be stated in the form of a standard UTC as stated in paragraph [A3.8.1.2](#). Choose the best fit. If none apply, the FAM should request a new UTC.

A3.8. Manpower and Equipment Force Packaging (MEFPAK)

A3.8.1. UTC.

A3.8.1.1. Purpose. To provide Joint and Air Force planners, at all levels, a standard force capability and to document manpower requirements for operations and force planning, execution, and readiness measurement. This is achieved through the development of an Air Force level approved, standard master database of force packages available in Joint and Air Force Command and Control Systems. The terms force package and UTC are often used synonymously. Reference AFI 10-401, *Air Force Operations Planning and Execution* Chapter 5, for additional information.

A3.8.1.2. Structure. A UTC is represented by a 5-character alphanumeric code controlled by JCS. The assignment of a UTC is a categorization into a class or kind of unit having common distinguishing characteristics. The first character of the UTC and the function it represents are provided in Joint Pub 1-03.21, **Table 6**. Common Air Force UTC designators for deployment capability are listed in AFI 10-401, Chapter 5, **Table 5.1**

A3.8.1.3. Usage. War planners use UTCs to document total Air Force manpower and logistics requirements needed to support the national military strategy during contingency

and execution planning. These requirements are documented in JOPES Time Phased Force Deployment Data (TPFDD) and within DCAPEs. The TPFDD listing is identified in Annex A, Appendix 1 of the OPLAN and lists total requirements (expressed in UTCs) and units tasked to fill those requirements. Chapter 3 of this AFI and the Preface to WMP 3, Part 2, Support Forces, provide instructions on how force packages are used in OPLAN and TPFDD development. As a rule, only UTCs with a Deployment Identification (DEPID) of 1, 2, 3, 6, E, or P are used in TPFDD files. A UTC will not be used in TPFDD development for contingency or execution planning until it is registered in the MEFPAK, and subsequently in the Type Unit Characteristics (TUCHA). The MEFPAK responsible command is responsible for coordinating with all other commands that provide forces to the UTC, ensuring that it can be postured.

A3.8.2. MRAs. The HAF FAM designates a MAJCOM/FOA to be responsible for each of its functional UTCs. The MRA maintains the mission capability statement and the logistics and manpower detail for all UTCs for which it is responsible.

A3.8.3. Pilot Units. The MRA may designate a unit to maintain UTCs the unit provides. The pilot unit coordinates changes with other units that provide the UTCs.

A3.8.4. UTC Management. Refer to AFI 10-401, Chapter 5, and paragraph [3.2.2.2.4](#) and [Figure A2.1](#) of this document.

ATTACHMENT 4

A4. EMPLOYED MANPOWER AND ORGANIZATION OPERATIONS AND SAMPLE FORMATS

A4.1. Purpose. Assist manpower personnel through each of the four phases of a deployment (pre-deployment, initial arrival, employment, and termination) and to operate at an employed location.

A4.2. Pre-deployment. There are critical first steps to be accomplished before departing your home station. **Figure A4.1, Pre-Deployment Checklist**, is a good start for what should be reviewed prior to a deployment. Failure to accomplish these items will impact your ability to get the EFSS Manpower Section up and running.

Figure A4.1. Pre-Deployment Checklist.

ITEM	YES	NO ¹	N/A
1. Training:			
a. Are all tasked personnel current on required deployment training?			
b. Are all tasked personnel current on Expeditionary manpower training?			
c. Are identified DCAPES operators trained?			
2. Review pre-planning tasking (OPLAN, tasking message, etc):			
a. Does it explain the mission and concept of operation (CONOPS) of the tasking? ²			
b. Does it explain the objectives of the Manpower team being tasked?			
c. Does it identify any assumptions required for implementation requirements determination and organizational issues? ³			
d. Does it identify any planning factors affecting manpower functions/capabilities?			
e. Does it provide detailed guidance for specific Manpower support, including:			
1. Are there identified LIMFACs affecting the Manpower function?			
• If yes, has a “get-well” been identified, or has the OPR provided an alternate action to offset the LIMFAC?			
2. Does it provide the organization structure and contacts for the J1/A1 staff?			
3. Does it document sources of equipment support and			

communication capability?			
f. Does it provide guidance on:			
1. Authorization/Requirement change request process?			
2. Organization change request process?			
3. Does it identify any reports or administrative support requirements for MO (not identified in AFI 38-205)?			
4. Does it specify command relationships and responsibilities?			
g. Does it identify the following communications support: ⁴			
1. Secure and non-secure voice telephone (normally DSN)?			
2. Secure and non-secure fax capabilities?			
3. Accessing/installing of Secure Internet Protocol Router Network (SIPRNET) in working area?			
• If no, does it outline alternate courses to access SIPRNET?			
4. Operating DCAPES in a classified operating environment?			
3. For teams tasked for a deployable system (UTC: RFMAQ/RFMAN)⁵			
a. Has an equipment custodian for supply kits and DCAPES been identified?			
b. Is DCAPES equipment loaded and tracked using applicable tracking system?			
c. Is DCAPES operational and accounted for?			
d. Are all required software and programs present and in compliance with the GCCS-AF baseline?			
4. Conduct inventories:			
a. At least annually?			
b. When there is a new equipment custodian?			
c. When equipment departs home station for more than 72 hours?			
d. When equipment returns to home station?			
e. Is all required software loaded on the system?			

