

USAR Pamphlet 570-1

Manpower and Equipment Control

**Guide to
Full-Time Support
Requirements
Determination**

**Department of the Army
Office of the Chief, Army Reserve
Washington, DC 20310-2400
1 February 2009**

SUMMARY OF CHANGE

USAR Pamphlet 570-1
Guide to Full-Time Support Requirements Determination

This major revision dated 1 February 2009—

- Contains updated and current information on developing Personnel, Administration, Training, Logistics (PATL); Operations, Personnel, Administration, Training, and Logistics (OPATL); and Command manpower standards within the US Army Reserve (USAR).
- Updates information on PATL and OPATL staffing procedures (chap 2).
- Provides additional explanation of the process for selecting PATL positions (para 2-5).
- Provides additional explanation of the process for selecting OATL positions (para 2-6).
- Updates the criteria for recognizing PATL/OPATL additives (para 2-7).
- Provides guidelines for recognizing PATL staffing for multiple co-located detachments that individually would not qualify for FTS staffing (para 2-9).
- Removes manpower mathematical models information published in paragraphs 3-3 and 3-4.
- Removes calculation of staffing models information published as paragraph 3-3.
- Updates manpower requirement standards criteria for staffing Area Maintenance Support Activity (AMS) and Equipment Concentration Site (ECS) (para 3-6).
- Revises guidelines for periodic application of manpower staffing standards (para 3-8).
- Provides information and guidance on directed military overstrength (DMO) positions (para 4-1).
- Removes full-time support categories information that was published in paragraph 4-1.
- Provides information and guidance on Active Guard Reserve (AGR) Reengineering positions (para 4-3).
- Provides information on the Commander Program (para 4-4).
- Provides information on the Command Sergeant Major (CSM) and First Sergeant Programs (para 4-5).
- Updates guidance for conducting a manpower study within the USAR (chap 5).
- Updates the information on civilian/military position selection (para 6-1).
- Rescinds USARC Forms 54-R and 55-R and removes associated instructions for forms completion from chapter 6.
- Updates the Full-Time Support Position Codes (chap 7).
- Moves expanded references to appendix A.
- Updates Standard Indirect Categories (app B).
- Deletes Manpower Staffing Equations and Workload Factors that were published as appendix B.
- Provides Baseline Submission Package (BSP) information and instructions (app D).
- Updates Glossary.

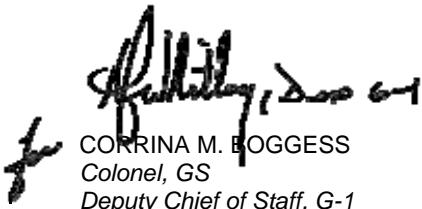
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Manpower and Equipment Control Guide to Full-Time Support Requirements Determination

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Applicability. This pamphlet applies to Army Reserve commands and agencies under the jurisdiction of the Chief, Army Reserve. During mobilization, the proponent may modify chapters and policies contained in this regulation.

Proponent and exception authority. The proponent of this pamphlet is the USAR, Full-Time Support Directorate (ARRC-FTS). The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to a division or branch chief under their supervision within the proponent agency.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Full-Time Support Directorate (ARRC-FTS-P), 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

Distribution. A link to this pamphlet is on the USAR Intranet website at <https://usarcintra/> and the Army Reserve Component portion of the Army Knowledge Online (AKO) website (<http://www.us.army.mil/>). This pamphlet is intended for command level A. Local reproduction is authorized.

History. This publication is a major revision. It was originally published on 1 November 1994 and a subsequent revision was published 1 May 2001.

Summary. This pamphlet describes the processes for determining full-time support (FTS) manpower requirements for units subordinate to the US Army Reserve Command (USARC).

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* This pamphlet supersedes USARC Pamphlet 570-1, dated 1 May 2001.

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Chapter 1

Introduction

1-1. Purpose

This pamphlet identifies the full-time staffing procedures for developing Personnel, Administration, Training, and Logistics (PATL); Operations, Personnel, Administration, Training, and Logistics (OPATL); and Command manpower standards for all full-time support (FTS) requirements within the USAR. The purpose of FTS staffing is to provide the best mix of military and civilian manpower to perform the critical day-to-day personnel, administrative, finance, operations, training, maintenance and logistics functions that will achieve and maintain increased levels of readiness, combat effectiveness, deployability, and stability in support of combatant commanders. The FTS program allows drilling Reservists to focus on individual and collective training during Battle Training Assemblies (BTA) and Battle Training (BT) rather than administrative and preparatory activities.

1-2. References

Required and related publications and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

Chapter 2

PATL and OPATL Requirements Development

2-1. Scope

The FTS Requirements Branch determines the initial FTS requirements below the MSC level of command (e.g., detachment, company, battalion, group, and brigade level units) using the PATL/OPATL staffing guides.

2-2. General

a. The initial FTS requirements for organizations below the MSC level of command (e.g., detachment, company, battalion, group, and brigade level units) are determined through the application of generic standards found in Tables 2-1 (Company and below), 2-2 (Battalion Headquarters), and 2-3 (Brigade Headquarters and Higher). The PATL/OPATL requirements are recognized to establish new force structure or to support units undergoing a conversion, reorganization or mission change. These FTS positions are recognized to perform daily personnel, administrative, finance, operations, training, readiness, maintenance, and logistics activities and functions of a USAR military unit.

b. PATL/OPATL staffing guides are superseded by on-site workload validated staffing guides and manpower staffing standards.

2-3. PATL/OPATL development

The Army Reserve, Army National Guard (ARNG), and the US Army Manpower Analysis Agency (USAMAA) developed PATL/OPATL break point models for detachment, company, battalion, group, and brigade level organizations. These models take into account increased workload caused by new missions, operational tempo (OPTEMPO), mobilization, and command and control (C2) workload functions. Tables 2-1 through 2-3 provide a start point; some adjustments may need to be made for unique unit requirements.

Required Strength	Total FTS Requirements	Readiness	Personnel & Admin	Training	Logistics/ Supply
0-6	0	0	0	0	0
7-15	1	1	0	0	0
16-25	2	1	0	0	1
26-49	3	1	1	0	1
50-65	4	1	1	1	1
66-183	5	1	2	1	1
184-237	6	1	2	1	2
238-326	7	1	3	1	2
327-408	8	1	3	2	2
409-415	9	1	4	2	2
416-579	10	1	4	2	3
580-647	11	1	5	2	3
648-665	12	1	5	2	4
666-751	13	1	5	3	4
752-879	14	1	6	3	4
880-922	15	1	6	3	5

**Table 2-2
Battalion headquarters OPATL**

Required Strength	Total FTS Requirements	XO/SSA	Personnel & Admin/Med	Training	Logistics/ Supply
34-105	6	1	1	2	2
106-329	7	1	2	2	2
330-493	8	1	3	2	2
494-553	9	1	3	2	3
554-560	10	1	4	2	3
561-776	11	1	4	3	3
777-1000	12	1	5	3	3
1001-1086	13	1	6	3	3

**Table 2-3
Brigade headquarters and higher OPATL**

Required Strength	Total FTS Requirements	XO/SSA	Personnel & Admin/Med	Training	Logistics/ Supply
0-837	8	1	3	2	2
837-1883	9	1	4	2	2
1884-2172	10	1	4	2	3
2173-2220	11	1	4	3	3
2221-3604	12	1	5	3	3
3605-4365	13	1	6	3	3
4366-4370	14	1	6	4	3
4371-4988	15	1	6	4	4
4989-6381	16	1	7	4	4

2-4. Calculation of PATL and OPATL requirements

The PATL and OPATL requirements for a unit are calculated using tables 2-1, 2-2, and 2-3 and the unit's TPU required strength.

- a.* Separate companies and detachments (UIC ends with AA). Use table 2-1 to determine the number and type of PATL requirements.
- b.* Battalion level units.
 - (1) First, use table 2-1 to determine the number and type of PATL requirements.
 - (a) For battalion level units without organic subordinate companies use the unit's total TPU required strength to determine the PATL requirements.
 - (b) The headquarters and headquarters company, headquarters and headquarters detachment, headquarters service company (HHC/HHD/HSC) and each organic subordinate company in a battalion level unit is separately staffed with PATL requirements. Use each company's total TPU required strength to determine the PATL requirements.
 - (2) Use table 2-2 to determine the base OPATL requirements to support the total TPU required strength of the battalion.
- c.* Group or brigade level units.
 - (1) First, use table 2-1 to determine the number and type of PATL requirements based on the unit's total TPU required strength.
 - (2) Use table 2-2 to determine the base OPATL requirements to support the total TPU required strength of the unit.
- d.* When developing PATL requirements for battalions in Training Divisions, the battalion headquarters and headquarters detachment (HHD) and training companies are considered one unit.
- e.* Figure 2-1 shows an example of how to calculate PATL/OPATL requirements.

PATL/OPATL Calculation Example:

A battalion has a total required TPU strength of 607. The battalion consists of three organic subordinate companies with a required TPU strength of 179 per company and an HHC with a TPU-required strength of 70. Compute PATL/OPATL Base Staffing Guide.

PATL: Use table 2-1, Company and below PATL. Each organic subordinate company will receive five PATL requirements based on their TPU required strength of 179. The battalion HHC will receive five PATL requirements based on its TPU required strength of 70.

OPATL: Use table 2-2, Battalion headquarters OPATL. The recognized OPATL staffing for the battalion based on the aggregate required strength of 607 is eleven requirements.

TOTAL: The battalion's base staffing guide is 31 requirements (20 PATL + 11 OPATL).

