



***GUIDELINES FOR OBTAINING
MANPOWER SINGLE-POINT STUDY
VALIDATION/APPROVAL***

***UNITED STATES ARMY
MANPOWER ANALYSIS AGENCY***

19 March 2015

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Part 1: Introduction.

In accordance with Army Regulation 570-4, Manpower Management, dated 8 Feb 06, Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU), must obtain validation and approval of the manpower studies that they conduct on their subordinate commands/organizations, before these studies can be used as part of the Manpower Requirements Determination (MRD) process to change corresponding table of distribution and allowances requirements. Approval is required by the Assistant Secretary of the Army for (Manpower and Reserve Affairs), but this authority has been delegated to the US Army Manpower Analysis Agency (USAMAA), who is also responsible for validation of these studies as part of the approval process. In order to obtain study validation/approval, organizations should follow the guidelines established within this document.

The guidelines for study validation/approval are organized into three areas. First, the section entitled "Conduct of the Study" outlines the proper procedures for conducting a single-point manpower study. The second section entitled "USAMAA Involvement During the Study" identifies when USAMAA should be involved during the study process in order to help expedite the validation/approval of a study once it is completed. The last section entitled "Study Results and Presentation" specifies the requirement to brief USAMAA on the results of the study and identifies the study products USAMAA wants to review. These areas are not only discussed in detail within this document, but are also addressed in the Single-Point Studies class as part of USAMAA's formal MRD training that it offers.

USAMAA considers its role in validating/approving single-point studies a critical part of the Army's MRD process and is committed to this function. As with other MRD processes, its overall standard for validating/approving studies is: the analysis is understandable, the corresponding findings are reasonable, and the recommendations are similar to what USAMAA would have made.

The USAMAA point of contact for this guidance is our Operations Support Division Chief, who can be reached through the USAMAA front office at (703) 805-4229.

Part 2: Conduct of the Study.

US Code, Title 10, Section 129a requires all manpower requirements to be workload-based. As such, corresponding manpower studies and all corresponding manpower requirements must be workload-based. Furthermore, the Army five-phased approach to manpower requirements determination must be followed, to ensure that consistent procedures are applied across all studied organizations and across all work centers within a particular study. The five phases of this approach, whose steps, depicted in the diagram at Enclosure 1, Process Map for Single-Point Studies, are: planning; front end analysis; data collection, analysis and validation; product development/recommendations; and validation, approval, and documentation. Even though not intended to be a complete explanation of this approach or process, the five phases are summarized below, and specific guidelines for each are identified.

Phase 1, Planning, identifies who, what, when, where, and why of the study. Most important is identifying qualified personnel to conduct the study. These may be government employees or contractors; however, a government employee should always lead the study. ACOM, ASCC, and DRU study teams should only study subordinate organizations of their command, never elements of its headquarters. USAMAA is responsible for validating/revalidating ACOM, ASCC, DRU headquarters requirements through a manpower study or model. At a minimum, a study must consist of a complete work center; however, normally, a study is conducted on a complete unit identification code (UIC). The focus of the study team during this planning phase should be: developing a study plan; determining exact formats for study products to be used during the study; coordinating with the organization to be studied; and training work center supervisors or points of contacts (POCs) on how to prepare the Baseline Submission Package (BSP).

Phase 2, Front End Analysis (FEA), establishes the groundwork for a successful study. Even though analysis starts with research conducted during the planning phase, FEA formally starts when the study team receives BSPs from each work center of the studied UIC. Much of the analysis conducted during this phase is dependent on the information and data provided in the BSPs, and this is why helping work center supervisors/POCs to properly complete this product during the planning phase is very important. Proper analysis of the BSP will produce important initial “draft” findings and recommendations, and help the assigned analyst determine who they need to interview and what questions need to be asked during the next phase. The BSPs allow the study team to maximize time at home station while minimizing the time they must be on-site.

The USAMAA Guidelines to Prepare a Manpower BSP, which includes a partially completed example, can be found, along with our Studies Standard Operating Procedures, at the following website: <http://www.asamra.army.mil/usamaa/documents.cfm>. The BSP can be modified as necessary to meet the specific demands and time frame for the given study. Besides conducting study meetings when necessary to share information and ensure crosstalk

during this phase, USAMAA recommends that study teams conduct a FEA briefing toward the end of this phase, in order for analysts to report their interim “draft” findings and recommendations for their assigned work center(s) to the team leader and other team members. This will help ensure the study team will be ready to “hit the ground running” when they get on site. A suggested slide format to use during this briefing is provided at Enclosure 2, referred to as “Summary of Analysis.” After being updated during phase 3, the on-site portion of the study process, these slides can also be used during the study team’s murder board and for the out briefing with the work center supervisor. Additionally, once finalized during phase 4 of the study process, these slides should be used to write work center reports and then placed in the final study briefing. As noted on these slides, besides manpower requirements, the study team should always look for necessary changes in organizational structure and in processes. Such changes may not only result in a savings of manpower requirements, but also help to improve the efficiency/effectiveness of operations of the work center.