NOTES:

1. Any item checked as NO is a LIMFAC. Report all LIMFACs to your MAJCOM and the supported command (courtesy copy AF/A1MR and AFMA/MASR.) Work with your MAJCOM and the supported command to correct the LIMFAC.

2. The CONOPS briefly states the mission and the general support personnel provides in supporting the OPLAN or tasking. The supported command should use this area to identify

unique requirements, designate supporting Manpower Teams for geographically separated locations, and designate intermediate levels of command.

3. Assumptions are items such as force ceilings and Status of Forces Agreements, an inherent part to the activation of the tasking. Assumptions listed influence the feasibility of Annex E. If an assumption is critical to the success of the plan it will list an alternate course of action (COA).

4. All known communications requirements for MO Teams should be listed in the OPLAN. Communications support is essential for accessing the GCCS-AF platform, DCAPEs, and emails. DSN voice is a must. Without reach-back capability, the service provided to the deployed location is degraded severely or results in mission failure. Requirements outlined in Annex E must also be identified in Annex K (Command, Control, and Communications Systems).

5. For missing/broken GCCS equipment, notify local communications support function or the AFFOR/A1 Staff.

A4.2.1. Contact MAJCOM GCCS/DCAPEs administrator, before departing home station, to establish applicable roles and permissions.

A4.2.2. Items Required. Unit Type Code (UTC) RFMAQ is the deployable Manpower logistics kit for establishing a bare base manpower function. Manpower Sections tasked to provide this UTC will have the complete compliment of equipment on hand and ready to deploy at all times. To find a listing of items required by the deployed Manpower Section see the LOGDET for assigned UTCs. Every deployment environment is different. Care must be exercised to anticipate requirements not addressed here or in the UTC. Publications, non-expendable and expendable supplies, and a notebook computer are intended to be hand-carried. Initial members deploying into a bare base must carry all of these items. Follow-on personnel need only take those items as directed by the employed office chief. The list of required items will be adjusted accordingly. Authorization for additional baggage may be required. Annotate orders as required.

A4.3. Initial arrival. The following actions are required to setup the manpower office upon initial arrival to the deployed location. Items are not necessarily required to be accomplished in this order as needs will change depending on the assigned location.

A4.3.1. Inventory Equipment, Supplies, and Facilities to Ensure All Required Items Arrived. Except where noted, actions to set up the office, such as the initial inventory, must be completed within 24-hours of arrival and before the Office Activation Notification Message is sent, if arrival coincides with PERSCO, the activation message may be consolidated.

A4.3.2. Establish Filing System. Contact the RIMS manager or site Information Manager for assistance/guidance. Consider creating a preliminary file plan as part of the RFMEQ capability that is ready to “unpack” on arrival. Guidance can be found in AFI 33-322, *Air Force Records Management Program*.

A4.3.3. DCAPEs Operations.

A4.3.3.1. Set up computer(s) and peripherals.

A4.3.3.2. Verify hard drive, monitor, and printer links are operational.

A4.3.3.3. Establish and verify communications links are working. Contact the site communications function for assistance.

A4.3.3.4. Log in to ensure DCAPEs USERID and password are operational on employed system and the roles and permissions assigned are acceptable for the deployed location.

A4.3.3.5. Prepare the DCAPEs initial system report within 48-hours after arrival, if arrival coincides with PERSCO, report may be consolidated

A4.3.3.6. Report system outages within 24 hours after occurrence. Prompt reporting results in prompt outage resolution.

A4.3.3.7. System accountability begins upon accepting custody and will be maintained throughout the deployment. The senior EFSS member at the employed site is ultimately responsible. Problems pertaining to system accountability must be reported immediately, especially when replacement personnel do not overlap with those they are replacing.

A4.3.4. Office Activation Notification Message. This must be sent within 24 hours after arrival. The date and time group of this message establishes your activation date and time. Refer to **Figure A4.3** Follow-on personnel will also notify AFFOR MO staff (if applicable) and supported Air Component MO staff upon arrival at the deployed location via telephonic or electronic means within 24 hours after arrival. Permanent changes to areas reported in the activation notification message will be reported as soon as practicable using a modified version of **Figure A4.3** and changing the subject to read "Operational Status Change."

Figure A4.2. Sample Office Activation Notification Message.

FROM: ##### EFSS//MO//

TO: *AFFOR/MO STAFF (IF APPLICABLE)*

SUPPORTED AIR COMPONENT/MO STAFF

MAJCOM/A1M

HQ USAF WASH DC//A1MR//

AFMA/MASR RANDOLPH AFB TX//CC//

CLASSIFICATION

SUBJECT: EFSS Manpower Section ACTIVATION

1. THIS OFFICE IS NOW OPERATIONAL. IT IS RESPONSIBLE FOR PROVIDING MANPOWER SERVICES TO THE ##### AEW (P), SOMEWHERE AB.

2. MODES OF CONTACT:

A. ADMIN PHONE. DSN 316-234-9876.

B. SECURE PHONE. DSN 316-234-9876.

C. MAILING ADDRESS. ##### EFSS/MO, 345 TENT DRIVE, APO AE 04567

- D. NIPRNET EMAIL. MO@####AEW.OVERTHERE.MIL
- E. SIPRNET EMAIL. MO@####AEW.OVERTHERE.SMIL.MIL
3. DCAPES EQUIPMENT. SYSTEM NUMBER ### DEPLOYED FROM 62 FSS/MO, MCCHORD AFB, WA. CUSTODIAN IS LT JONES.
4. MANPOWER OFFICE CHIEF IS CMSGT MATT MATTHEWS.