	<u>TPU Required Strength</u>	<u>Type of Staffing</u>	<u>FTS Requirements</u>
Co A	179	PATL	5
Co B	179	PATL	5
Co C	179	PATL	5
Bn HHC	70	PATL	5
Battalion	607	OPATL	<u>11</u>
Total Base Staffing Guide			31

Figure 2-1. Example of PATL/OPATL Calculation

2-5. PATL position selection rules

Identify military positions as much as practical. Position selection for PATL requirements is as follows.

a. Active Guard Reserve (AGR) Requirements.

- (1) All FTS military requirements must align to a required position on the unit's TPU MTOE or TDA.
- (2) Do not identify any position below the rank of SGT (E5) as a PATL requirement. If the only available position is an E4, the position may be selected. Annotate the FTS staffing guide with the remark "Fill at the E5 level."
- (3) Do not identify a Commander, First Sergeant, or E9 position as a PATL requirement.
- (4) Select the PATL positions for battalion, brigade, or group level units from the HHC, HHD, or HSC paragraph(s) of the MTOE or TDA. Do not select the S1, S2, S3, or S4 for a PATL position.

b. The current FTS model development process is based upon a 2006 Vice Chief of Staff-Army approved matrix designed to determine FTS manpower requirements for both Army Reserve and Army National Guard units. The previous procedures used were revised to support the new modular construct of Combat, Combat Service, and Combat Service Support units in both components. The models developed meet workload standards for common mission capabilities throughout all levels of the force. When commands are able to articulate special missions or additional operational requirements, there are a number of ways to provide additional FTS to address these capabilities. The key to this process is the ability to articulate the workload associated with these missions or operational requirements.

- (1) The first PATL position (Readiness) is normally a military technician (MT) unit administrator (UA). The UA performs a variety of personnel, administration, supply, food service, training, and readiness functions in support of an USAR unit.
- (2) The second PATL position (Logistics/Supply) is normally the unit supply sergeant. If the unit does not have a supply sergeant position (doctrinally, they get their support from other units/organizations), the unit does not receive a logistics/supply requirement.
- (3) The third PATL position is a unit trainer. This is normally a senior noncommissioned officer (NCO) from the predominant military occupational specialty (MOS) and/or career management field in the unit's MTOE/TDA structure. A unit trainer can be a warrant officer. If no acceptable AGR position is available, recognize a MT Unit Administrative Technician (Training).
- (4) The fourth PATL position is a unit readiness position. This is normally a senior NCO from the predominant MOS and/or career management field in the unit's MTOE/TDA structure.

c. PATL level MT positions are Unit Administrator (UA); Unit Administrative Technician (UAT) for training, logistics, or personnel; and Administrative Staff Assistant (ASA). Use the following table 2-4 when identifying MT positions in a PATL staffing guide.

Number of MT Requirements	Unit Administrator (UA)	Unit Administrative Tech (UAT)	Administrative Staff Assistant (ASA)
1	1	0	0
2	1	1	0
3	1	1	1

2-6. OPATL rules

Additional OPATL staffing may be recognized to support battalion, brigade, group or equivalent level USAR units with peacetime command and control (C2) responsibilities over other AA units. Split stationing a unit does not constitute C2. Position selection for OPATL requirements is as follows.

a. Active Guard Reserve (AGR) requirements:

- (1) All FTS military requirements must align to a required position on the unit’s TPU MTOE or TDA.
- (2) Do not identify any position below the rank of SGT (E5) as an OPATL requirement. If the only available position is an E4, the position may be selected. Annotate the FTS staffing guide with the remark “Fill at the E5 level.”
- (3) Do not select OPATL requirements from the headquarters company or headquarters detachment paragraph.
- (4) The Commander, First Sergeant, and Command Sergeant Major cannot be identified as OPATL requirements.
- (5) Principal staff positions may be designated as OPATL positions (e.g., S1, S2, S3, and S4). Principal staff positions should not be the first functional position selected (e.g., the S1 should not be the first Personnel/Administration position selected).

b. OPATL position selection. Identify military positions as much as practical. The following are examples of OPATL positions.

- (1) The senior OPATL position is either a MT supervisory staff administrator (SSA) or an AGR executive officer (XO).
- (2) Battalion Level Units. Table 2-5 shows typical battalion level OPATL requirements.
- (3) Group or Brigade Level Unit. Table 2-6 shows typical brigade level OPATL requirements.

POSITION	MILITARY	or	CIVILIAN
Personnel	Sr HR NCO		SAA HRS
Administration	Enlisted		SAA
Operations/Training	Officer (CPT), Asst S3, or Sr NCO		SOTS SOTO
Logistics/Supply	Enlisted (Sr NCO) or WO Prop Acctg Tech		LMS

POSITION	MILITARY	or	CIVILIAN
Personnel/Administration	Enlisted Sr HR NCO		SAA HRS
Operations/Training	Operations/Training Officer Asst S3 Plans/Operations NCO Asst Operations SGT		SOTS SOTO
Logistics/Supply	Sr Supply NCO Prop Acctg Tech (WO) Supply Acctg Tech (WO)		LMS

2-7. PATL/OPATL additives

An additive is a requirement over and above those listed in the PATL and OPATL staffing tables to accomplish work that was not measured during the development of these staffing guides. The PATL and OPATL tables do not provide requirements for maintenance, hands-on-training (HOT) missions, LIVE missions, or split stationed units. The PATL staffing guide does not provide FTS requirements for supervision. The base OPATL staffing guide developed using tables 2-2 or 2-3 does not provide requirements for command and control (C2) of downtrace units.

a. Maintenance Additives.

(1) Additional staffing may be recognized to assist the unit commander to organize and administer the unit's maintenance operations and to arrange and execute the instruction and training of unit TPU maintainers. See table 2-7.

(2) Additional staffing may be recognized for brigade and battalion level command with subordinate units to assist brigade and battalion level commanders in conducting and administering the Command Maintenance Program. See table 2-8.

Criteria	Requirement	Type Position
12 or more pieces of rolling stock (motorized vehicles to include material handling equipment)	1	Motor Sergeant or Senior Mechanic
16 to 30 required 62B and 63B TPU maintainers	1	Senior Maintainer (i.e., 63B, 63X, or 63Z)
31 to 45 required 62B and 63B TPU maintainers	1	Senior Maintainer (i.e., 63B, 63X, or 63Z)
Over 45 required 62B and 63B TPU maintainers	1	Senior Maintainer (i.e., 63B, 63X, or 63Z)

Criteria	Requirements	Type Position
Brigade Level Unit	2	W4 915 E8 63Z5O
Battalion Level Unit	2	W2 915 or 919 E8 63Z5O

b. Hands-On-Training (HOT) Missions. The Combat Service Support (CSS) HOT Mission Program provides training in a MOS Mission Training Plan and sustainment training to Soldiers of selected USAR units through the assignment and performance of specific support missions. The CSS HOT Mission units are authorized to provide support to designated Active Component (AC), Army National Guard, USAR customer units, other approved agencies, and Army Material Command (AMC) activities.

(1) The USARC G-4 publishes a roster identifying specific units participating in the HOT Mission program. These units conduct the support missions primarily during Battle Training Assemblies (BTA), but they may also be conducted during Battle Training (BT).

(2) The MSC uses TPU Soldiers in executing all phases of the assigned HOT Mission. A unit's FTS Unit Trainer may be involved in the performance of the mission by providing continuity between Battle Training Assemblies (BTAs), but is only used when absolutely necessary and not in lieu of TPU Soldiers. Assignment of FTS Soldiers for the sole purpose of conducting a HOT Mission is not authorized.

(3) An additional trainer may be recognized to support approved HOT Missions. These additives are identified as a directed requirement by UIC. These additives are not documented on a staffing guide.

(4) The FTS Requirements Branch periodically reviews, analyzes, and validates the HOT Mission additives. This review is based on the CSS HOT Mission Quarterly Reports (USARC Forms 57-R) submitted by the MSC CSS HOT Mission Program Managers to the USARC G-4.

c. LIVE Missions. These are missions directed to USAR units by the Department of the Army (DA). FTS staffing is not normally provided to support tasking from the war-time chain of command of DA-directed LIVE missions unless DA provides funding to the USAR in support of such missions. The FTS Requirements Branch determines the number and type of requirements for these missions on an individual basis in coordination with USARC G-3 and G-4, as appropriate. These positions are reviewed annually.

d. Unit Split Stationing. A unit is generally considered to be split stationed when an element is not co-located with the HHC/HHD. For FTS staffing purposes, organic subordinate companies of a battalion are not considered split stationed since organic companies are staffed as stand-alone units. Split stationing a unit does not automatically warrant an increase in FTS requirements. An additional UA may be recognized if a unit is split stationed. The derivative unit must be documented on permanent orders, have a TPU required strength of 7 or greater, and be more than 50 miles from the HHC/HHD/HSC.

e. Supervision. Identify a "supervisor" requirement on a PATL staffing guide when the FTS total requirements exceed eight positions within the unit.

(1) Military supervisory requirements are normally recognized when a position requires the skills and knowledge acquired through military training and experience and when experience in a particular position is essential to the enhancement of a unit's readiness and combat capability.

(2) Civilian supervisory requirements are recognized when specialists' skills required are usually found in the civilian economy and continuity of management and experience is essential and can be better provided by a civilian.

f. Command and Control (C2) Additives. Additional staffing may be recognized for battalion, group, or brigade level units. The FTS Requirements Branch builds C2 staffing ranges/levels into the staffing guide for battalion, group, or brigade level units with C2 downtrace using tables 2-2 and 2-3. These C2 staffing ranges/levels will provide the necessary positional

breakdown to support C2 assignment changes. Annually, the FTS Requirements Branch obtains the C2 tree from each MSC. The FTS Integration Branch reviews the documented C2 additive positions for possible adjustments to FTS TDAs.