Phase 3, Data Collection, Analysis and Validation, is the on-site analysis portion of the study. It begins once the study team arrives on site at the organization being studied, and even though it may continue into phase 4, it formally ends when the study team departs the site. The purpose of this phase is to validate the data/information provided in the work center’s BSP in order to update initial “draft” finding and recommendation determined during phase 2. This validation is essential especially since the original workload data was collected and submitted by the organization being studied (in the BSP). Validation is achieved by observing work processes, by collecting and analyzing additional data/information as necessary, and by interviewing work center personnel either through individual interviews or group interviews. Often, especially when multiple personnel are performing the same functions or tasks, not all personnel in the work center need to be interviewed. However, sufficient personnel must be interviewed and all necessary data/information must be gathered in order to determine the workload-based manpower requirements for that particular work center, along with necessary changes in organizational structure and processes.

As in phase 2, the study team will undoubtedly meet often during this phase in order to discuss issues for consistent application across all work centers. Most important, is for the team to conduct a “murder board” toward the end of this phase, in order for analysts to report and discuss with the team leader and team members their updated findings and recommendations for their assigned work center(s). The results of the this murder board session will produce the final “draft” study results for each work center, which should then be briefed to work center supervisors prior to departure. The purpose of this out briefing is to identify and resolve any outstanding issues and to reduce the need for a reclama later during the study process. The Summary of Analysis slides at Enclosure 2, used at the end of FEA, should be used for both the murder board and out briefing to the work center supervisor. However, each time these slides are used, the reflected findings and recommendations should be less draft and the justification for such should more final.

Phase 4, Product Development/Recommendations, is the period after returning to home station from the on-site portion of the study where all analysis is finalized and products reflecting the study team's findings and recommendations are completed. For each work center, a detailed report, which can be initially drafted earlier in the study process, should be finalized. The critical focus of each report is sufficient justification for all findings and recommendations, which should have already been outlined in the Summary of Analysis slides. Additionally, a decision briefing and corresponding multi-page Executive Summary with proposed TDA, summarizing the overall results, should be prepared for use during the following phase. In order for USAMAA to validate/approve the study, specific products are required, as specified in Part 4 of this document.

Phase 5, Validation, Approval, and Documentation, is the final phase of the study process that ends once the study results are published in an updated TDA for the studied organization. This phase includes in sequence: gaining approval of the study results from the ACOM, ASCC, or DRU headquarters; out briefing the studied organization and considering any reclaims that may be submitted; validation/approval by USAMAA; and then briefing and presenting a complete crosswalk to the Army G-3/FMP, in order to complete the study process.

The timeliness of this phase is critical in order to reduce the disparity between the workload for which the study was based and the corresponding TDA. To help expedite the validation/approval by USAMAA, see Part 3 of this document, USAMAA Involvement During the Study. Part 4, Study Results and Presentation, outlines what documents must be presented to USAMAA for our validation/approval. At no time should USAMAA be passed a study for validation/approval based on workload data collected for a period earlier than 12 months (from the date that USAMAA is passed the study). The USAMAA overall standard for validating/approving studies is: the analysis is understandable, the corresponding findings are reasonable, and the recommendations are similar to what USAMAA would have made.

Please note that when validating studies, USAMAA will not validate more military requirements than the number of military requirements in the baseline TDA, unless adequate military essential justification is provided for why the corresponding workload for additional military requirements must be performed by a military person, rather than DAC, mil tech (in the case of USAR and ARNG), or contractor.

Part 3: USAMAA Involvement During the Study.

To help expedite USAMAA's validation/approval of a study conducted by another organization, USAMAA highly recommends that it be involved during the study. When USAMAA is informed of the timelines of a specific study, the appropriate Division Chief, which has Command Analyst responsibilities for the corresponding command or organization, will assign a USAMAA analyst to that study. It is unlikely that the assigned USAMAA analyst will be available on-site for the complete study, but the analyst's involvement during critical parts of the study will help that same analyst (when possible) lead the validation/approval of the study for USAMAA.

The diagram at Enclosure 1, Process Map for Single-Point Studies, highlights in blue when USAMAA should be involved during the study process. The time during phase 5 for actual validation/approval is obvious, but involvement during the other phases may not be. First, even though USAMAA is not required to approve such, it is recommended that the study plan and study products are shared with USAMAA for their review and feedback during phase 1. This opens the study dialogue between USAMAA and the study team leader, helps ensure a USAMAA/Command partnership in the study process, and may help prevent the study team from conducting the study in an inappropriate manner. From this initial contact during phase 1, the assigned USAMAA analyst will monitor the progress of the study and provide guidance when requested throughout the study.

Next, USAMAA recommends that it be present and be allowed to provide comments and feedback during the final front end analysis briefing conducted by the study team during phase 2. This can be done either in person, at expense to USAMAA, or using VTC/telecommunication capabilities. Furthermore, USAMAA's attendance and allowance to provide comments and feedback is recommended for the study team's on-site murder board conducted during phase 3. Even though these sessions are for the study team, USAMAA's presence will allow the process for validation/approval to begin. In addition, the assigned USAMAA analyst may request to attend other portions of the on-site phase of the study to provide subject matter expertise and guidance as the study team conducts interviews and finalizes their Summary of Analysis slides.

Finally, before the final overall results are presented to the Commander for approval and then shared with the studied organization, USAMAA requests that it review and provide feedback on the corresponding decision briefing/presentation. This will establish a baseline which can be used to compare changes made during the approval and reclama process.