A4.3.5. Mission Briefing. The commander and other key personnel need to have a clear understanding of the responsibilities, capabilities, and services provided by manpower. **Figure A4.4** contains a recommended briefing format and **Figure A4.5** contains a sample organizational chart for the briefing. Prepare the briefing within 48 hours after activation and be ready to brief the commander and key staff as soon as practicable.

Figure A4.3. Recommended EFSS Manpower Briefing Outline.

Responsibilities of the manpower section:

1. Organization Management
2. Force Management:
 - a. Requirements Management
 - b. Alternate Resource Options
1. Primary Management Document (DRMD)
1. The Organizational and Requirements Change Process
1. Other Manpower Services Provided

Specific Responsibilities:

1. Assist the AEW Commander in communicating manpower issues.
2. Provide commander(s) copies of messages pertaining to any Unit manpower issue(s)
3. Meet “rotational flight” aircraft to provide authorization/requirement information to newly arriving personnel.
4. Attend wing/staff meetings to discuss manpower issues.
5. Provide commander(s) copies of ERD (Employment Requirements Document) or other automated requirements listings.
6. Conduct site visits of geographically separated locations within the AOR.
7. Identify positions to be used in the Augmentee Program.
8. Review/evaluate “out-sourced” functions and service contracting requests (i.e., Form 9s).
9. Review G-series orders for units activating/deactivating.
10. Develop organization charts, mission directives, mission statements.
11. Validate functional workloads for manpower authorizations/requirements.
12. Advise commander(s) on “wartime organization and management improvements”.
13. Process OCRs and ACRs.
14. Review/Process Memorandums of Agreement (MOAs) and Support Agreements (Intra-service between USAF units and Inter-service between federal agencies).

Wing/Center Overview:

1. Command Structure.
2. Organizational Structure.
3. Current Required/Authorized by Unit (O/E/C/T).
4. Major Projected Changes:
 - a. Changes in Organizations.
 - b. Time-Phased Changes in Requirements.
1. Issues Currently Being Worked.

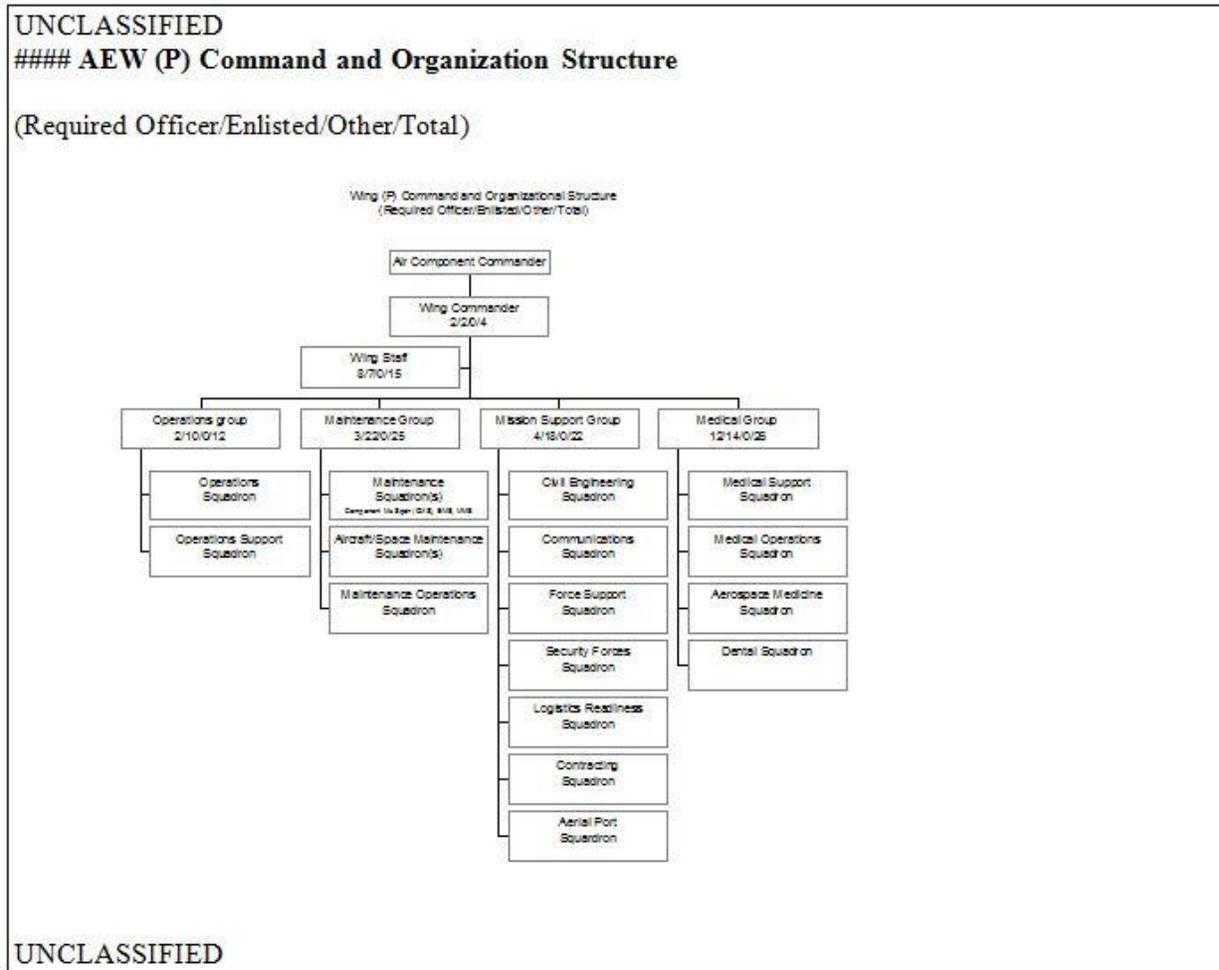
NOTE: Utilize Visual Aids; an organization chart depicting the wing/center, its parent headquarters (up to CCDR level), and its subordinate units. Include UTC-required for wing/center and units below by category (officer, enlisted, other, and total). Consider including a primary phone number for each unit to have a quick reference phone list.