2-8. Multi-component (Multi-compo) units (MCUs)

The requirements determination for MCUs is generally the same as any other military unit with a few unique considerations.

a. USAR Flagged. Determine FTS staffing requirements based on the total required strength of the unit. When selecting military positions, consider the Active Component (AC) positions. If an AC position can perform FTS functions (e.g., SJA), the AC position should be considered in lieu of an AGR.

b. AC Flagged.

(1) Determine FTS staffing requirements using PATL/OPATL staffing rules. Base the staffing on the total number of USAR TPU requirements (UIC ending in R*).

(2) In some instances, AGR Soldiers perform or are required to perform an expanded role as provided by amended 10 USC 12310(b)(2)(A). Additional FTS staffing above and beyond PATL/OPATL will be considered on a case-by-case basis.

c. All AGR requirements must align to a USAR TPU position in the MCU TPU document. Select AGR positions so that grades are equivalent to AC positions, when possible.

2-9. Collective staffing for multiple co-located detachments

The FTS Requirements Branch may recognize PATL staffing to support multiple co-located detachments that individually would not qualify for FTS staffing. The detachments must be parent units (i.e., AA UIC). The MSC submits a collective staffing request to the FTS Requirements Branch listing the co-located detachments. If supported, the FTS Requirements Branch develops a PATL staffing guide for the co-located units.

Chapter 3

Command Manpower Standards

3-1. Scope

The USARC develops manpower requirement standards criteria (MRSC) for Command headquarters, subordinate General Officer Command (GOCOM) headquarters and any other non-troop program unit (TPU) organizational entities not covered by PATL/OPATL (e.g., Area Maintenance Support Activity (AMSA), Equipment Concentration Site (ECS), Aviation Support Facilities (ASFs) and NCO Academies (NCOA)).

3-2. General

The MRSC is developed by the USARC using the traditional industrial engineering techniques. Based on the results of on-site visits, comparative analyses, and the application of correlation and regression techniques, manpower staffing relationships are developed for each functional area. The MRSC developed for organizational elements consists of Authorized Work Statements (AWS)/Work Center Descriptions, mathematical models, and staffing tables. The USARC develops mathematical relationships based on the workload (mission) to be performed and the manpower (man-hours) required to perform the work. The resulting mathematical models relate the work center's manpower requirements to the mission (work performed).

3-3. Command manpower staffing guides

Manpower staffing guides are developed for use in determining the FTS staffing of Command headquarters and other activities (AMSAs, ECSs, ASFs, and NCOAs). The USAR FTS Directorate periodically publishes, by memorandum, the scope and sources for current staffing guides.

a. Initial staffing for Command headquarters is based on input from USARC Headquarters staff. The FTS Requirements Branch initiates an on-site study to validate manpower requirements at least 12 months after the Command headquarters is activated or established.

b. The FTS Requirements Branch develops staffing standards for functional areas in Command headquarters as a result of the on-site manpower study.

3-4. Area maintenance support activity (AMSA)

An AMSA performs maintenance on all equipment issued or on loan to the USAR which cannot be accomplished by assigned unit maintenance personnel during regularly scheduled training assemblies. The AMSA provides technical assistance when requested, trains unit personnel as required, and functions as contact team to perform maintenance and follow-up inspections as directed.

a. The FTS staffing for an AMSA is based on the required equipment density of units supported. All equipment required on the TDA/MTOE, less the equipment stored at an ECS or loaned to a The Army School System (TASS) Training Center (TTC), is identified.

b. Branch maintenance activity (BMA). Sub-elements of AMSAs or ECSs are established when the density of equipment is sufficient to require at least five maintenance technicians that can be assigned to a temporary worksite. When more than four maintenance technicians are assigned, an inspector is assigned as the team chief. This is only done when such an operation is more cost effective than transporting equipment to and from the main shop.

3-5. Equipment concentration site (ECS)

An ECS receives, stores, and issues USAR equipment which unit commanders have placed in the ECS or moved there for use in support of RC training, mobilization, or deployment. An ECS is staffed the same way an AMSA is staffed for maintenance functions. An ECS receives additional staffing for storage and warehouse functions based on the equipment on-hand and the number of stored items issued and returned.

3-6. AMSA and ECS staffing determination

a. Maintenance branch staffing. The yearly maintenance man-hours are determined using the Army Maintenance Master Database (AMMDB).

(1) Step 1. From the units supported MTOE or TDA equipment list, identify by LIN all equipment that requires Organizational Maintenance. Do not include equipment in permanent storage in an ECS or Strategic Deployment Site (SDS) or on loan to a TTC in the equipment list for an AMSA since the ECS receives separate maintenance staffing.

(2) Step 2. Use the AMMDB to identify Organizational Maintenance yearly man-hours for each piece of equipment and multiply by the required equipment quantity to obtain the total yearly man-hours.

(3) Step 3. Multiply the total yearly man-hours by 20% for an AMSA or an ECS, 40% for a TTC, and 5% for an SDS to determine the total maintenance worker and work leader man-hours.

(4) Step 4. Divide the total maintenance man-hours by 1740 (Army availability factor (AAF)) in each commodity group to determine the number of maintenance mechanics and maintenance mechanic leaders required.

(5) Step 5. Based on the number of mechanics and leaders required, use table 3-1 to determine the additional staffing required to support organizational maintenance operations.

**Table 3-1.
Organizational maintenance branch staffing**

Total Maint Workers/ Leaders Required	BMA			AMSA												
	3	5	7	8	9	16	17	20	25	31	33	40	41	46	49	57
General Foreman	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1
Foreman	0	0	0	1	1	1	1	2	2	2	2	2	2	2	2	2
Maint Admin/Sup Tech	0	0	0	2	2	4	4	4	4	6	6	6	6	8	8	8
Tool and Parts Attendant	0	0	0		1	1	1	1	1	2	2	2	2	2	2	2
Maintenance Inspector	0	1	1	1	2	2	3	3	4	4	5	5	6	6	7	8
TOTALS	3	6	8	12	15	24	26	30	36	45	48	56	58	65	69	78

Total Maint Workers/ Leaders Required	AMSA																
	60	61	65	73	76	80	81	89	90	91	97	100	105	113	120	121	
General Foreman	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Foreman	3	3	3	3	3	4	4	4	4	4	4	5	5	5	6	6	
Maint Admin/Sup Tech	8	10	10	10	12	12	12	12	14	14	14	14	16	16	18	18	
Tool and Parts Attendant	2	3	3	3	3	3	3	3	3	4	4	4	4	4	4	5	
Maintenance Inspector	8	8	9	10	10	10	11	12	12	12	13	13	14	15	15	16	
TOTALS	82	86	91	100	105	110	112	121	124	126	133	137	145	154	164	167	

Total Maint Workers/ Leaders Required	AMSA																
	129	135	137	140	145	150	151	153	161	165	169	177	180	181	185	193	
General Foreman	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Foreman	6	6	6	7	7	7	7	7	8	8	8	8	9	9	9	9	
Maint Admin/Sup Tech	18	20	20	20	20	22	22	22	22	24	24	24	26	26	26	26	
Tool and Parts Attendant	5	5	5	5	5	5	6	6	6	6	6	6	6	7	7	7	
Maintenance Inspector	17	17	18	18	19	19	19	20	21	21	22	23	23	23	24	25	
TOTALS	176	184	187	191	197	204	206	209	219	225	230	239	245	247	252	261	

Total Maint Workers/ Leaders Required	AMSA																
	195	200	204	210	211	212	220	225	226	228	230	236	241	244	250	252	
General Foreman	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Foreman	9	10	10	11	11	11	11	11	11	11	12	12	12	12	13	13	
Maint Admin/Sup Tech	28	28	28	28	30	30	30	30	32	32	32	32	34	34	34	34	
Tool and Parts Attendant	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	
Maintenance Inspector	25	25	26	26	26	27	28	28	28	29	29	30	30	31	31	32	
TOTALS	265	271	276	283	286	287	297	303	306	309	311	318	326	330	337	340	

b. Storage and warehousing staffing.

- (1) Step 1. From the property book, identify by LIN the equipment in permanent storage. Get an on-hand count by commodity group.
- (2) Step 2. Identify the number of issues and returns by commodity group for the past 12 months. If there is no actual issue and turn-in history available, use two per commodity group.
- (3) Step 3. Add on-hand equipment to number of issues to obtain a subtotal.
- (4) Step 4. Multiply the subtotal by commodity group by the Issue Equivalent Factor identified in table 3-2 to determine the total Equipment Factors by commodity group.
- (5) Step 5. Use tables 3-3 through 3-5 to determine the required staffing for storage and warehousing functions.