Except for the final study validation/approval during phase 5 of the study, USAMAA may take up to two weeks to review documents and provide feedback during the study. However, this timeframe can be reduced if prior coordination is made. Because travel plans will need to be made and orders processed, it is very important to coordinate USAMAA's attendance at the phase 2 FEA briefing and phase 3 murder board well in

advance, preferably 3-4 weeks prior to the event. All coordination can be made directly with the assigned USAMAA analyst. USAMAA's goal is to complete final study validation/approval within two weeks from receipt. However, without USAMAA involvement during the study, it will normally take much longer.

Part 4: Study Results and Presentation.

To request USAMAA validation/approval, the command should coordinate in advance and brief USAMAA on the study results, as indicated in step/block 24 of the Process Map for Single-Point Studies at Enclosure 1; this can be conducted in person at USAMAA or via VTC/telecommunication capabilities. The purpose of this briefing is to present final command-approved study results which the command is requesting USAMAA to validate. Recommend the same briefing used to out-brief the command at the completion of the study is used for briefing USAMAA. If such a briefing was not conducted, then use the briefing used for gaining command leadership approval of the study.

Ensure the study validation briefing to USAMAA includes the following essential items:

- Purpose, objectives, and scope of the study
- Baseline TDA, to include corresponding requirements and authorizations
- Recommended changes to manpower requirements and broad-view rationale – for both overall organization and for each major element or group of work centers
- Current organizational structure and any recommended changes
- Recommended changes to processes
- Any other major findings or recommendations
- List of documents provided (separately) as part of Study Validation Package (see below)

At the same time, the Command should submit a Study Validation Package (SVP) to USAMAA, which will pass through the appropriate USAMAA Division Chief to the assigned analyst. This study briefing should occur, and the SVP should be submitted to USAMAA, no later than 12 months after the period used in the study for the workload data collection period.

The SVP is intended to be a comprehensive document that provides an executive overview of the manpower study that was conducted by the command's manpower office or a designated study activity such as the Army Materiel Systems Analysis Agency. This set of documents provides the background information required for USAMAA to review the studied organization's mission, organizational structure, and baseline TDA, augmentation TDA, and/or relevant mobilization TDAs. It becomes the foundation for the manpower study review and validation and provides all the references and background data, workforce analysis, and command recommendations necessary to conduct that review.

The Command Manpower SVP has the following five parts, as discussed below:

- Memorandum requesting USAMAA validation/approval
- Signed Executive Summary with proposed TDA (to include Manpower Mix Criteria (MMC) Codes)
- Work Center Reports
- Copy of Decision Briefing provided to Commander (if not provided earlier)
- Summary of Reclamas and Command Response (if any)

A memorandum requesting USAMAA validation/approval of the Command study results should be signed by the appropriate general officer or member of the senior executive service in the headquarters and serve as the coversheet for all additional required documents in the Manpower Study Validation Package. This memorandum should include overall details of the organization studied, study dates, and command recommendations. It should identify a study POC with necessary contact information. Additionally, the following information should be available from this POC if requested by USAMAA:

- BSPs and copies of other documents provided with the BSP by the studied organization. These may include Department of Defense/Department of the Army Directives, general orders, policy letters, agreements, statement of work or performance work statement documents, and Army/joint regulations considered in the recommendations of the study team.
- Organizational chart(s) depicting both the pre-study and proposed organization changes, if recommended.
- Copies of the Summary of Analysis slides for each work center.
- Baseline TDA.
- TDA Crosswalk.
- Other supporting documents as required.

A signed Executive Summary must be provided that outlines the background, study baseline, data collection period, work center findings, recommended organizational structure changes, process improvements, and proposed TDA. This should be the same Executive Summary provided to the Commander of the studied organization. The proposed TDA, which should be part of the Executive Summary, should depict manpower levels, grades, job series, MMC codes, and standard remarks codes including Active Guard and Reserve (89 and 92), contractor codes (MN and MM), and joint (91) positions. The format for the proposed TDA is included in the sample report attached to this package.

A manpower and organizational study report should be included for each work center in the study. At a minimum, this report should include a manpower summary table, a discussion of personnel on-board during the workload data collection period, vacancies, and borrowed/loaned personnel, mission, core functions, workload counts, workload analysis, backlog, projected workload, process improvements, organizational analysis, manpower mix criteria recommendations, and a proposed TDA. The report should also include a brief account of issues left unresolved at the conclusion of the study that are presented to the organization for their consideration. These issues could include

recommendations for tracking workload in the future, improved task management systems, and/or organizational changes that may improve efficiency but do not produce manpower savings.

A copy of the decision briefing to the commander provides additional insight into the study and depicts recommendations for manpower, organizational changes and process improvements. The Commander's acceptance or recommended changes should be noted.

A Summary of Reclamas received and the command response should be provided. Reports do not need to be changed to reflect approved reclama actions but rather a tracking sheet should be provided to identify those positions by work center, paragraph and line number.

Suggested formats for selected portions of the SVP are provided at Enclosures 3-5.