- Operational Status of the Manpower Section:

- Location.
- Required/Authorized/Assigned/Attached.
- Duty Hours.
- After Duty Hours Contact Procedures.
- Specific Needs Unsatisfied (LIMFACs):
 - Office, Equipment, and Supplies.
 - Communications.
 - Computers.

NOTE: Be sure to properly classify and mark briefing items

Figure A4.4. Sample Organization Chart.



A4.3.6. Event Log. Maintain a hard copy event log during employed operations or as directed by the supported air component headquarters. While mundane, event logs provide continuity and enable a successor to quickly grasp the activities of the office prior to their arrival. Logs are especially useful when operating in a hostile environment where assigned personnel might be subject to death or injury. It is important to record all log items during the shift when they occur. Refer to [Figure A4.6](#) for a sample event log. As a minimum, log the following, including item-specific information in the event description:

A4.3.6.1. Changes in Operational Status. Include entries for activation, deactivation, team rotations, and events affecting operational status such as equipment and communications failure or limitations.

A4.3.6.2. Briefing Provided. Include person or agency briefed, purpose of briefing, and a summary of the briefing.

A4.3.6.3. Request for OCR/ACR. Indicate requesting agency (office, name, phone, e-mail address, etc.), OCR/ACR number, and any suspense.

A4.3.6.4. Request for Information. Indicate requesting agency (office, name, phone, e-mail address, etc.), specific information requested, and any suspense.

Figure A4.5. Sample EFSS Manpower Log.

Date Time	Event Description	POC Phone	Action Taken	Suspense Status
4-Apr-2010 0705	Additional Support required for local security	Capt. Jones 2-3333	ACR add UTC(s) QFEB2 and QFEXX	5-Apr-2010 Completed
4-Apr-2010 0855	AFSC Change to ULN XXXXXX	Lt Jackson 2-3444	ACR	4-Apr-2010 Completed

A4.3.7. Emergency Procedures.

A4.3.7.1. Relocation. Emergency relocation, or bugout, may be necessary to preserve life and sustain operations. In an emergency, manpower personnel will relocate to a designated area with an operational DCAPES system, manual files, a secure data device and required Mission Oriented Protective Posture (MOPP) gear. Other items required to sustain operations may be taken at the discretion of the manpower chief, however, speed and mobility are the primary factors. Office gear should fit easily into a rucksack or aviator's style briefcase for quick assemblage and movement. If collocated with PERSCO, the MO should receive the emergency relocation briefing from the PERSCO team chief and use the EFSS procedures provided. Periodically repeat this briefing and consider practicing bugout procedures to ensure assigned personnel stay prepared to respond immediately. Specifically:

A4.3.7.1.1. Define the emergency relocation site and procedures.

A4.3.7.1.2. Address force protection considerations and potential Nuclear Biological and Chemical threats, if not already briefed.

A4.3.7.1.3. Emergency relocation procedures must address rendering abandoned property unusable to the enemy.

A4.3.7.2. Self Aid and Buddy Care (SA/BC). Consider a weekly opportunity to discuss/practice SA/BC topics.

A4.3.7.3. Mission Oriented Protective Posture (MOPP). Consider a weekly opportunity to discuss and practice MOPP procedures.

A4.3.8. **Figure A4 7.**, Initial Arrival Checklist, outlines the general responsibilities and actions required when personnel initially arrive at a new operating location as previously listed in this attachment. Items on this list are not necessarily to be completed in the order prescribed because variables exist and situations are different for each location and theater; the supported MAJCOM manpower planner must be able and ready to tailor the checklist to include known theater or tasking-unique requirements. The checklist must be applied to each unique location where a MO Team will be employed. Information for the location must be provided to the MO Team prior to its arrival at the employment location.

Figure A4.6. Initial Arrival Checklist.

