GUIDELINES TO PREPARE A MANPOWER BASELINE SUBMISSION PACKAGE

UNITED STATES ARMY MANPOWER ANALYSIS AGENCY

16 April 2009
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PART 1. INTRODUCTION:

The Baseline Submission Package (BSP) is intended to be a comprehensive document that provides an executive overview of the mission and functions, organizational structure, workload, and manpower resources of a work center. It is the foundation for a manpower study and the reference point for data and workforce analysis.

BSPs should be submitted at the work center level rather than being rolled up to a higher level. A work center is normally a Table of Distribution and Allowances (TDA) paragraph, i.e. team, branch, or division. It reflects the following information: (a) one layer of supervision, (b) the lowest level includes workers, e.g. branch chief, and the higher levels reflect overhead, e.g. Director’s Office. A work center is the basic working element organized to accomplish a similar function or functions.

There are four U.S. Army Manpower Analysis Agency (USAMAA) forms to be completed and submitted as part of your baseline submission. Form 4a may be supplemented by one or more Forms 4b. Forms include the following:

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

The use of these forms is required if USAMAA will be conducting the study. If an organization is conducting the study themselves, or using an independent third party, these forms are highly recommended as they provide a thorough guide to collecting the data necessary to complete a robust manpower analysis. Blank copies of these forms are provided at Enclosures 1 through 4 (which include 4a and 4b). Completion instructions are included in Part II below; an example of a completed BSP is provided at Enclosure 5.

The completed BSP for each work center (TDA paragraph), along with the following additional information and documents, will be submitted to the organization conducting the study no later than three weeks prior to on-site visits, in order to conduct front-end analysis:

- Name, phone number and email address of unit representative or point of contact
- Copy of key personnel roster
- DoD/DA Directives, General Orders, Policy Letters, Pamphlets, Agreements, etc.
- Applicable Army/Joint Regulations
- Organization and Functions Manual
- Organizational Chart(s)
• Internal Manning Document(s)
• Complete copy of contracts that cover all Contract Man-year Equivalent (CME) workload captured in USAMAA Form 3. At a minimum, this will include the bid schedule, Statement of Work (SOW) or Performance Work Statement (PWS), relevant technical exhibits, relevant modifications, and task orders for the last three years
PART 2. INSTRUCTIONS FOR COMPLETING USAMAA FORMS: A blank copy of each form is provided at Enclosures 1 through 4. An example of a completed BSP is provided at Enclosure 5.

1. MANPOWER BASELINE SUBMISSION CHECKLIST (USAMAA FORM 1). This form is used as a coversheet for the organization to submit the complete BSP. 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. Please include a point of contact with contact information, as requested. The forms, documents, and information submitted (included) should be indicated on the form with the person’s initials; use “NA” for those items that are not applicable.

2. MANPOWER AND ORGANIZATIONAL SUMMARY (USAMAA FORM 2). The following information will be provided using this form:

PARAGRAPH 1: WORK CENTER TITLE. Formal full name (title) of work center from the TDA. If the work center title has changed, put the new title in parentheses after the TDA title.

PARAGRAPH 2: UIC/PARAGRAPH NUMBER/CCNUM. Manpower information from the TDA. The CCNUM will be provided by the organization conducting the study in order that the correct TDA document will be used as a baseline for the study.

PARAGRAPH 3: MANPOWER SUMMARY.