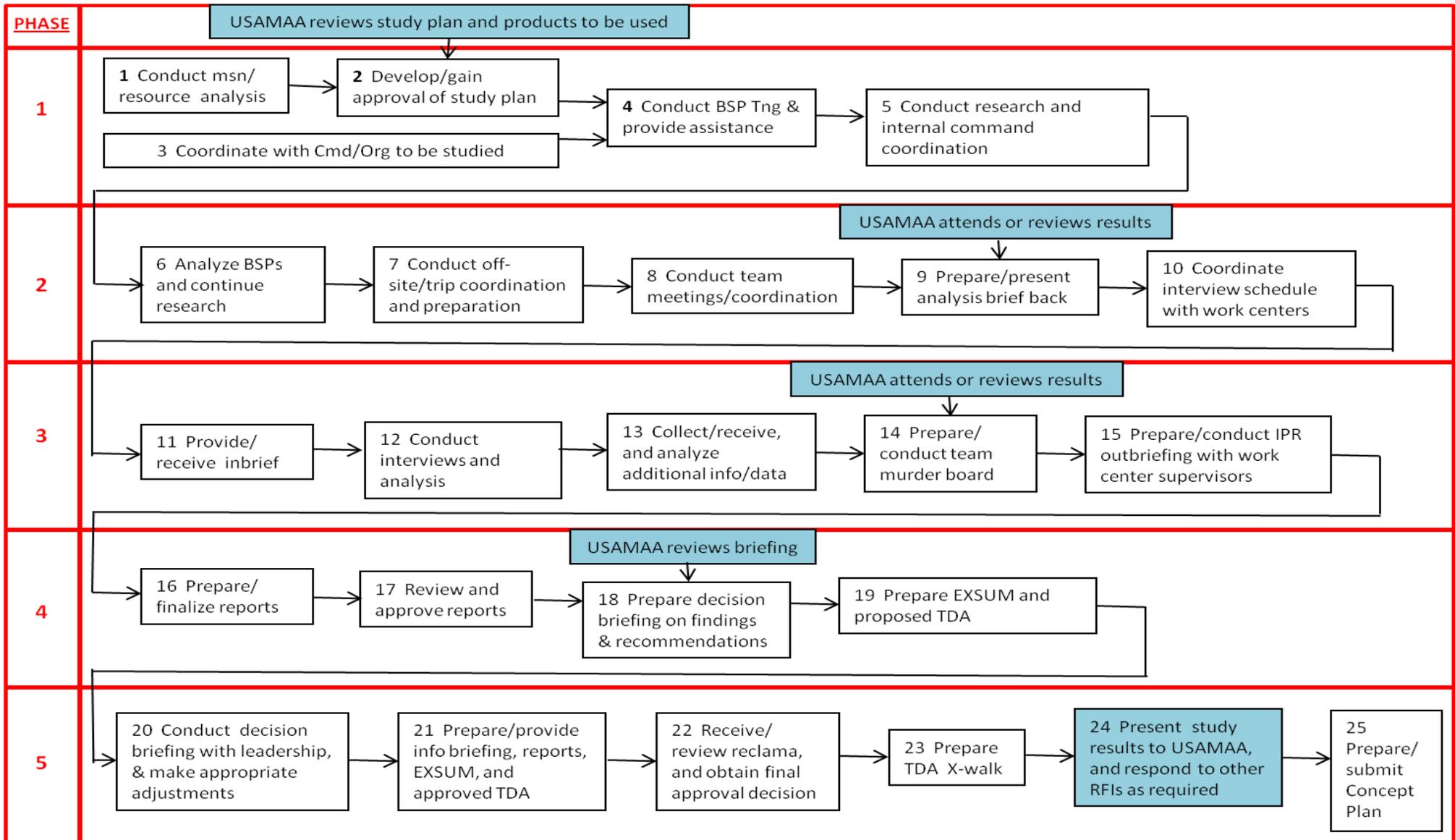
Part 5: Frequently Asked Questions.

1. **Will USAMAA still validate/approve a study even if it was not conducted in accordance with the procedures outlined in Part 2 (Conduct of the Study) of this document?** Generally no, unless there are extenuating circumstances that adequately justifies why these procedures were not followed.
2. **Can a study be validated/approved by USAMAA even without its involvement, as discussed in Part 3 (USAMAA Involvement During the Study) of this document?** Yes, however, the validation/approval process may take much longer than desired and there is a higher risk that USAMAA may not be able to validate/approve all or parts of the study.
3. **What documents must be provided to USAMAA in order to obtain study validation/approval?** Besides a briefing, the documents required by USAMAA for validation/approval are specified and discussed in Part 4 (Study Results and Presentation) of this document; these documents together are referred to as the Study Validation Package.
4. **Do all the documents specified in Part 4 have to be submitted to USAMAA for validation/approval?** Yes. In fact, Commands are welcome to provide additional documents as well in order to help USAMAA understand complete rationale for the findings and recommendations of the study.
5. **What level of detail is required in the work center reports?** Reports should be detailed enough to justify all findings and recommendations.
6. **What standard does USAMAA use for validating/approving single-point manpower studies?** The USAMAA overall standard for validating/approving studies is that the analysis is understandable, the corresponding findings are reasonable, and the recommendations are similar to what USAMAA would have made.

Part 6: Enclosures.