Item	YES	NO	N/A
- In-process through PERSCO immediately upon arrival and employed location			
- Contact supported command to obtain requirements information to assist PERSCO teams in establishing accountability.			
- Brief commanders of manpower responsibilities and capabilities. (See Attachment A4 , paragraph A4.3.5).			
-- Ensure they understand your capabilities and limitations			
--- Brief status and get well dates of LIMFACs (if known)			
-- Provide a copy of MO responsibilities to each deployed commander to include requirement change requests and organizational change request methodology.			
- If you don't have proper communication support, identify to your supporting Communications Squadron the need for:			
-- Secure and unsecure phone/fax capability			
-- Secure Internet Protocol Network (SIPRNET)			
-- Secure and unsecure email accounts.			
- Submit a MO activation notification within 24 hours of arrival.			
- Establish routine procedures for:			
-- Requirement Change Requests			
-- Organizational Change Requests			
-- Other MO duties (i.e. Augmentation Program)			
-- Evaluating daily DRMD updates			
-- Establish procedures for tracking events in a daily log			
- Maintain a POC book containing names and numbers of key personnel at your location, AFFOR, and supported command.			
- DCAPES equipment is set up and operational			
-- Submit a DCAPES initial report			
- Update system defaults reflecting your TDY GEOLOC code			
- Establish a routine for backing up information			
-Develop event log (See A4.3.6 .)			
-Develop continuity folder within first week of activation (See A4.4.4 .)			

-Create Manual Files (See A4.3.2.)			
-Develop emergency relocation plan (See A4.3.7.)			

A4.4. Employment. The following are items the deployed manpower section will perform during normal operations (sustainment). This is not an all encompassing list, as requirements will change from location to location.

A4.4.1. Mission Briefings. Provided upon request and upon arrival of new commanders to the deployed location. Refer to para A4.3.5 for format.

A4.4.2. Manual Files. Maintain the following manual files, at a minimum, for continuity and backup in case of lost computer support; if collocated with PERSCO these files may be consolidated. The following instructions apply: AFI 33-322, *Records Management Program*.

A4.4.2.1. Organization Charts. Current and historical Organization Charts are significant.

A4.4.2.2. Employment Requirements/Manning Document (ERMD). Query a new ERMD weekly and save to a common computer drive. This is the most important and dynamic document for any EFSS Manpower Section during the initial days of the operation and is subject to frequent changes. A running record of changes can be manually annotated. Again, the decision to reduce this frequency can be made once the preponderance of forces have arrived and are captured in the system. Be sure to document the change in frequency in the Events Log and Local Policy folder. **Note:** The supported air component manpower staff may have local automated products available for use within the theater of operations. Check with the staff for products such as DRMD-like listings and change logs

A4.4.2.3. Notifications. Arrival, activation, inventory, etc.

A4.4.2.4. Mission Briefing. The most current briefing as well as historic briefings with special significance or relevance to the current structure.

A4.4.2.5. OCR and ACR Changes. Requests and their status (approved, disapproved, and pending).

A4.4.2.6. Maintain Daily Events Log.

A4.4.3. Requesting Contingency Organization and Requirement Changes. The supported air component manpower function should provide a change request format. In the absence of guidance, or a format, refer to **Figures A4.8** and **A4.9** for sample organization and requirement change requests. All requests for changes will be logged during the shift received and must be acted upon within 48 hours of log entry. Follow-up with the supported air component manpower staff to track progress and update the requesting unit as necessary.

Figure A4.7. Sample Organization Change Request.

<p>FROM: ##### EFSS SOMEWHERE AB//MO//</p> <p>TO: INTERMEDIATE HQ OR SUPPORTED AIR COMPONENT/MO STAFF</p> <p>CLASSIFICATION</p>

SUBJECT: ORGANIZATIONAL CHANGE REQUEST NUMBER XX-XX

1. THE COMMANDER OF THE XX ESFS (P) HAS REQUESTED AN OPERATING LOCATION BE ESTABLISHED TO EFFECTIVELY MANAGE PERSONNEL PROVIDING SECURITY AT A LOCATION 50 MILES AWAY. THE PERSONNEL ARE CURRENTLY BILLETED AT THAT LOCATION. THE REQUEST HAS BEEN APPROVED BY THE XX SUPPORT GROUP (P) COMMANDER AND THE XX AEW (P) COMMANDER. WE CONCUR WITH THE REQUEST.

2. TO IMPLEMENT THIS CHANGE:

A. REQUEST ACTIVATION OF THE FOLLOWING PROVISIONAL UNIT:

IDENTIFICATION NEW INFO

PAS NBR KIND TY DET OL PPAS GLOC

**** XX SEP SQ A HSPS ZZZZ

B. REQUEST CHANGING THE FOLLOWING EMPLOYMENT REQUIREMENTS:

IDENTIFICATION OLD INFO NEW INFO

PID ULN UTC ATCH PAS GLOC ATCH PAS GLOC

XXXXX XXXXX QFEB20 XX3XHSPS XXXX XX3X**** ZZZZ

3. EFSS MANPOWER SECTION POINT OF CONTACT IS TSGT JONES, DSN XXX-XXXX. SF POINT OF CONTACT IS MAJ SMITH, DSN XXX-XXXX.

Figure A4.8. Sample Requirements Change Request.

FROM: ##### EFSS SOMEWHERE AB//MO//

TO: *INTERMEDIATE HQ OR SUPPORTED AIR COMPONENT/MO STAFF*

CLASSIFICATION

SUBJECT: REQUIREMENTS CHANGE REQUEST NUMBER XX-XX

1. THE COMMANDER OF THE XX ESFS (P) HAS REQUESTED AN ADDITIONAL SECURITY FORCE SQUAD (UTC QFEB2) TO PROVIDE ADDITIONAL SECURITY DUE TO INCREASED SECURITY VIGILANCE. THE REQUEST HAS BEEN APPROVED BY THE XX SUPPORT GROUP (P) COMMANDER AND THE XX WING (P) VICE COMMANDER. WE CONCUR WITH THE REQUEST.