TYPE EQUIPMENT	ISSUE EQUIV
Weapons, Tow and Dragon	1
Artillery, Towed	2
Combat Vehicles and Sp Artillery	4
Wheeled Vehicles	2
Trailers	1
Engineer and Heavy Equipment	4
Generators, Compressors and Pumps	1
Quartermaster Equipment	2
Material Handling Equipment	2
Radar, Rawin and Misc Electronics	1
Sets, Kits, Outfits (SKO)	3
Communication Equipment	1
Cold Weather Gear	0.1
Chemical Defensive Gear	0.1
Tentage	3
Equip Density (Veh+Trlr+Track+EN+MHE+SP):	EQUIP FACTORS TOTAL:

EQUIPMENT FACTORS	1	1,020	2,880	4,740	6,600	8,460	10,320	12,180	14,040
MATERIALS HANDLER FOREMAN	0	0	0	0	0	1	1	1	1
MATERIALS HANDLER / WORK LEADER	0	1	2	3	4	5	6	7	8
SUPPLY TECHNICIAN	1	1	1	1	1	1	1	1	2
TOTALS	1	2	3	4	5	7	8	9	11
EQUIPMENT FACTORS	15,900	17,760	19,620	21,480	23,340	25,200	27,060	28,920	30,780
MATERIALS HANDLER FOREMAN	1	1	1	1	1	1	1	1	1
MATERIALS HANDLER / WORK LEADER	9	10	11	12	13	14	15	16	17
SUPPLY TECHNICIAN	2	2	2	2	2	2	3	3	3
TOTALS	12	13	14	15	16	17	19	20	21
EQUIPMENT FACTORS	32,640	34,500	36,360	38,220	40,080	41,940	43,800	45,660	47,520
MATERIALS HANDLER FOREMAN	1	1	1	2	2	2	2	2	2
MATERIALS HANDLER / WORK LEADER	18	19	20	21	22	23	24	25	26
SUPPLY TECHNICIAN	3	3	3	3	4	4	4	4	4
TOTALS	22	23	24	26	28	29	30	31	32
EQUIPMENT FACTORS	49,380	51,240	53,100	54,960	56,820	58,680	60,540	62,400	64,260
MATERIALS HANDLER FOREMAN	2	2	2	2	2	2	2	2	2
MATERIALS HANDLER / WORK LEADER	27	28	29	30	31	32	33	34	35
SUPPLY TECHNICIAN	4	4	5	5	5	5	5	5	5
TOTALS	33	34	36	37	38	39	40	41	42
EQUIPMENT FACTORS	66,120	67,980	69,840	71,700	73,560	75,420	77,280	79,140	81,000
MATERIALS HANDLER FOREMAN	2	2	2	2	2	3	3	3	3
MATERIALS HANDLER / WORK LEADER	36	37	38	39	40	41	42	43	44
SUPPLY TECHNICIAN	6	6	6	6	6	6	6	7	7
TOTALS	44	45	46	47	48	50	51	53	54
EQUIPMENT FACTORS	82,860	84,720	86,580	88,440	90,300	92,160	94,020	95,880	97,740
MATERIALS HANDLER FOREMAN	3	3	3	3	3	3	3	3	3
MATERIALS HANDLER / WORK LEADER	45	46	47	48	49	50	51	52	53
SUPPLY TECHNICIAN	7	7	7	7	7	8	8	8	8
TOTALS	55	56	57	58	59	61	62	63	64

[NOTE: 1 WORK LEADER FOR EVERY 8 MATERIALS HANDLERS.]

**Table 3-4
ECS Storage Branch servicer and operator staffing**

EQUIPMENT	EQUIPMENT DENSITY / REQUIRED STAFFING										
	200	400	600	800	1000	1200	1400	1600	1800	2000	2200
TRUCKS AND TRAILERS	2	4	6	8	10	12	14	16	18	20	22
	150	300	450	600	750	900	1050	1200	1350	1500	1650
ENGINEER AND MATERIAL HANDLING	2	4	6	8	10	12	14	16	18	20	22
	400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400
ELECTRONIC EQUIPMENT	2	3	4	5	6	7	8	9	10	11	12
	40	80	120	160	200	240	280	320	360	400	440
TANKS AND COMBAT TRACK	2	4	6	8	10	12	14	16	18	20	22

EQUIPMENT	EQUIPMENT DENSITY / REQUIRED STAFFING										
	2400	2600	2800	3000	3200	3400	3600	3800	4000	4200	4400
TRUCKS AND TRAILERS	24	26	28	30	32	34	36	38	40	42	44
	1800	1950	2100	2250	2400	2550	2700	2850	3000	3150	3400
ENGINEER AND MATERIAL HANDLING	24	26	28	30	32	34	36	38	40	42	44
	4800	5200	5600	6000	6400	6800	7200	7600	8000	8400	8800
ELECTRONIC EQUIPMENT	13	14	15	16	17	18	19	20	21	22	23
	480	520	560	600	640	680	720	760	800	840	880
TANKS AND COMBAT TRACK	24	26	28	30	32	34	36	38	40	42	44

ONE MOBILE EQUIPMENT SERVICER FOREMAN PER 40 MOBILE EQUIPMENT SERVICERS & LEADERS.

[NOTE: RECOMMEND 1 WORK LEADER PER 8 SERVICERS AND OPERATORS.]

**Table 3-5
ECS overhead staffing**

TOTAL PERSONNEL REQUIRED	10	41	81	121	161	201
ECS MANAGER	1	1	1	1	1	1
MAINT ADMIN/SUPPLY TECH	1	2	3	4	5	6
TOTAL	2	3	4	5	6	7

[NOTE: ONLY USED FOR STAFFING ACTIVITIES WITH A MAINT BR AND A STORAGE BR.]

c. Watercraft staffing.

(1) Step 1. From the unit's supported MTOE or TDA equipment list, identify by LIN all watercraft that requires Organizational Maintenance. Do not include equipment in permanent storage in an ECS or on loan to a TTC in the equipment list for an AMSA since the ECS and TTC receive separate maintenance staffing.

(2) Step 2. Use table 3-6 to determine the number of maintenance technicians and maintenance mechanic leaders required to perform Organizational Maintenance.

(3) Step 3. Based on the number of mechanics and leaders required, use table 3-7 to determine the additional staffing (e.g., wage supervisors, supply and administrative clerks, inspectors, etc.) required to support maintenance operations.

**Table 3-6
Watercraft equipment**

WATERCRAFT	TYPE		NUMBER OF TECHS PER BOAT
WORK & INSP BOAT J TYPE	4003		0.5
BOAT PASSENGER & CARGO T TYPE	2001		1
WORK & INSP BOAT Q TYPE	4002		1
TUG HARBOR	800		2
TUG HARBOR 45 & 65 FT	320	3004	1
TUG HARBOR	900		1
TUG HARBOR 86 FT	327	AS	2
TUG HARBOR 100 FT	3006		2
CRANE FLOATING 60 TON	113D		1
CRANE FLOATING 100 TON	264B		2
CRANE FLOATING 115 TON	BD6000		2
FREIGHT & SUPPLY VESSEL 175FT	FS		3
FREIGHTER CGO TNG VESSEL 1388FT	CIMAVI		3
LANDING CRAFT MECHANIZED	LCM	Mark 8	0.5
LANDING CRAFT UTIL LCU	1466		1
LANDING CRAFT UTIL LCU	1600		1
LANDING CRAFT UTIL LCU	2000		3
LIGHTER, AMPH SP 5T LARC 5	8005		0.25
LIGHTER, AMPH SP 15T LARC 15	8004		0.33
LIGHTER, AMPH SP 60T LARC 60	2303		1
REPAIR SHOP FLOATING	FMS700		1
VESSEL LOGISTIC SUPPORT	LSV		1
BARGE			0.5
FLOATING BARGE	6000		1
CROSSWAY			1

**Table 3-7
AMSA and ECS Watercraft Branch staffing**

TOTAL MARINE MACH WKRS/LDRS	5	8	12	13	15	16	21	29	
MARINE MACH FOREMAN		1	1	1	1	2	2	2	One/15
MARINE MACH INSPECTOR	1	1	1	2	2	2	3	4	One/8
PRODUCTION CONTROLLER		1	1	1	1	2	2	2	One/15
MAINT ADMIN/SUP TECH	1	1	1	1	2	2	2	2	One/15
TOOL & PARTS ATTENDANT					1	1	1	1	One when ≥ 15
WELDER			1	1	1	1	2	1	
CRANE OPERATOR			1	1	1	1	2	1	
MACHINIST			1	1	1	1	2	1	
POWER SUPPORT SYS MECH							1	1	
FUEL & ELEC REPR							1	1	
SHEET METAL MECH							1	1	
TOTAL REQUIREMENTS	7	12	19	21	25	28	40	46	

3-7. Aviation support facility (ASF)

a. An ASF provides a centralized point of control for the proper operation and maintenance of aviation assets within a US Army Reserve geographical area. It provides continuous aviation operations, training, standardization, maintenance, supply, safety, Aviation Life Support Equipment, and administrative support to designated USAR aviation units. The ASF maintains administrative records, repair parts, and packaged petroleum products for supported aircraft. ASF staffing and supported units' FTS staffing are functionally independent, yet complementary.

b. The FTS ASF staffing guides are developed using the number of aviators supported, total number of crewmembers and non-rated crewmembers, total number of aircraft by type, maintenance requirements, and yearly flying hour program.

3-8. Periodic application of manpower staffing standard

The FTS Requirements Branch reapplies manpower staffing standards on a periodic basis.

a. The FTS Requirements Branch notifies affected Commands, provides the reporting period and guidance for requesting exceptions, and requests workload data, if necessary.

b. The FTS Requirements Branch—

(1) Applies the staffing standard.

(2) Reviews and analyzes command's proposed exceptions.

(3) Staffs the results with each command affected and with the USARC staff. The affected commands and USARC staff have 60 days to reclaim the proposed changes with the FTS Requirements Branch.

c. The FTS Requirements Branch forwards approved application results to the FTS Integration Branch for documentation.