   a. Narrative. In this paragraph, provide a description of the personnel on-board in the work center during the baseline period (normally a 12-month timeframe). This narrative should include a discussion of vacancies (length of time and pending hiring actions), part-time and seasonal personnel, deployments of assigned personnel, and personnel on developmental assignments within the work center. Address all civilian, military, and contractors (CME) present in the work center including those documented on the work center’s TDA and excess personnel. Military personnel can be Active Guard and Reserve (AGR) codes 89 and 92, Borrowed Military Manpower (BMM), Troop Diversion, Directed Military Overstrength (DMO), excess military, and/or other Services/Joint personnel code 91 (provide audit trail with UIC/paragraph/line number where they are documented). Others not documented on the work center’s TDA include students, interns, overhires, and non-documented CMEs. For definitions of the above terms, please see the glossary included in the Studies Standard Operating Procedures or AR 570-4, Manpower Management. Provide a complete copy of contracts that cover all CME workload captured in USAMAA Form 3. At a minimum, this will include the bid schedule, SOW or PWS, relevant technical exhibits, relevant modifications, and task orders for the last three years. This includes both documented and non-documented contractors supporting the work center.
b. Summary Table. A blank summary table is included below. Include all documented positions (excluding Non-Adds) on the TDA Total portion (the first 7 columns). All Non-Add positions to include overhires, AGRs, BMM, Troop Diversion, DMO, excess military, military from other Services, and non-documented contractors should be detailed as “Other” with an explanatory annotation beneath the table. In addition, code 90 “planning positions” should be counted as Non-Adds and included in the summary as “Other”. The On-Board number should never be greater than the “Required” number of TDA positions; additional (excess) personnel would be documented as “Other” on-board. If the work center has reorganized since the baseline TDA, continue to use the baseline document but also include a crosswalk between the baseline TDA and the current organization. Army Regulation (AR) 570-4, Section 4-9 states:

*A moratorium on changes in organization and manpower requirements will normally be imposed 6 months before a scheduled survey/study; this moratorium on changes will enable collection of valid workload and utilization data. Proposed changes in organization or requirements will be presented to and considered by the manpower requirements determination team. Proposed changes should also be presented to the servicing personnel office for review of title, series, and grades and position structure improvements.

An example of a completed summary chart is provided as part of Enclosure 5.

<table>
<thead>
<tr>
<th>Documented TDA Positions</th>
<th>Non-Add TDA Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>OFF</td>
<td>WO</td>
</tr>
<tr>
<td>TDA Required</td>
<td></td>
</tr>
<tr>
<td>TDA Authorized</td>
<td></td>
</tr>
<tr>
<td>On-Board Strength</td>
<td></td>
</tr>
</tbody>
</table>

Manpower data is based on three primary sources:

- HQDA approved Force Management System Web (FMSWeb) documents
- Latest resource guidance Structure and Manpower Allocation System (SAMAS)/Program Budget Guidance (PBG)
- Internal manning documents with names against positions (used for capturing numbers in “On-Board Strength” row only)
PARAGRAPHS 4 and 5: MISSION AND FUNCTIONS. The mission is normally defined in the organization’s charter to operate. A function is a description of work performed, which is directly required by the mission. The mission and functions will address what the work center does and why the function(s) is performed. This information must be tied to the work center’s workload when completing USAMAA Form 3 (see paragraph 6 and Form 3 below). Additionally, even though each function consists of tasks, and each task consists of sub-tasks that must be considered when identifying the work center’s workload, the focus here is to identify major functions of the work center. Paragraph 5 (Functions and Functional Definitions) should contain a list of major functions with a detailed narrative description for each. Some of the documents that contain mission and functions are:

- DoD/HQDA directives
- Organization and Functions Manual (10-xx series)
- Policy letters, pamphlets, agreements, etc.

PARAGRAPHS 6: WORKLOAD. This is defined as the work center’s major output, product, or service in a specified time period (normally one year). This paragraph should address workload frequency and length of time to complete. How often is the workload and what external decision/factor drives that frequency? How long do the tasks take to accomplish? What influences that time? A work center may have several unique categories of workload (products or services). The associated number of products produced or entities serviced per year is the workload count. Mandatory training to include Prevention of Sexual Harassment (POSH), Subversion and Espionage Directed against the Army (SAEDA), Ethics, and Information Assurance as well as physical training for both military and civilians should not be counted in workload. All workload identified and submitted with your baseline data must be validated through an on-site audit or by other measurement techniques, such as gathering data from an authoritative source.

The study period is normally one year and ideally one year of workload data should be captured. However, this data collection period could be influenced by the amount of time it takes to complete the functional process. 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 two-year workload and collection period would be required. Therefore, it is important that the organization evaluate the data collection period and ensure it is representative of a normal period of work.