- 1: Process Map for Single-Point Studies
- 2: Summary of Analysis slide format
- 3: Command Memorandum Requesting USAMAA Validation/Approval format
- 4: Signed Executive Summary format with proposed TDA as attachment
- 5: Work Center reports format

Process Map for Single-Point Studies



Enclosure 1

DRAFT

Summary of Analysis for Name of Work Center (1 of 3)

1. Manpower Summary:

	MILITARY	CIVILIAN	CME	NON-ADDS	TDA TOTAL	OTHER *	GRAND TOTAL
TDA Requirements	8	10	0	2	20		20
TDA Authorizations	7	10	0	2	19		19
Average On-Board Strength During Workload Data Period	7	2	0	2	11	6	17
Recommended	6	7	0	2	15		15
Delta (Recommended – Requirements)	-2	-3	0	0	-5		-5

* Specify here any "other" from on-board column and the number of months they were on-board; if none, delete asterisk above and this notation

- Summarize **qualitative rationale for delta** using bullets
- Example follows:
 - Current workload validates 16 requirements, but 1 military requirement (Officer) performing force management function (and corresponding workload) recommended for transfer to G3/5/7 for proper alignment of functions
 - Vacant military (Enlisted) requirement not workload supported
 - Workload performed by on-board military (1 Officer and 1 Enlisted) on ADOS and temp-hire is project-related, not enduring, and thus is not validated
 - Additional 4 man-years of workload, primarily being performed by contractors, is validated as DAC workload
 - 315 hours of backlog validated for function of Military Personnel Management; remaining 615 hours of backlog presented not validated because it is project-related, not enduring
 - 1205 hours of projected workload is validated to perform increased workload projected for function of Management of Command Efficiency Report Program; remaining 1795 hours of projected workload not validated because it lack mission directive

DRAFT

Enclosure 2

DRAFT

Summary of Analysis for Name of Work Center (2 of 3)

2. Workload Summary:

- In addition to qualitative analysis already provided, justify recommendation using **bottoms-up quantitative workload analysis table**
- Should include ALL validated workload, to include that for backlog and projected workload; rationale for any workload formally presented to analyst by work center but not validated should be explained in notes section
- If any recommended positions will be CME, must use correct availability factor for that particular workload
- Example follows:

#	FUNCTION	WORKLOAD AND COUNTS	# MANHOURS (MIL/CIV - 1740)	# MANHOURS (CME - 2080)	TOTAL
1	Military Personnel Management	384 Officers	3,840	0	3,840
		857 Enlisted	8,570	0	8,570
2	Management of Efficiency Command Report Program	1307 OERs Processed	1,300	8,651	9,951
		6382 NCOERs Processed	775	0	775
3	Management of Command Military Awards Program	4506 Awards Processed	475	0	475
... Remainder Omitted ...					
TOTAL VALIDATED MAN-HOURS			17,894	9,168	27,062

$$27,062 / 1740 = 15.55 = 16 \text{ Requirements}$$

DRAFT

DRAFT

Summary of Analysis for Name of Work Center (3 of 3)

3. Organizational Design Recommendation:

- Summarize **organizational changes and rationale** using bullets
- Attach wire diagram chart(s) as required, particularly to depict changes (comparing before and after change organizational diagrams)

4. Proposed Process Improvements:

- Summarize **process improvements and rationale**; use following format for each if appropriate, otherwise, any format is acceptable:
 - ✓ Problem:
 - ✓ Recommendation(s):
- Attach process chart(s) as required, particularly to depict process, where problems exist, and proposed improvements

5. Other Issues/Concerns:

- Summarize **issue(s) and potential fix**; use following format for each if appropriate, otherwise, any format is acceptable:
 - ✓ Problem:
 - ✓ Recommendation(s):
- Attach additional chart(s) as required

DRAFT

Additional Guidance for Summary Analysis Slides

- Use ARIAL 10 for font size and type for tables, to include note about “other” below Manpower Summary table; use ARIAL font type and necessary size for title and bullets
- Like font size, line spacing between bullets is as necessary for proper fitting and presentation
- Use bullet types specified above; a “dot” for primary bullets and a “check mark” for secondary bullets; remember that you cannot have only one secondary bullet—if you have one you must have at least one more
- Try to limit number of slides to 4-7
- Even though slides should speak for themselves, add notes to notes portion of slides to help explain or emphasize particular portions of each slide; this will make it a “scripted” briefing
- These slides must fully justify the recommendations made for the work center; they will be included, at least as back-ups, to the final overall study decision and info briefing
- Consult with Study Team Leader if you have questions

Changes or modifications to this format can be made for each specific study as necessary but must be approved by the Study Director

OFFICIAL LETTERHEAD OF THE ORGANIZATION

Office Symbol

MEMORANDUM FOR Director, U.S. Army Manpower Analysis Agency, 5915 16th Street,
Building 238, Fort Belvoir, Virginia 22060-5514

SUBJECT: Request for Validation of Manpower Study Results for -----

1. The US Army XXXXXXXXX Command (USAXXX) Manpower and Management Division conducted a study of ----- from Month through Month 20XX.
2. USAXXX requests that USAMAA review and approve the results of this study for documentation as part of the XXXX Command Plan and Program Objective Memorandum Fiscal Years 2013-2017 submission.
3. The workload data validated during the study supports xxx requirements (xx officers, xx warrant officers, xx enlisted, xxx civilians, and xxx contractor man-year equivalents) for XXXX unit identification code WXXXAA. Enclosures to this memorandum include an Executive Summary of the study results with proposed table of distribution and allowances, detailed study reports for each work center, a copy of the decision briefing to the XXXX commanding general, and a summary of reclaims submitted and command response to such.
4. My point of contact for this action is Ms. XXXX XXXXXX. She may be reached at phone number (xxx) xxx-xxxx or email: xxx_xxxxx@xxx.mil.