Chapter 4 Special Programs

4-1. Directed military overstrength (DMO) positions

Directed military overstrength (DMO) requirements are used for unforeseen, high priority, temporary manpower requirements of 12 months or less, not budgeted for or documented. A DMO position is designed to support unprogrammed requirements for durations of 1 year or less, or until the need can be supported through a reassignment of priorities, Command Plan (CP), Total Army Analysis (TAA) process, or the requirement terminates. The Chief of the Army Reserve has final approval authority for all DMO requirements.

a. Submit requests for DMO requirements to the FTS Directorate, OCAR, FTS Division (DAAR-FTS).

b. The FTS Division (DAAR-FTS) processes each request and recommends approval/disapproval to the Office of the Chief of the Army Reserve.

4-2. Directed requirement position

A directed requirement position is one established by a HQDA or OCAR directive. A directed requirement position is not automatically added to the validated requirements of a work center. The overall work center requirements are first determined and the directed requirement is then identified within that total. Typical directed requirements are Retention, Drug Demand Reduction, Equal Opportunity, Inspector General, and Family Program.

4-3. AGR reengineering

The AGR reengineering positions are positions that have been submitted by the senior branch and functional area experts to enhance the experience and leadership competence of the AGR force. These positions are FTS requirements identified to support career progression for AGR Soldiers. This program is managed by the FTS AGR Reengineering Team. In some cases, the specific requirement may not be workload validated but under certain circumstances (one-for-one position swap), validation can be easily accomplished. For those additive positions, workload validation must be accomplished. AGR reengineering additives are not documented on FTS Staffing Guides. AGR reengineering requirements are documented as follows:

a. Initial requirements are established by the FTS Directorate AGR Reengineering Team and are not workload validated. These requirements are identified in FTS TDA with a P Code of "R" and the P2 Code second digit of "Y".

b. If an AGR reengineering requirement becomes workload validated, the "P" Code in FTS TDA remains an "R". The second character of the P2 code changes the appropriate functional code of the work performed (e.g., the second character will no longer be a "Y").

4-4. Commander Program

The AGR Commander Program was implemented to improve the readiness in TPU units and to provide leadership opportunities for AGR Soldiers. This program is managed by the FTS AGR Reengineering Team. The AGR Command Program changed from a non-recurring or one-time-fill requirement to a recurring command program. This change gives AGR Soldiers an opportunity to command in a fair-share proportion to the AGR-TPU force mix for a given branch/functional area by grade. The senior branch and functional area experts recommend the like-type units that should be classified as AGR commands. The MSC and DRU commanders determine where these additional AGR command positions are to be designated. These positions are not documented on FTS Staffing Guides.

4-5. Command Sergeant Major (CSM) and First Sergeant AGR Program

The Full-Time Support AGR Command Sergeant Major and First Sergeant Programs were implemented to enhance unit readiness and provide necessary leadership opportunities for AGR Soldiers. These Programs are managed for the Command Sergeant Major of the Army Reserve by Army Reserve Force Programs (ARFP). These requirements are not workload validated. They are in addition to the workload-based FTS requirements. These positions are normally not documented on FTS Staffing Guides.

Chapter 5 Manpower Study Staffing Guides and Standards

5-1. Purpose

This chapter identifies the procedures for conducting a manpower study within the USAR.

5-2. General

Manpower staffing is reviewed on a 2-5 year manpower study cycle, with the optimal time period being every 3 years. The intent of a manpower study is to ensure that USAR units are staffed with the correct number of FTS requirements based on validated workload. Manpower studies identify baseline workload requirements for the FTS positions performing daily administrative, preparatory, readiness, deployment, mobilization, reconstitution, and maintenance activities of a unit. (Apps B and C describe standard indirect categories and military indirect categories, respectively.) The FTS Requirements Branch Study Team validates the man-hours and workload at a unit during the on-site phase of a manpower study. This information is used to develop a manpower standard which is used to determine FTS requirements for that SRC or TDA unit. The staffing guide resulting from a workload validated manpower study supersedes any PATL/OPATL staffing guide or command staffing guide.

5-3. Study types

The types of manpower studies are:

- a.* Evaluation and Utilization (E&U) study. An E&U study is conducted at group or brigade level and below units. The purpose of an E&U study is to workload validate FTS staffing developed from PATL and OPATL tables and approved additives.
- b.* Command study. The purpose of a command study is to workload validate the FTS staffing requirements for an RSC or O&F Command.

5-4. Study moratorium

A moratorium on organization and manpower requirement changes is normally imposed 6 months prior to the on-site manpower study by the FTS Requirements Branch. This moratorium enables the collection of valid workload and utilization data. Present any proposed changes in an organization or its requirements to the FTS Requirements Team for consideration at the time of the on-site manpower study.

5-5. Manpower study process

The following details the process for an E&U study. The process for a command study is similar.

- a.* The process begins with the selection of an MTOE standard requirements code (SRC) or a TDA category (e.g., US Army Hospitals) to study.
- b.* The FTS Directorate sends a memorandum through the appropriate commands notifying all units structured within the SRC or TDA category of the pending manpower study, establishing the parameters of the study, notifying all concerned of a moratorium for changes, and requesting data.
- c.* All units structured under the selected SRC or TDA category prepare a Baseline Submission Package documenting manpower and workload data. The Baseline Submission Package is detailed at appendix D. This data is used by the study team to establish a baseline in preparation for the on-site study.
- d.* The Study Team selects a representative sample of units in the SRC/TDA category for on-site study. The Study Team notifies the commands and units to be visited.
- e.* The Study Team contacts the selected units to finalize the visit particulars.
- f.* The on-site study consists of an in-brief from the Study Team or Project Leader, confidential interviews regarding the functions performed: what, why, how, when, frequency, validation of man-hours worked and workload counts, and an outbriefing by the Study Team or Project Leader.
- g.* Once all on-site studies are completed, the Study Team performs correlation and regression analysis on the collected data to determine the FTS staffing requirements for that particular SRC or TDA.
- h.* The Study Team drafts a final report and staffs the draft report with each affected command and with the USARC staff. The affected commands and the USARC staff have 60 days to reclama the draft report with the FTS Requirements Branch.
- i.* After the Study Team responds to reclaims, the Study Team submits the final report to the US Army Manpower Analysis Agency (USAMAA) for approval.
- j.* After USAMAA approves the final report, the FTS Requirements Branch publishes the staffing guide.

Chapter 6 FTS Full-Time Support Category Selection

6-1. Civilian/military position selection

It is not the intent of this pamphlet to eliminate civilian positions and replace them with AGR Soldiers or the reverse. It is, however, to determine the right mix of job skills, technical expertise, and continuity to support day-to-day personnel, administration, training, and logistical functions of the USAR units and organizations.

a. Military.

(1) If workload used as justification for recognizing an FTS position corresponds to the duties of a military position on the TPU MTOE/TDA, the FTS position should be recognized as a military requirement. An exception for this rule is when the AGR does not support the military specialty or grade.

(2) All military requirements must be aligned against a required position from the TPU MTOE or TDA for which the staffing guide is designed.

(3) Do not identify any position below the rank of SGT (E5) as a PATL/OPATL requirement. If the only available position is an E4, the position may be selected. Annotate the FTS staffing guide with the remark "Fill at the E5 level."

b. Civilian. Civilian requirements are normally established for positions that do not functionally align to a military position on the TPU MTOE or TDA.

(1) Military Technician (MT). MTs are Federal civilian employees of the Army who, except as specified in DOD Directive 1205.18, are required as a condition of employment to maintain military membership in a USAR unit. They are assigned to positions as civilian technicians in the administration, logistics, maintenance, personnel, readiness, and training of the USAR.

(2) Department of Army Civilian (DAC). The FTS positions are designated as DAC if they do not require current military expertise. The DAC requirements are normally recognized for the performance of administrative peacetime functions. Functions associated with DAC positions, though not inclusive, are Internal Review, Information Management, Safety, Family Support, Resource Management, Drug Demand Reduction, Legal Advisor, and Safety. DAC requirements are not recognized in staffing guides for group/brigade level and below units, AMSA, ECS, or ASF.

6-2. Labor unions

Where applicable, negotiations on numbers, types and grades of civilian authorizations against requirements, must be completed with the appropriate labor union before implementation of Executive Order (EO) 12871.

Chapter 7 Full-Time Support Position Codes

7-1. General

Position codes (P codes) are alphanumeric characters developed to categorize FTS positions. Position codes are found on the staffing guide and in the FTS TDA. The position codes identify the methodology used to develop position, the command level, and the position's function (why the position was recognized).

7-2. P code

The P code identifies the staffing determination method.

<u>Code</u>	<u>Description</u>
P	Application of PATL/OPATL tables and additives.
E	Workload validated E&U study.
D	CAR-directed requirement to support policy or legal requirements (DMOs, Safety, etc.).
L	Leadership position (CDR, CSM, First Sergeant, etc).
S	Staff study. FTS-developed initial staffing of Command through coordination with subject matter experts (SMEs) and HQ USARC staff. Manpower study-developed/Manpower study-determined/FTS Staff Study. The position is based on a manpower study and reimbursable work performed by a US Army Reserve organization.
R	AGR Reengineering requirement.

The following P codes are used in the FTS TDA to identify positions that no longer exist on a staffing guide.

G	Grandfathered civilian positions. Position is deleted when vacant.
Z	Invalidated military position.

7-3. P2 code

The P2 code is a two-character alphanumeric field designed to identify command type and work function.

- a.* The first character of the P2 code represents the command level of the position.

<u>Code</u>	<u>Description</u>
P	Company, detachment, team level.
O	Battalion, brigade, group level.
S	Organizational and Functional Command, DRU level.
A	Command and Staff of USAR, USARC/OCAR, and USARC Support Group.
B	Base operations and maintenance support activities--RSC, AMSA, ECS, ASF.
X	Title XI position.
Z	Invalid position.

- b.* The second character of the P2 code represents the function being staffed.