2. TO IMPLEMENT THIS CHANGE, REQUEST ADDITION OF THE FOLLOWING EMPLOYMENT REQUIREMENTS:

IDENTIFICATION NEW INFO

PID ULN UTC ATCH PAS EFF/RDD TRU/ETL

XXXXX ***** QFEB20 XX3XHSPS 971001 999999/999

3. EFSS MANPOWER SECTION POINT OF CONTACT IS TSGT JONES, DSN XXX-XXXX.
SF POINT OF CONTACT IS MAJ SMITH, DSN XXX-XXXX.

A4.4.4. Continuity Folder. Manpower will establish a mission continuity folder within the first week after activation. As a minimum, include the following information.

A4.4.4.1. Mission Narrative. Briefly address the operational mission of the supported base and include information regarding the entire base infrastructure as well as all unified command elements present. If the manpower office is centrally located, maintain a mission statement for all supported bases. This information may be sensitive and should be protected from unauthorized disclosure.

A4.4.4.2. Organization. Include a hard copy of the latest organization chart used to brief the commander. If the manpower office is centrally located, maintain charts of all supported bases. Ensure charts include the higher headquarters chain of command.

A4.4.4.3. Policy. Ensure a copy of every policy affecting office operations is included. There may need to be several sections to include local, component, Air Force, etc. New/replacement manpower Chiefs should always contact higher headquarters to verify policies are still in effect prior to beginning operations.

A4.4.4.4. Challenges. Identify areas requiring attention or factors potentially affecting mission accomplishment. Factors might include experience-based suggestions on the best means to work with a member of leadership, such as likes, dislikes or specific issues. Event log items only need to be addressed in order to provide additional information or to identify the location of supporting material.

A4.4.4.5. Logs. All logs are considered part of the continuity folder.

A4.4.4.6. Other. Anything relevant to your replacement or to sustain operations.

A4.4.4.6.1. Employed and higher HQ POC listing; with name, rank, section/office, classified and unclassified phone number, e-mail address, and physical location.
NOTE: A list of POCs and key personnel present OPSEC vulnerabilities and must be protected.

A4.4.4.6.2. Mission Briefing.

A4.4.4.6.3. Position Descriptions, if applicable.

A4.4.4.6.4. Equipment listing.

A4.4.4.6.5. Activation Notification.

A4.4.5. Security.

A4.4.5.1. Operations Security. Manpower is in a unique position to know sensitive information regarding the movement of forces in and around the area of operations. Care must be taken to ensure the inadvertent release of potentially harmful information does

not occur. Canvas tents and careless conversations are deadly combinations when unidentified foreign/enemy agents are roaming forward bases as contractors and host nation support personnel.

A4.4.5.2. Communications Security. Recent operations reaffirmed the vulnerability of our forces when making telecommunications contact. The importance, or potential identity, of those calling can be readily assessed when personnel answering the telephone state their name, grade, and organization. Simply stating “unsecured line” or “unsecured line, this is Captain Jones” minimizes this threat to operations. It also affords the caller the opportunity to state they need to engage secure communications before any identifying information is exchanged.

A4.4.5.3. Information Security. Manpower personnel will be working with classified material (e.g. DCAPES system and documents produced) during contingency operations. The supported Combatant Commander provides classification guidance for systems and documentation. All classified systems and documents must contain proper classification markings. For documentation, mark each paragraph/page with the highest level classification contained on each respective paragraph/page. Each paragraph must contain a classification code (U-unclassified, C-confidential, S-secret, and T-top secret), in parentheses at the beginning of the paragraph, describing that paragraph’s highest security content level. The highest classification of any paragraph on a page determines the overall classification of that page, and is marked at the top and bottom of each page. Subsequently, the highest classification of any page determines the overall classification of the entire document. For example, an entire message is classified SECRET if two paragraphs are unclassified and one is classified SECRET. Review AFI 31-401, *Information Security Program Management* and AFI 31-501, *Personnel Security Program Management* for complete security classification requirements. Contact the site security manager or Security Force personnel for assistance/guidance. If a document has a subject, state the subject and then add the proper classification code in parentheses at the end. When lacking specific guidance on OPLAN classification, treat the following elements as SECRET when listed together:

A4.4.5.3.1. PID or plan name.

A4.4.5.3.2. Attached unit name and code (Attached PAS).

A4.4.5.3.3. Location name and Geographic Location (GEOLOC) of attached unit.

A4.4.5.3.4. Country/state name and code of attached unit.

A4.4.5.3.5. RDD.

A4.4.6. Prepare DCAPES Systems Outage Reports as required. Reports are required to be accomplished within 24 hours of outage, report may be consolidated with PERSCO as an EFSS report.

A4.4.7. Perform analysis, validation, and coordination as required.

A4.4.8. Provide requirements details as requested and/or when changes are made.

A4.4.9. Provide organizational information as requested and/or when changes are made.

A4.5. Termination. The following actions are required to cease operations and close the employed Manpower Section.

A4.5.1. Inactivation Message. Sent within 24 hours before departure. Refer to [Figure A4.9](#)

Figure A4.9. Sample Inactivation Notification.