4 Encls

Signature Block and Signature
(Flag Officer or SES)

Enclosure 3

OFFICIAL LETTERHEAD OF THE ORGANIZATION

OFFICE SYMBOL

MEMORANDUM FOR Commander/Director of Studied subordinate organization

SUBJECT: Manpower and Organization Study of the _____

1. Background. This paragraph basically answers the same questions from Study Phase 1, Planning: who, what, when, and why. What activity was studied and who conducted the study? Explain why the study was conducted (at whose direction or request) and when the study was conducted.

2. Purpose and Objectives. This should be the same as those listed on the in-brief provided to the organization being studied. Did the study team look at process improvements as well as workload analysis?

3. Study Scope and Methodology. Discuss what parts of the organization were included in the study or what was excluded (if any) and why. How did the study team conduct the study? Cite specific sections and paragraphs from Army and Command regulations, DoD Instructions and Directives used as guidance and/or justification for study results if applicable.

4. Current Manpower and Organization. Include a brief description of how the activity is organized to meet its mission and include a statement of baseline requirements broken out by military, civilian, contractor, and non-add (Codes 89, 91, and 92) personnel as part of the baseline table of distribution and allowances (TDA). If included in the activity, include Military Technicians as necessary. This can be depicted with a table or narrative. The example below depicts the total 0212 TDA required, authorized, and on-board strength of the activity studied, along with the study team's Command approved recommendations. The latter includes new requirements validated for backlog and projected workload based on new or expanded missions and functions.

* Includes personnel not assigned against a paragraph/line number on the TDA

OFFICE SYMBOL

SUBJECT: Manpower and Organization Study of the _____

5. Results and Analysis of Findings. This paragraph includes a summary of analysis by work center such as Office of the Director, Inspector General, or Information Management Office. Include major issues that were addressed in the study if any. Address changes in manpower requirements and Manpower Mix Criteria code by function if applicable.

6. Manpower Changes. A completed manpower summary table is included here (sample below). Include a copy of the proposed TDA as an enclosure to this document.

	CURRENT REQUIREMENTS				RECOMMENDED RQMTS			
	<u>MIL</u>	<u>CIV</u>	<u>CME</u>	<u>TOTAL</u>	<u>MIL</u>	<u>CIV</u>	<u>CME</u>	<u>TOTAL</u>
Office of the Commander	4	6	0	10	5	5	0	10
Strategic Initiatives Group	0	1	5	6	0	5	4	9
Civilian Personnel	0	18	0	18	0	12	0	12
Military Personnel	0	8	0	8	0	8	0	8
Resource Management	6	2	0	8	6	6	0	12
Information Management	6	22	14	42	5	18	12	35
TOTAL	16	57	19	92	16	54	16	86

7. Changes in Organizational Structure. Discuss study team recommended organizational design changes including realignment of functions, changes in command and control, creation and deletion of work centers. Include the recommended new organization chart with changes highlighted for emphasis.

8. Process Improvements. This paragraph should describe process improvements that the study team recommends in order to increase efficiency and effectiveness of operations within the organization. An example would be a recommendation to develop and maintain continuity books within each staff section for each major function in order to ensure understanding and continuation of effective operations.

9. Conclusion. Add any other comments here in this paragraph.

Encl

Signature block

Proposed TDA

PAR A	L N	TITLE	G R	POSC O	TYP E	RECOMMENDE D	MM C	RMK S
001		OFFICE OF THE DIRECTOR						
001	01	DIRECTOR	00	00340	ES	1	E	
001	02	DEPUTY	15	00301	GS	1	E	
001	03	ENLISTED ADVISOR	E9	42A50	NC	1	F	89
001	04	EXEC OFCR	O5	01A00	BI	1	H	
001	09	EXEC ASSISTANT	11	00301	GS	2	H	
		TOTAL				6		

PAR A	L N	TITLE	G R	POSC O	TYP E	RECOMMENDE D	MM C	RMK S
002		SIG						
002	01	CH, SIG	O6	01A00	BI	1	E	
002	02	STRATEGIST	O5	01A00	BI	1	H	92
002	03	STRATEGIST	14	00301	GS	3	H	
002	04	ORSA	14	1515	GS	1	H	
002	05	EXEC ASSISTANT	07	00326	GS	1	H	
		TOTAL				7		

PARAGRAPHS FOLLOW AS THE TDA IS DOCUMENTED

The Proposed TDA should include all positions recommended including Non-Add positions. Include Remarks Codes such as Active Guard and Reserve (Code 89 and 92), Other Services (Code 91), and CME (MM or MN). Use ALL CAPS for Column Titles and Position Titles.

Title of Organization being Studied

STUDY DATES: Month (MMM) FEA starts – Month (MMM) on-site portion ends, year

ANALYST: Title and last name of analyst (this and previous line is right justified)

1. WORK CENTER:

a. TITLE: Official name, name of higher organization.

b. UIC/PARAGRAPH NUMBER/CCNUM: (self explanatory).

2. WORKLOAD DATA PERIOD: Start date – end date (dd MMM yy – dd MMM yy).

3. MANPOWER SUMMARY: Provided below is a summary of all documented positions from the _____ table of distribution and allowances (TDA), the document used as the baseline for this study, along with the average on-board strength and the recommended manpower requirements which will be explained in paragraph 6 below.