<u>Code</u>	<u>Description</u>
A	Administrative (UA, UAT, SAA, 42A).
B	Leadership (CDR, CSM, 1SG, etc).
C	Career Progression (i.e., 2LT/1LT).
D	Temporary identifier for miscellaneous valid positions (i.e., old TTW).
H	HOT Mission.
L	Logistics and supply (Supply SGT 92Y, PBO, LMS).
M	Maintenance (Motor SGT 63B, Maint Tech WO 915A/E).
O	Operations (SOTO, Assist S3, Operations NCO, Plans Off).
P	Personnel (HR NCO/SGT 42A, HR Spec (Mil)).
R	Retention (Recruiters 79V, 79R).
S	Supervisor (SSA, CXO, DMS, XO, Chief of Staff).
T	Training (SOTS, SOTO, senior NCO in predominant MOS of unit).
V	Live Missions.
W	Enhanced readiness staffing (senior NCO in predominant MOS of unit)(assigned to military positions only).
Y	AGR Re-Engineering positions (not workload validated).
Z	Invalid position.
2	C2 additive.

Appendix A References

Section I Required Publications

DOD Directive 1205.18

Full-Time Support (FTS) to the Reserve Component (Cited in para 6-1b(1).)

Section II Related Publication

A related publication is a source of additional information. The user does not have to read it to understand this publication.

AR 25-400-2

The Army Records Information Management System (ARIMS)

AR 570-4

Manpower Management

DA Pam 611-21

Military Occupational Classification and Structure

TRADOC Regulation 350-18

The Army School System (Available at: <http://www.tradoc.army.mil/tpubs/regndx.htm> .)

USAR Regulation 750-1

USAR Materiel Maintenance Management

USARC Regulation 570-1

Manpower Management of Full-Time Support Staffing for US Army Reserve

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

DA Form 2028

Recommended Changes to Publications and Blank Forms

USAMAA Form 1

Manpower Baseline Submission Checklist

USAMAA Form 2

Manpower and Organizational Summary

USAMAA Form 3a

Functional Summary

USAMAA Form 3b

Functional Descriptions

USAMAA Form 4

Input-Process-Output Analysis Sheet

USARC Form 57-R

Combat Service Support Hands-On-Training Mission Quarterly Report (RCS: RCLG-025)

Appendix B Standard Indirect Categories

Indirect time is time that is expended rendering services necessary to production, but which cannot be specifically assessed against a particular product/group of products accurately or without undue effort and expense. The following are definitions of standard indirect functions.

B-1. Supervision

a. Administers personnel.

(1) Indoctrinates personnel. Conducts initial interview, makes original job assignment, and acquaints newly assigned personnel with the work center.

(2) Rates performance.

(a) Prepares evaluation. Writes evaluation (performance report) by researching, evaluating, drafting, typing, proofreading typed copies, marking boxes, and signing completed report (excludes counseling).

(b) Endorses evaluation. Writes endorsement by researching, evaluating, drafting, typing, proofreading typed copies, and signing completed report.

(3) Nominates personnel for award. Prepares recommendation by researching, evaluating, drafting, typing, proofreading typed copies and signing recommendations as required (excludes typing).

(4) Monitors Management Improvement Program.

(a) Assists subordinate. Assists subordinate in developing improvement suggestion.

(b) Processes suggestion. Processes suggestion received for evaluation.

b. Supervises personnel.

(1) Schedules personnel. Reviews work requirements and priorities, reviews personnel status, determines duty assignments, and prepares personnel schedules.

(2) Develops directive. Develops policy, procedure, plan, operating instruction, checklist, or performance standard by researching, drafting, proofreading typed copies, and signing completed directive as required.

(3) Directs work center activity.

(a) Inspects work. Inspects work in progress.

(b) Coordinates status. Coordinates with supervisor or other units or agencies on work center or personnel status.

(c) Informs work center personnel. Informs work center personnel on changes affecting individual or work center activity.

(d) Prepares correspondence. Prepares routine correspondence.

(4) Counsels personnel. Counsels subordinate personnel on performance and progress in career development and suggests areas for improvement. Counsels and assists individuals with morale, welfare, and disciplinary problems. Takes necessary corrective action required to maintain discipline.

c. Reviews incoming distribution. Reviews distribution for information and necessary action.

d. Reviews outgoing distribution. Reviews outgoing correspondence for completeness and accuracy and signs as required.

e. Reviews report and statistical data. Reviews information contained in reports and statistical data for impact on work center status and to identify possible trends which require management action.

f. Develops budget estimate. Prepares input to unit resource monitor by researching, evaluating, coordinating, drafting, and forwarding estimates. Includes answering follow-on inquiries on estimate.

g. Inspects facility. Periodically inspects for housekeeping, safety, fire hazards, or equipment conditions that require attention. This includes time to write a report.

h. Investigates accident or incident. Investigates accident or incident within work center. This includes preparing required report and associated correspondence.

i. Receives and assists visiting official. Receives visitors, inspectors, or other officials, assists visitors to accomplish their purpose, and escorts visitors in restricted or controlled area as required.

B-2. Administration

a. Types communication. Obtains and assembles materials, types, separates copies, collates, fastens, proofreads, releases to originator, and puts material away.

(1) Types memorandum.

(2) Types message.

(3) Types report.

(4) Types plan, schedule, or roster.

(5) Types statistical data.

b. Processes unclassified distribution. Includes time spent at delivery or pickup point.

(1) Processes incoming distribution. Receives and opens envelope, reviews for required action, marks and routes distribution.

(2) Processes outgoing distribution. Stamps, marks, seals, packages, and routes distribution.

c. Maintains unclassified correspondence file.

(1) Establishes file. Prepares file outline, folders, guides, and labels.

(2) Files correspondence. Receives material, marks, sorts, classifies, inserts in file, removes for reference, and refiles.

(3) Maintains suspense file. Determines need for suspense, assigns suspense, posts file, reviews file for compliance, reminds individual of suspense, annotates file at completion of action.

(4) Disposes of records. Removes records from file and disposes of them in accordance with AR 25-400-2.

(5) Maintains log and register. Obtains book or form, makes entry, and puts book or form away.

(6) Maintains security file. Establishes, posts, and changes security record, access documentation, and the list of restricted area badge numbers for work center personnel. Destroys materials as required.

(7) Maintains personnel locator file. Prepares card or similar record. Posts, changes, and disposes of record as required.

d. Maintains classified material.

(1) Controls material. Prepares document receipt, routes file, and removes material for referral.

(2) Inventories material. Screens file, reviews retention criteria, removes obsolete or unnecessary material.

(3) Safeguards material. Opens and closes safe, performs safe area check, and changes safe combination.

(4) Destroys material. Prepares form, destroys material and annotates record. Includes time of witness.

e. Maintains unclassified publication file.

(1) Obtains administrative publications. Receives request, prepares requisition form, obtains authorizing signature, processes and files form.

(2) Maintains index. Posts new index, new publication, or change to index.

(3) Maintains publication. Posts or files new publication.

f. Operates copying machine.

(1) Operates machine.

(2) Collates copies.

g. Maintains stock of blank forms. Establishes requirements, prepares requisition, and receives, routes and controls stock of blank forms.

h. Maintains status chart or bulletin board. Removes existing information and posts new information.

i. Maintains time and attendance card. Records time and attendance information, and forwards card.

j. Provides stenographic service.

(1) Takes dictation.

(2) Takes minutes.

(3) Transcribes notes and recordings.

k. Maintains appointment record. Posts calendar or book, coordinates appointment with supervisor, reminds supervisor of pending appointment, and makes changes as required.

l. Acknowledges visitor. Greets visitor, answers inquiries, and refers visitor to appropriate person or location.

B-3. Meeting

a. Prepares for meeting. Gathers information, organizes material, prepares briefing chart or slide, and practices presentation.

b. Conducts or attends meeting. Conducts or attends a meeting, briefing, or conference.

B-4. Training

a. Administers training. Reviews training record, interviews and counsels trainee, determines training needs, designates trainer, and evaluates training progress.

b. Develops training material. Researches, drafts, reviews, and updates training outline, lesson plan, or test. This includes developing a chart, mockup, demonstrator, or other training aid.

c. Conducts training.

(1) Prepares for training. Obtains materials and prepares classroom and equipment.

(2) Instructs trainee. Instructs trainee on the job, conducts lecture, demonstration, and group discussion.

(3) Administers test. Administers and evaluates result of job-related test given in the work center.

d. Receives training.

(1) Receives instruction. Attends lecture or demonstration, or participates in group discussion.

(2) Takes test. Takes locally devised oral, practical, and written test.

(3) Reads publication. Maintains job proficiency by reading applicable technical and standard publications.

B-5. Supply

a. Processes equipment request. Determines need and authorization for equipment, researches stock number or nomenclature, prepares justification, submits request and takes follow-up action. This includes receiving or returning equipment.

b. Conducts inventory. Inventories equipment on-hand and ensures accuracy of records.

c. Maintains custodian document. Receives listing from supply, posts changes to records, and resolves inconsistencies.

d. Obtains expendable supplies. Determines need, researches stock numbers, orders, picks up, and distributes expendable supplies.

B-6. Equipment maintenance

a. Maintains office equipment. Cleans, dusts, changes ribbon or cartridge, or makes minor adjustment.

b. Maintains shop equipment.

(1) Maintains machinery. Cleans, lubricates, or makes minor adjustments.

(2) Maintains test equipment. Cleans, lubricates, or makes minor adjustment; establishes list of equipment requiring test, measurement, and diagnostic equipment (TMDE) calibration or testing; prepares equipment for TMDE; turns in and picks up equipment from TMDE; posts list as required; and returns equipment to storage location.