There are different ways to present workload data for analysis. This package uses the format at Enclosure 3 (USAMAA Form 3). The work center’s workload is depicted functionally with workload and workload counts. Workload samples are listed below:
General
- Reports Generated
- Orders Completed
- Computer Users Supported
- Customers Received and Processed
- Accidents Investigated
- Vehicles Inspected
- Facilities Certified

Contract Services
- Contracts Awarded:
  - $25K and Below
  - $25K - $250K
  - $250K and Above (etc.)
- Incremental Funding Modifications Completed
- Administrative Reports Completed
- Source Selection Boards Supported
- Sampling Programs Managed
- Contract Proposals Prepared
- Post-Award Contracts Managed

Legal Services
- Courts-Martial Supported (Contested and Uncontested)
- Administrative Boards Attended
- Queries and Consultations Completed
- Trials Supported
- Reprimand Letters Prepared
- Claims Investigated

Medical Services
- Patients Treated
- Medical Orders Completed
- Samples Analyzed
- Pieces of Equipment Maintained
- Reports or Records Filed

**PARAGRAPH 7: BACKLOG.** The work center needs to include a discussion of any valid mission workload that was not accomplished during the baseline study period. This discussion should answer the following questions for each area of workload backlog. An example is included in the sample BSP at Enclosure 5.

- What workload is the work center unable to get done or complete within a required time period?
• Why is this workload not being done?
• How much workload is not being done? Backlog must be quantified; for example, the number of awards that could not be processed. It must also correspond to the work center’s workload and must be tied to the mission and functions listed in paragraphs 4 and 5.
• What is the impact if this backlog is not completed particularly with respect to readiness?
• Have process improvement studies been conducted to ensure that best business practices are being used?
• What are the estimated man-hours required to eliminate the backlog?

PARAGRAPH 8: ORGANIZATIONAL STRUCTURE. The organizational 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. Only a simple organizational chart of the work center is needed. The organizational chart should depict at least one level above and one level below the work center (if applicable) with the actual work center block shaded. In addition to providing this chart in hard copy, request that this chart also be provided in an electronic format (Microsoft (MS) Word, PowerPoint, or Visio).

![Organizational Chart]

PARAGRAPH 9: WORK CENTER COMMENTS. This paragraph provides an opportunity for the organization to describe issues, concerns, or other topics, which impact the work center’s missions, functions, workload or required manning levels. Some examples of topics included in this section are 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.

3. FUNCTIONAL SUMMARY (USAMAA FORM 3). The Functional Summary form captures the functional description of workload and major functions provided on Form 2, paragraph 5. The form should display all major work center functions along with which assigned personnel executed the functions over the past 12 months. The functions listed and described under Mission and Functions in Form 2 should mirror the functions listed in Form 3. Workload is then listed for each function. There may be more than one type of workload and corresponding workload count for a function.
Example: A Headquarters (HQ) Human Resource Office may process performance appraisals for HQ military personnel (completed OERs/NCOERs) but also review appraisals for military personnel assigned to their subordinate commands.

The form also captures the amount of “Paid Overtime” for each position to be verified by the work center’s Resource Management Office. These overtime hours are then validated. Compensatory time, travel compensatory time, and credit hours are not validated and should not be included in overtime hours. Documented compensatory time shows surge workload; the employee works an additional two hours one day but takes two hours off at a later time. Compensatory time converts to overtime if it is not used within 26 pay periods. Travel compensatory time is similar to regular compensatory time except that it expires if not used within 26 pay periods. Unlike compensatory time, credit hours never expire or convert to overtime; however, no more than 24 hours may be documented at any time. Analysis of this functional workload will directly tie into recommended staffing.