	MILITARY	CIVILIAN	CME	NON-ADDS	TDA TOTAL	OTHER *	GRAND TOTAL
TDA Requirements	2	2	0	0	4		4
TDA Authorizations	0	1	0	0	1		1
Average On-Board Strength During Workload Data Period	0	3	0	0	3	2	5
Recommended	4	2	0	0	6		6
Delta (Recommended – Requirements)	2	0	0	0	2		2

* Specify here any "other" from on-board column and the number of months they were on-board; if none, delete asterisk above and this notation

Other includes:

- Mobilized Reservists/retiree recalls
- Directed Military Overstrength
- BMM / Troop Diversion / Excess Military
- Other Services / Joint
- Interns / Students / Overhires
- Non-documented Contractors

Include all documented positions from the TDA. The average On-Board Strength row should never be greater than the “Required” number of TDA positions; additional personnel would be documented as “Other” On-Board. All Borrowed Military Manpower (BMM), Troop Diversion, Directed Military Overstrength (DMO), and excess military should be detailed as “Other” with an explanatory annotation beneath the table.

In addition, civilian overhires, interns, students, non-documented Contract Man-year Equivalents (CMEs), and code 90 “planning positions” should be counted as Non-Adds and included in the summary as “Other”.

Provide CME contract details for each contract within the work center by function with the number of CMEs assigned during the baseline period (both documented and non-documented). This will address both enduring and surge CME efforts.

This table should be taken from **paragraph 1 (Manpower Summary)** of the “Summary of Analysis” slides, used during the final front end analysis (FEA) briefing, murder board, and IPR outbriefing to work center supervisor.

Subordinate Work Center Tables. If it is necessary to provide manpower summary tables for subordinate work centers, make summary table above paragraph 3a and create a paragraph 3b here with subparagraphs for each subordinate work center table.

4. MISSION: Provide mission statement as outlined in General Orders, Army Regulations, etc. (AR xx-x, dated 7 Feb 08). The preference is to use Army directives that govern the mission of the work center where appropriate. Specify the reference or source for this mission.

5. FUNCTIONS AND FUNCTIONAL DESCRIPTIONS: Bulletized list of major functions (try to keep within 5 to 7) and their descriptions. Include supervision/management and administrative support at the end if applicable. Cite specific directives if different than mission directive in paragraph 5 above. Examples of functions (w/o descriptions) are as follows:

- 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-x)
- Manages the Military Awards Program for the Command (AR-xx-x)

6. WORKLOAD ANALYSIS: *The most important part of the report.* You must provide rationale/justification for change/no change using analytical tools such as quantitative/qualitative methods, comparative analysis, logic investigative skills, fact/data/information to support your staffing recommendation, as well as the manpower not recommended. Directly address in your analysis what, if any, part of the workload being performed is either military essential or inherently governmental in nature.

Identify the Manpower Mix Criteria Code for all recommended positions under which this recommendation will be made. The analyst must clearly state if contractors are performing enduring workload or surge/temporary/project specific workload.

The analysis should be a detailed explanation of the rationale used as the qualitative bullets to justify TDA recommended changes from **paragraph 1 (Manpower Summary)** of the “Summary of Analysis” slides, used during the FEA briefing, murder board, and IPR out briefing to work center supervisor.

A table with a corresponding requirements computation should be used to depict the resultant requirements of the work center, based on the validated workload (by function) for the work center. This table should be the same one from **paragraph 2 (Workload Summary)** of the “Summary of Analysis” slides, used during the final front end analysis (FEA) briefing, murder board, and IPR out briefing to work center supervisor.

An example of this is provided below:

#	FUNCTION	WORKLOAD AND COUNTS	# MANHOURS (MIL/CIV - 1740)	# MANHOURS (CME - 2087)	TOTAL
1	Military Personnel Management	384 Officers	3,840	0	3,840
		857 Enlisted	8,570	0	8,570
2	Management of Efficiency Command Report Program	1307 OERs Processed	1,300	8,651	9,951
		6382 NCOERs Processed	775	0	775
3	Management of Command Military Awards Program	4506 Awards Processed	475	0	475
... Remainder Omitted ...					
TOTAL VALIDATED MAN-HOURS			17,894	9,168	27,062

$$27,062 / 1740 = 15.55 = \mathbf{16 \text{ Requirements}}$$

Function 1, Officer Personnel Management: Functions should be addressed in the same order they were listed in paragraph five above. They must be the same functions. If the Form 3 lists different functions that do not match those in paragraph 5 – or cannot be rolled up into those functions – this should have been identified in the first FEA review board. Supervision/Oversight and Administrative Support should be the last functions addressed if applicable.

- **Staffing:** How many people contributed workload during the study period? If there were vacancies, how did they impact the work center? Provide analysis for your recommended manpower – this information is taken primarily from the first paragraph of the Summary of Analysis slide. If staffing is affected by recommended changes to organizational structure (teams versus branches), then include information from paragraph 2 of your slides.
- **Workload:** All workload must be related to the major functions of the work center identified in the Baseline Submission Package, specifically in USAMAA Form 2, paragraph 5. It must be measurable; identify frequency; and identify man-hours validated for this function. Workload should be tied specifically to the function being addressed. These hours will directly tie into your recommended staffing.