(3) Maintains consolidated tool kit. Establishes requirements, researches stock number and nomenclature; orders tools; takes follow-up action; and picks up tools. Replaces broken or lost tools and conducts periodic inventory.

(4) Maintains individual tool kit. Reports to supply for initial issue or a subsequent issue, replaces broken or lost tools, and conducts periodic inventory.

c. Maintains assigned vehicle. Cleans, washes, inspects, refuels, or makes minor adjustment.

B-7. Cleanup

a. Prepares work area. Places working tools or equipment in proper location at beginning of duty period, and arranges area to conform with any sanitary, safety, or security requirement. (Preparation time for a specific productive task should be included with that task time.)

b. Puts work away. Stores working tools or equipment in proper location at the end of the duty period, and arranges area to conform with any sanitary, safety, or security requirement. ("Put away" time for a specific productive task should be included with that task time.)

c. Cleans work area. Dusts, sweeps, mops, waxes, buffs, washes windows, and performs other associated janitorial tasks. (Use this task only when the work center is not authorized custodial services.)

Appendix C Military Indirect Categories

Time that is expended by military personnel to meet the obligations of the service; e.g., Professional development, MOS training, Basic Combat military skills training, military proficiency testing (e.g., Common Task Training (CTT), weapons qualification), and providing instruction and training to other Soldiers. These functions are necessary to production but cannot be specifically assessed against a particular product/group of products accurately or without undue effort and expense.

C-1. Physical fitness

Maintain personal fitness to achieve Army fitness standards. The AGR Soldier is credited 4.5 hours of Physical Training (PT) time per work week. The Annual Physical Fitness Test (APFT) is not normally credited since it occurs during a drill weekend when the AGR Soldier is performing TPU reservist functions.

C-2. Military casualty assistance

Performance of Military Casualty Assistance Officer and Next of Kin Notification duties as tasked by the Area Casualty Assistance Office.

C-3. Military funeral detail

Performance of burial detail as tasked by the Area Casualty Assistance Office.

C-4. Staff duty

Performance of Staff Duty Officer, NCO and Charge of Quarters duties as tasked by local commander.

C-5. Military instructor

Administers training; develops training material; conducts training; evaluates training and receives training on military subjects.

C-6. Military supply and equipment maintenance

Performs preventive maintenance checks and services (PMCS) of individual military organizational clothing and individual equipment (OCIE), shop equipment, assigned vehicle, weapon, and gas mask. Processes individual supply request; conducts individual hand receipt inventory; obtains individual expendable supplies for individual issues equipment.

C-7. Police call

Cleans common area, enhances unit Esprit de Corps or morale as tasked by local commander.

C-8. Military proficiency qualification

Parachute; crew served weapons; flight hours; night vision; driver licensing; CTT.

C-9. Military briefings

OPSEC; SAEDA; Force Protection; Foreign Travel; Ethic and Values; Cultural awareness; etc.

C-10. Personal preparedness

Maintain current physical exam, DA photos, official records, HIV, immunizations, and uniforms.

C-11. Formations

The calling of formations of military personnel for the processing of military information, presentation of awards, promotions, and uniform/equipment inspection.

Appendix D Baseline Submission Package (BSP)

D-1. General

a. The baseline submission package is intended to be a comprehensive document providing an executive overview of the mission and functions, organizational structure, workload, and manpower resources of a work center. It is the foundation for the manpower study. It provides the reference point for data and manpower analysis. The package is sent out by the FTS Requirements Branch and consists of a memorandum accompanied by the USAMAA Forms 1 through 4 cited below.

- (1) Manpower Baseline Submission Checklist (USAMAA Form 1).
- (2) Manpower and Organizational Summary (USAMAA Form 2).
- (3) Functional Summary (USAMAA Form 3a).
- (4) Functional Descriptions (USAMAA Form 3b).
- (5) Input-Process-Output Analysis Sheet (USAMAA Form 4).

b. These completed forms, along with additional information and documents, are used by FTS Requirements Branch to conduct front-end analysis.

D-2. Manpower Baseline Submission Checklist (USAMAA Form 1)

This Excel spreadsheet form is used as a coversheet for the Baseline Submission Package. It should be completed and signed by the organization's commander, director, or designated official who has the authority to certify the data and information contained within. The USAMAA forms and additional documents or information submitted should be indicated on the form with the person's initials; use "NA" for items not applicable. Manning documents should include duty phone numbers and the location of any individual not working in the USARC HQ building. (See sample form at fig D-1.)

D-3. Manpower & Organizational Summary (USAMAA Form 2)

This Word document provides detailed information on the work center. The level of detail varies by the type of organization. This detailed information better assists the FTS Requirements Branch in providing the best manpower and organizational analysis. (See sample form at fig D-2.) Subparagraphs a through h below provide guidance on completion of the form.

a. SECTION 1: Work Center Title. Formal full name (title) of work center.

b. SECTION 2: UIC/Paragraph Number/CCNUM. Manpower information from the FTS TDA. The command and control number (CCNUM) is provided by the FTS Requirement Branch to ensure the correct TDA document is used for the study.

c. SECTION 3: Manpower Summary. Manpower data based on three primary sources:

- (1) HQDA approved The Army Authorization Documents System (TAADS) documents.
- (2) Latest resource guidance (Structure and Manpower Allocation System (SAMAS)/Program Budget Guidance).
- (3) Internal manning documents with names against positions (used for numbers in "On-Board Strength" row only)

d. SECTION 4: Mission. The mission is normally defined in the organization's charter to operate.

e. SECTION 5: Functions. A function is a description of work performed, which is directly implied by the mission and must be tied to the workload of the work center. Some of the documents containing mission and functions are:

- (1) DOD/HQDA directives.
- (2) Organization and Functions Manual.
- (3) Policy letters, pamphlets, agreements, etc.

f. SECTION 6: Organizational Structure. The organization's structure details the organization's framework as it relates to the individual work centers. An organization's structure is best depicted in an organizational chart. In addition to providing this chart in hard copy, request this chart also be provided in an electronic format (MS Word or PowerPoint) so it can be used (cut and pasted into subsequent briefing slides) by the manpower study team.

g. SECTION 7: Workload. This is the work center's major outputs, products, or services. Many work centers will have several different workloads. All workload identified and submitted is validated through an on-site audit or by other measurement techniques. Identify and provide 1 year of workload information. Based on the type of work being performed, a longer data collection period may be required. One example where a longer data collection period would benefit analysis is the building of the Program Objective Memorandum (POM). This is a biennial project and to fully understand the manpower necessary to build this POM, a 2-year workload and collection period would be required. It is important the organization evaluate the data collection period and ensure it is representative of a normal period of work. There are different ways to array workload data for analysis. See samples of workload below:

- (1) General
 - (a) Reports Generated.
 - (b) Orders Completed.
 - (c) Computer Users Supported.
 - (d) Customers Received and Processed.
 - (e) Facilities Certified.
- (2) Legal Services
 - (a) Courts-Martial Supported (Contested and Uncontested)
 - (b) Administrative Boards Attended.
 - (c) Queries and Consultations Completed.
 - (d) Trials Supported.
 - (e) Reprimand Letters Prepared.
 - (f) Claims Investigated.
- (3) Medical Services
 - (a) Patients Treated.
 - (b) Medical Orders Completed.
 - (c) Samples Analyzed.
 - (d) Pieces of Equipment Maintained.
 - (e) Reports or Records Filed.

h. SECTION 8: Work Center Comments. This section provides an opportunity for the organization to describe issues, concerns, or other topics, which impact on the work center's missions, functions, workload or required manning levels. Some examples of topics included in this section are work backlog and its impact, performance erosion, overtime patterns, unique circumstances, customer and service relationships, commander's concerns, and any external factors or concept plans being drafted which could impact future changes and/or reorganizations.

D-4. Functional Summary (USAMAA Form 3a)

This Excel spreadsheet is used to document the personnel and man-hour resources used by major work center functions (identified and listed in USAMAA Form 2). (See sample form at fig D-3.)

a. Input the name of every individual performing FTS workload in place of NAME in Line 2. Include any workload performed by "other" personnel (contractors, overhires, and borrowed military manpower). Provide a copy of the statement of work associated with contractor work performed in the work center as an attachment in the baseline submission package.

b. The Total Hours Worked line totals hours entered in functions.

c. On Line 5, enter the Total Paid Overtime Hours for each individual. Include paid holiday hours on this line.

d. Input the functions for each work center starting on Line 8. USAMAA Form 3b documents the narrative explanation of the tasks associated with each function.

e. Enter the man-hours worked by each individual by function. Include paid overtime, paid holiday hours, credit hours earned, and compensatory time earned.

f. Report vacant positions on the Functional Summary by entering VACANT on Line 2. Enter the number of months the position was vacant during the 12-month study period. Enter projected man-hours by function for the vacant position.

D-5. Functions Descriptions, USAMAA Form 3b

This Excel spreadsheet provides detailed narrative descriptions of the tasks associated with each of the major functions listed in the Functional Summary form (USAMAA Form 3a). (See sample format at fig D-4.)

D-6. Input-Process-Output (IPO) Analysis Sheet (USAMAA Form 4)

This Excel spreadsheet provides additional information on the work flow for the work center. (See sample form at fig D-5.) Subparagraphs a through c below explain column input.

- a. **WHO:** Who provides the information necessary to initiate an action on your part? Who is your supplier?
- b. **WHAT:** What is needed to identify tasks? What is the input received that drives your workload?
- c. **PROCESS:** What actions are taken to develop a final product? How is the product developed?
- d. **OUTPUT:** What form/product does the process result in?
- e. **TO WHOM:** Who is the output delivered to/developed for? Who is your Customer?