FROM: ##### EFSS SOMEWHERE AB//MO//
 TO: AFFOR/MO STAFF (IF APPLICABLE)
 SUPPORTED AIR COMPONENT/MO STAFF
 MAJCOM/A1M
 HQ USAF WASH DC//A1MR//
 AFMA/MASR RANDOLPH AFB TX //CC//

CLASSIFICATION

SUBJECT: EFSS MANPOWER SECTION DEACTIVATION

1. THIS OFFICE IS NO LONGER OPERATIONAL. ##### AEW (P), SOMEWHERE AB, HAS BEEN INACTIVATED. (OR PERHAPS THE OFFICE HAS BEEN CLOSED FOR CENTRALIZED OPERATIONS)
2. DCAPEES EQUIPMENT. SYSTEM NUMBER ### WAS SHIPPED TO 62 FSS/MO, MCCHORD AFB, WA. ON....DATE
3. OFFICE FILES AND LOGS WERE SHIPPED TO...
4. CSFA# SUPPLIES WERE...(FULLY EXPENDED...SHIPPED...FINAL STATUS)
5. MANPOWER SECTION CHIEF IS MSGT JANE SMITH

A4.5.2. DCAPEES. Addressed in the inactivation message. At least one week prior to termination of operations, contact the local communications function for system disposition instructions. Be sure to address items such as preservation or elimination of resident data, particularly classified data. Also, obtain shipping instructions. **NOTE:** Never abandon a system without wiping (sanitizing or deleting) all data from its memory. Utilize provided software for this purpose.

A4.5.3. Disposition of Records and Logs. Addressed in the inactivation message. Records and logs serve a valuable historical purpose and should be disposed of according to guidance provided by the air component Manpower function. In the absence of specific guidance, ship all records and logs to AFMA/MASR for review and disposition.

A4.5.4. Disposition of Office Equipment and Supplies. Addressed in the inactivation message. The supported air component should provide guidance for disposing unexpended supplies and other office equipment or furniture. Inventory and dispose as required.

Remember, some items are accountable while others may be reconstituted as a deployable capability.

A4.5.5. After-Action Report. Sent within 10 days after departure. After action reports are invaluable tools to pass on what is working and what needs to be improved. After action reports should be written at the end of a deployment by the senior manpower person and submitted to each Manpower staff agency, to include AF/A1MR and AFMA/MASR, in the supported and supporting chain of command for review and action. Refer to [Figure A4.10](#) for a sample after-action report format. Problems involving our expeditionary manpower processes should be reported promptly anytime they occur.

Figure A4.10. Sample After Action Report Format.

FROM: *EMPLOYED MANPOWER TEAM CHIEF'S UNIT*

TO: AF/A1MR

SUPPORTED AIR COMPONENT/MO STAFF

AFFOR /MO STAFF (IF APPLICABLE)

MAJCOM/A1M

AFMA/MASR RANDOLPH AFB TX //CC//

CLASSIFICATION

SUBJECT: AFTER ACTION EMPLOYMENT REPORT

1. THE FOLLOWING IS SUBMITTED FOR YOUR INFORMATION AND ACTION.

A. OPERATION NAME.

B. ATTACHED ORGANIZATION, LEVEL OF COMMAND, AND LOCATION.

C. DATES OF EMPLOYMENT.

D. EFSS Manpower Section MEMBERS:

GRADE, NAME, ASSIGNED ORGANIZATION/OFFICE AND LOCATION FOR EACH MEMBER

E. OBSERVATIONS AND RECOMMENDATIONS. *DESCRIBE AREAS OF CONCERN THAT IMPACTED YOUR ABILITY TO PERFORM YOUR ASSIGNED MISSION AND GIVE RECOMMENDATIONS TO CORRECT THE SITUATION. EXAMPLES OF AREAS TO CONSIDER ARE:*

(1) TIMING OF ARRIVAL AND DEPARTURE OF ROTATIONAL TEAMS.

(2) AVAILABILITY AND ADEQUACY OF OFFICE SPACE, COMMUNICATIONS (VOICE AND DATA), POWER, AND CLASSIFIED STORAGE AREA/SPACE.

(3) AVAILABILITY AND ADEQUACY OF ITEMS IN THE EFSS Manpower Section

EMPLOYMENT PACKAGE.

(4) COMPUTER OPERATIONS INCLUDING HARDWARE AND SOFTWARE ADEQUACY.

(5) ACCURACY AND TIMELINESS OF REQUIREMENTS INFORMATION RECEIVED FROM AIR COMPONENT.

(6) APPLICABILITY AND USEFULNESS OF AFI 38-205 MANPOWER AND ORGANIZATION EXPEDITIONARY MANPOWER MANAGEMENT.

(7) APPLICABILITY AND USEFULNESS OF EFSS Manpower Section EXPEDITIONARY MANPOWER TRAINING RECEIVED PRIOR TO DEPLOYMENT.

2. POINT OF CONTACT IS *EMPLOYED MANPOWER TEAM CHIEF*, DSN XXX-XXXX, E-MAIL XXX@XXX.XX.MIL.

ATTACHMENT 5

A5. EXPEDITIONARY MANPOWER INSPECTION GUIDE

A5.1. This guide is extracted from **Chapter 5** and **Attachment 4**. It represents guidance areas lending themselves to the “yes/no” form of review used during expeditionary manpower inspections. Each MAJCOM should use this guide in the preparation of their own inspection checklist/guides for evaluating the health of base-level expeditionary manpower processes.