- Backlog/Projected Workload: This information should be found in **paragraph 1 (Manpower Summary)** of the “Summary of Analysis” slides. Include a description of any workload that was not accomplished within the work center during the baseline study period. Address whether this backlog represented valid mission workload and the impact of not accomplishing it. Discuss both validated and non-validated backlog. Verified projected workload should be addressed here. This should include validated new mission workload and/or expanded mission responsibility (example, as a result of congressional or HQDA directed realignment of forces).
- Process Improvement: This section should address any existing process flow issues by function. This info, and corresponding proposed changes, should be taken from **paragraph 4 (Proposed Process Improvements)** from the “Summary of Analysis” slides, used during the final front end analysis (FEA) briefing, murder board, and IPR outbriefing to the work center supervisor. Any and all process issues should be addressed, even if they do not result in manpower savings. If necessary, include process graphics depicting the problems and/or proposed improvements. Focus on “quick wins” and be as specific as possible. Also include any input from our process improvement specialists and/or LSS Black Belts.

Examples provided below:

Function 1, Officer Personnel Management: The Officer Branch provides records management support for all officers assigned to the headquarters. This includes scheduling microfiche reviews, preparation for promotion board packets, and XXXXX.

- Staffing: The DAC Branch Chief, one officer and one DAC support this function accounting for 3,384 man-hours. The DAC Human Resource Specialist was deployed for ten months during the study period and an enlisted HR Specialist was borrowed from the Enlisted Personnel Management Branch during that time.
- Workload: 384 Officer supported, review and updated records twice a year (3,840 man-hours)
- Backlog/Projected Workload: There is currently no backlog in this function. There is valid projected workload that will begin in July 2011. The number of officers supported will increase by 774 once HQDA directed realignments are fully implemented. This workload is expected to include 774 man-hours to review and update records annually. In addition, the work center requested validation of approximately 350 hours to initiate records and set up accounts. However, the 350 hours represents one-time workload and is best handled by over-time or temporary assignment.
- Process Improvement: Currently, each officer record is reviewed by all branch personnel for quality management. These additional reviews are not efficient and historically have identified very few quality issues. The study team recommends that all records should be assigned to a specific analyst such as Analyst A is responsible for G1, G2 and G4 personnel and Analyst B is responsible for the command group, G3/5/7, G6 and G8. The Branch Chief could conduct random quality reviews to ensure a consistent, high-quality

product. This organization will eliminate duplication of effort and unnecessary record reviews.

Function 7, Supervision and Management: The Military Human Resources Division is composed of four branches (Officer Branch and Enlisted Branch) with a total of 29 personnel.

- Staffing: General supervisory functions are performed by the division chief and four branch chiefs, accounting for 4,716 man-hours per year.
- Workload: Due to the small size of the branches, branch chiefs are working supervisors providing supervision and management for six subordinate personnel in each branch.
- Backlog/Projected Workload: None.
- Process Improvement: None.

7. MANPOWER:

a. **MANPOWER RECOMMENDED:** State the number of personnel you are recommending based on your analysis. Your analysis above must support your recommended mix of military, civilian, and contractors. (Please note the explanation for your recommended manpower should be detailed in paragraph 6 in this report).

b. **MANPOWER NOT RECOMMENDED:** Provide the details for positions not recommended, but not the rationale; if necessary, refer to paragraph 6 above for the corresponding rationale. (Please note the explanation for your recommended manpower should be detailed in paragraph 6 in this report).

8. ORGANIZATIONAL DESIGN RECOMMENDATION: State whether there are any recommended changes or not, and if so, your rationale (consolidate small branches, etc.). This info, and corresponding proposed changes, should be taken from **paragraph 3 (Organizational Design Recommendation)** from the “Summary of Analysis” slides, used during the final front end analysis (FEA) briefing, murder board, and outbriefing to work center supervisor. Any and all organizational changes should be addressed, even if they do not result in manpower savings.

9. PROPOSED TDA: An example of a proposed TDA is provided below.

PARA	LN	TITLE	GR	POSCO	TYPE	RECOMMENDED	RMKS	MMC
053		MILITARY HR DIV						
053	01	DIR PERS DIV	O6	42A00	AG	1		F
053	02	BR CHIEF	O5	42A00	AG	2	89	F
053	03	SR PERS SP	14	00510	GS	2		H
053	04	PERS SP	07	00510	GS	7		H
053	05	SECY (OA)	06	00318	GS	1		H
053	06	CME	12	00510	CC	1	MN	G
		TOTAL				14		

Table instructions (for all tables):

- Use ARIAL 10 for everything, to include foot note for “other” under Manpower Summary Table
- Only use remarks code for AGR (89, 92), other Services (90 or 91), and CME (MM or MN)
- Use ALL CAPS for Column Titles

10. OTHER ISSUES/CONCERNS: If none, state “none.” This should be taken from **paragraph 5 (Other Issues/Concerns)** from the “Summary of Analysis” slides.

Additional Guidance for Writing Report (not part of the report format):

- Except for tables, use ARIAL 12 for font size and type.
- Note line spacing above; generally use a blank line (space) between all paragraphs and subparagraphs but no blank line (space) between bullets.
- Note justification above; generally use left justification for all paragraphs and subparagraphs, but not for bullets.
- Note blank spaces above; generally there are always two spaces after a period (“.”), to include a sentence, and after a colon (“:”), but only one space after a semi-colon (“;”) and after a comma (“,”).
- Margin is 1 inch on top (except for first page which includes study title) and bottom and 1.25 inches on both left and right sides.
- Do not delete a paragraph or subparagraph. If there is no data, state so.
- Use caution with cutting and pasting, as it may affect the report format.
- Consult with Study Team Leader if you have questions.