Manpower Baseline Submission Checklist (USAMAA Form 1) Forms, Documents and Information	
Specific USAMAA Forms: Manpower and Organizational Summary (USAMAA Form 2) Functional Summary by Work Centers (USAMAA Form 3a) Functional Descriptions (USAMAA Form 3b) Input/Process/Output (IPO) Analysis Sheet (USAMAA Form 4)	Completed
Additional Documents or Information Required: General Order(s), DOD/DA Directives, Policy Letters, PAMs, Agreements, etc. Applicable Army Regulations Organizational & Functions Manual Organizational Chart(s) by Work Center Internal Manning Document(s) Other Applicable Documents or Information	
Submitted by Commander/Director/Designated Official:	
Name:	
Signature:	
Position:	
Date:	
POC and Contact Info:	

Figure D-1. Sample USAMAA Form 1

Figure D-2. Sample USAMAA Form 2

Manpower & Organizational Summary

1. **Work Center Title:** Military Personnel Division
2. **UIC/Paragraph Number/CCNUM:** WX10ZZ, Para 110, CCNUM 0109
3. **Manpower Summary:**

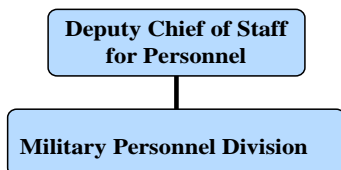
	OFF	WO	ENL	TOTAL MIL	CIV	TDA TOTAL	OTHER*	GRAND TOTAL
TDA Required	1	0	1	2	4	6	0	6
TDA Authorized	1	0	0	1	4	5	0	5
On-Board Strength	1	0	0	1	4	5	3	8
Requested	1	0	0	1	5	6	0	6

* Other on-board includes two contractors and one civilian overhire.

4. **Mission:** Source of the mission is General Order #5, Unified Command Plan, and military personnel Army Regulations AR 600 series.

5. **Functions:**
 - Provides cradle to grave Officer Personnel Management support to the headquarters (AR 600-XX).
 - Provides limited Enlisted Personnel Management support to the Command and attached FORSCOM units (AR 600-XX).
 - Manages the Efficiency Report Program for the Command (AR-XX).
 - Manages the Military Awards Program for the Command (AR-XX).

6. **Organizational Structure**



7. **Workload.** Management, Supervision and Administrative Support. The Military Personnel Division is composed of the Division Chief, three civilian Personnel Management Specialists, and one civilian Administrative Assistant. The Division Chief performs general supervisory functions; along with personnel management support that is provided to 1596 military and 450 civilian personnel.

- 237 Officers supported, review and updated records twice a year.
- 1,359 Enlisted Personnel supported, review and update records annually.
- 7,689 efficiency reports processed annually.
- 4,506 award packets processed annually.

8. **Work Center Comments.**

- a. The number of personnel supported has remained stable for the past three years. However, BRAC realignment actions occurring in FY10 will increase the number of military personnel to support by 43 Officers and 747 Enlisted personnel. Current staffing will not be able to accomplish all the required functions.
- b. The two contractors have been on-board for the past year providing IT support to the division. This contract was let until the installation DOIM takes over that responsibility next year. The contractor support will no longer be needed after July 2010.
- c. The civilian over-hire position has been on-board since March 2006 performing administrative support when we lost the Enlisted administrative position during the 71L reduction. This position is fully work loaded and needs to be documented.

FUNCTIONAL SUMMARY (USAMAA Form 3a)

1	Input each Function starting on Line 8.	INSTRUCTIONS: Input the names of the people in your organization in place of the NAME items below. Type in the hours/time spent on each task below the person's name. Include all types of labor force.			
2	Workers	NAME	NAME	NAME	NAME
3	Job Title; Military: MOS & Grade; Civilians: Series & Grade				
4	Number of Months On Board Over the Last 12 Months:				
5	PARA/LINE FOR EACH INDIVIDUAL				
6	TOTAL HOURS WORKED	0	0	0	0
7	TOTAL PAID OVERTIME HOURS				
8	01 Management				
9	02 Administration				
10	03 Supply				
11	04 Military Indirect				

Figure D-3. Sample USAMAA Form 3a

FUNCTIONS DESCRIPTIONS (USAMAA Form 3b)

NARRATIVE EXPLANATION OF FUNCTIONAL SUMMARY BY WORK CENTERS SPREADSHEET	
01	Supervision: Plans, directs, and controls operation; applies policy and directive; reviews report and statistical data; prepares correspondence; reviews incoming distribution; reviews outgoing distribution; develops budget estimate; receives and assists visiting official; provides personnel administration; monitors management improvement program; reviews/approves training content/method; evaluates personnel performance; nominates personnel for award; and counsels personnel. (Typically used by Supervisors)
02	Administration: Processes unclassified distribution; provides word processing/typing; maintains time & attendance reporting system; prepares/processes correspondence; maintains reading file; maintains suspense file; maintains unclassified file; maintains classified file; provides publication/blank form; operates copying machine; makes distribution; provides personnel support; maintains status chart or bulletin board; provides stenographic service; receives and assists visiting official; provides assistance; maintains calendar; maintains personnel locator files; maintains appointment record; and prepares administrative reports. (Typically used by Administrative Personnel)
03	Supply: Processes equipment request; conduct inventories; maintains custodian documents; obtain expendable supplies.
04	Military Indirect: Time expended by military personnel to meet the obligations of service, e.g., Professional Development, Military Occupational Skill (MOS) training, Basic Combat military skills training, military proficiency testing (i.e., Common Task Training (CTT), weapons qualification), and providing instruction and training to other soldiers. Includes, but not limited to: Physical Fitness, Military Casualty Assistance, Military Funeral Detail, Staff Duty, Police Call, Proficiency Qualification, Mandatory Training/Briefings not mission related, Military Supply and Equipment Maintenance, Personal Preparedness, and Formations.

Figure D-4. Sample USAMAA Form 3b

INPUT-PROCESS-OUTPUT ANALYSIS SHEET (USAMAA Form 4)

ORGANIZATION:

WHO	WHAT	PROCESS	OUTPUT	TO WHOM
Supervisor	Officer Evaluation Report	Quality check, spelling, grammatical review, adherence to ARs, sign and date report.	Completed OER	G1, HR
New Arrival	Inprocessing Personnel	Complete inprocessing checklist, security brief, CAC update.....	Employee	Arriving Work Center
Supervisor	Recommendation for Award Form	Confirm chain of command approval, record award, adherence to ARs, local policy and directives.....	Award Certificate and Medal	supervisor, Soldier

Figure D-5. Sample USAMAA Form 4

Glossary

Section I Abbreviations

AAF

Army availability factor

AC

active component

AGR

active guard reserve

AMC

Army Material Command

AMSA

area maintenance support activity

AMMDB

Army Maintenance Master Data Base

ASF

aviation support facility

C2

command and control

CSS

combat service support

CTT

common task training

DA

Department of the Army

DMO

directed military overstrength

DRC

direct reporting command

ECS

equipment concentration site

FTS

full-time support

E&U

evaluation and utilization

HHC

headquarters and headquarters company

HHD

headquarters and headquarters detachment

HOT

hands-on-training

HSC

headquarters service company

MSC

major subordinate command (regional support commands (RSCs) and direct reporting commands (DRCs))

MT

military technician

MOS

military occupational specialty

MTOE

modified table of organization and equipment

NCO

noncommissioned officer

NCOA

NCO Academy

OCAR

Office of the Chief Army Reserve

OPATL

Operations, Personnel, Administration, Training, and Logistics

PATL

Personnel, Administration, Training, and Logistics

SRC

standard requirements code

TASS

Total Army School System

TDA

table of distribution and allowances

UA

unit administrator

USAR

US Army Reserve

USARC

US Army Reserve Command

XO

Executive Officer

Section II**Terms**

This section contains no entries.

Section III

Special Abbreviations and Terms

This section contains abbreviations and terms that are unique to this publication.

ASA

administrative staff assistant

MRSC

manpower requirements standards criteria

SAA

staff administrative assistant

SOTO

staff operations training officer

SOTS

staff operations and training specialist

SSA

supervisory staff administrator

TTC

TASS Training Center

TTW

transition-to-war

UAT

unit administrative technician

Coefficient Factor

This is the measure of how much additional time it takes to perform all of the tasks in a work center for a workload count of 1. For instance, if the workload count in a unit is 10 Soldiers, and the staffing coefficient of the supply section is .25 hours, then this unit, with a strength of 10 Soldiers, will need to perform 2.5 hours per month ($.25 * 10$) in the supply room. A unit with 100 Soldiers will need 25 hours per month ($.25 * 100$) to perform the same series of tasks.

Fixed Value

This is the measurement of how much work the activity performs when the workload count is 0, or, if the amount of work does not change as workload changes. For instance, the Inspector General updates the Inspection Checklist. This activity takes the same amount of time whether there are 10 subordinate units or 50 subordinate units.

Multi-Compo

Multiple Components; i.e., AC, AGR, and NG FTS personnel

Workload Count

This count, or density, of an external factor that analysts use to measure total workload in a unit or staff section. Many units or staffs will have more than one workload count. For instance, the supply section of company level unit might include the number of hand receipts maintained, the number of clothing records maintained, the number of lateral transfers processed, and so forth. Where the study team has a statistically valid linkage from these several items to a single workload factor, such as number of personnel required, the study will use that known factor so that units are not burdened with excessive record-keeping.