Table A5.1. Manpower Inspection Guide.

INSPECTION PHASE	GUIDANCE	Ref AFI 38-205
ALL	Does the FSS Manpower Section plan for and participate in local IG exercises, address core inspection items and command items of interest?	5.2.5.2.
ALL	Has the FSS Manpower Section chief established internal expeditionary manpower training or exercise events?	5.2.5.3.
ALL	Are all deployable and appropriate in-garrison personnel trained to perform appropriate expeditionary manpower processes?	5.2.5.4.
ALL	Has the FSS Manpower Section participated in at least two training events/exercises annually, with at least one combined with IPR/PERSCO Team?	5.3.1.4.
	Combined with above	
IN-GARRISON	Does the in-garrison system document the locally determined worst-case scenario as defined by the IDO, plans function, or base commander?	5.6.2.2.2 .
IN GARRISON	Is the equipment associated to UTCs tasked to the unit completely stocked and ready for immediate deployment?	A4.2.2.
ALL	Can DCAPES operators generate standard reports and generate abstract queries for data?	5.6.3.1.1 . 5.6.2.2.1
ALL	Do personnel properly react to changes from/to the MANFOR as they impact unit DOC statements?	4.8.6.2
INGARRISON	Has a designated representative been identified to be on the direct support staff of the Installation Deployment Readiness Cell (IDRC)?	AFI 10-403, 1.5.9.1.
EMPLOYED	In the absence of an Air Component guide for submitting change requests, does the employed EFSS Manpower Section properly fill out and submit the	A4.4.3.

	sample format in AFI 38-205, Figures A4.8. and A4.9. ?	
EMPLOYED	Has the EFSS Manpower Section logged all change requests into the event log during the shift in which it was received?	A4.4.3.
EMPLOYED	Have all logged change requests been acted upon within 48 hours of log entry?	A4.4.3.
EMPLOYED	Is the electronic copy of the ERMD no more than one week old?	A4.4.2.2 .
EMPLOYED	If the ERMD frequency has been changed, has it been annotated in the Events Log and Local Guidance folder?	A4.4.2.2 .
EMPLOYED	Do personnel complete DCAPES system inventories and initial reporting?	4.6.1, 5.7.5
EMPLOYED	Can personnel establish/verify DCAPES communications links?	A4.3.3.3 .
EMPLOYED	Are the DCAPES USERIDs and passwords operational on employed system and roles and permissions assigned acceptable for the deployed location?	A4.3.3.4
EMPLOYED	Was the initial system report prepared and submitted within 48 hours after arrival? (reports may be combined with PERSCO if co-located)	A4.3.3.5.
EMPLOYED	Are system outages reported with 24 hours after occurrence? (reports may be combined with PERSCO if co-located)	5.6.4.1.9. A4.3.3.6.
EMPLOYED	Was a filing system created IAW Air Force guidance?	A4.3.2.
EMPLOYED	Was the office activation notification accomplished within 24 hours after arrival using the format in Figure A4.3. ?	A4.3.4.
EMPLOYED	Do follow-on personnel notify the appropriate offices of arrival within 24 hours after arrival?	A4.3.4.
EMPLOYED	Is an Operational Status Change notification sent when required? (may be combined with PERSCO notification when co-located)	A4.3.4.
EMPLOYED	Are proper Operation Security (OPSEC) and Communications Security (COMSEC) practices employed at all times?	A4.4.5.1. A4.4.5.2
EMPLOYED	Was the mission briefing prepared within 48 hours after office activation	A4.3.5.

	using the formats in Figures A4.4. and A4.5. (per the date time group of the activation message A4.3.4.)?	
EMPLOYED	Was a hard copy Event Log established using Figure A4.6. and does it contain minimum required items and details?	A4.3.6.
EMPLOYED	Did the EFSS Manpower Section establish a Continuity Folder within the first week after activation?	A4.3.6.
EMPLOYED	Was an emergency relocation briefing conducted not later than 6 hours after arrival on the first day?	A4.3.7.1.
EMPLOYED	Did the EFSS Manpower Section conduct a bugout with the minimally required items to sustain operations?	A4.3.7.1.
EMPLOYED	Are attached PASs correct for incoming forces? Are these PAS codes included in the ADCON chain of command?	4.6.2.1
EMPLOYED	Does EFSS Manpower have copies of G-series orders for the provisional units?	2.5.3.1.5. 2
EMPLOYED	Has EFSS Manpower created an organizational structure chart for the serviced locations listing o/e/c/ totals for each unit?	4.6.2.2
EMPLOYED	Did the Continuity Folder contain the minimum required items and information detail?	A4.4.4. thru A4.4.4.6. 5.
EMPLOYED	Are manual files kept and do they include the minimum required items and information detail?	A4.4.2. thru A4.4.2.6.
EMPLOYED	Have classified documents been properly marked and stored?	A4.4.5.3.
EMPLOYED	Was the inactivation message submitted within 24 hours before departure using Figure A4.10. ?	A4.5.1.
EMPLOYED	Did the inactivation message address all other closure issues?	A4.5.2. thru A4.5.4.
EMPLOYED	Was an After Action Report submitted within 10 days of reconstitution?	A4.5.5.