4. INPUT-PROCESS-OUTPUT (IPO) ANALYSIS SHEET (USAMAA FORM 4a) AND PROCESS FLOW CHART (USAMAA FORM 4b). The work center must be able to explain the process or processes involved with each function; how is it done? USAMAA Form 4a includes a “Process” section that must be completed either as a step by step narrative or as a Process Flow Chart that is depicted by USAMAA Form 4b. If a process is very simple with few steps, the work center may choose to use the narrative approach. USAMAA Form 4b provides a visual depiction of the process that makes it easier to present and understand. The work center must complete Form 4a, but may choose whether to include Process Flow Charts (Form 4b) for each function. An example of a completed USAMAA Form 4a which uses both the Narrative and Process Flow Chart is on page 22.

a. Input-Process-Output (IPO) Analysis Sheet. This form should be rolled up to the functional level and include all functions. The following information will be provided:

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>List functions in order directly from USAMAA Form 2, paragraph 5.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHO</td>
<td>Who provides the information necessary to initiate an action on your part? (Who is your supplier?)</td>
</tr>
<tr>
<td>WHAT</td>
<td>What is the input received that drives your workload?</td>
</tr>
<tr>
<td>PROCESS</td>
<td>What actions are taken to develop the final product? How is the product developed?</td>
</tr>
<tr>
<td>WORKLOAD</td>
<td>What form/product does the process result in?</td>
</tr>
<tr>
<td>TO WHOM</td>
<td>Who is the workload (output) delivered to/developed for? Who is your customer?</td>
</tr>
</tbody>
</table>
b. Process Flow Chart. A Process Flow Chart is a simple diagram that answers how the work is done. It maps a process step by step to be easily analyzed by the study team. The work center has the choice to use this form instead of providing a narrative, step by step process description. If the work center chooses to incorporate a Flow Chart, they should list the function and then insert “Please see attached Process Flow Chart” in the Process column of USAMAA Form 4a when applicable. Please provide these charts to the study team in an electronic format (MS Word, PowerPoint, or Visio).

The flow chart starts with a customer requesting a product or service and ends with the completion of the product or service. The process shows how workload is accomplished within the work center. This depiction of steps and sequence allows for analysis and identification of process improvements. A basic Process Flow Chart framework is provided at Enclosure 4.
PART 3. FREQUENTLY ASKED QUESTIONS:

1. **What information is needed and at what level of detail?** The level of detail must be at the functional level rather than the individual level. The minimum information required in your BSP is included in the USAMAA forms that must be completed (see Enclosures 1 through 4). However, providing additional detailed information will better assist the study team in providing the best manpower and organizational analysis.

2. **What are the types of analytical approaches the Study Team will use?** Specific workload measurement approaches will vary based on the type of work center. Depending upon the type of work found in the work center, the manpower baseline information required for each work center can vary considerably. Each work center will be analyzed using the U. S. Army Manpower Requirements Five Phased Approach. A copy of this Five Phased Approach is included on the USAMAA website: [http://www.asamra.army.mil/usamaa](http://www.asamra.army.mil/usamaa).

3. **How do we account for vacant positions?** Vacant positions will be reported for each work center on the Functional Summary (USAMAA Form 3) by listing the vacant position(s) in column headings, as shown in the example provided in Enclosure 5. The length of the vacancy (in months) can be determined by subtracting the “# of months on-board over the last 12 months” from 12 months. Any workload performed by “Other” personnel (BMM, Troop Diversion, DMOs, AGRs, non-documented CMEs, overhires, other Services, etc.) will be indicated on this form as well.

4. **How do we account for contractor workload?** Contractor workload must be captured. A copy of the contract(s) that covers all CME workload included in USAMAA Form 3 must be provided as an attachment in the baseline package. At a minimum, this will include the bid schedule, SOW or PWS, relevant technical exhibits, relevant modifications, and task orders for the past three years. Workload will be assessed in its entirety, no matter who is performing the work.
PART 4. ENCLOSURES:

1 – Manpower Baseline Submission Checklist (USAMAA Form 1)
2 – Manpower and Organizational Summary (USAMAA Form 2)
3 – Functional Summary (USAMAA Form 3)
4a – Input-Process-Output (IPO) Analysis Sheet (USAMAA Form 4a)
4b – Process Flow Chart (USAMAA Form 4b)
5 – Example of Completed Submission Package (required forms only)
ENCLOSURE 1: Manpower Baseline Submission Checklist (USAMAA Form 1)

<table>
<thead>
<tr>
<th>Forms, Documents and Information</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>USAMAA Forms:</strong></td>
<td></td>
</tr>
<tr>
<td>Manpower and Organizational Summary (USAMAA Form 2)</td>
<td></td>
</tr>
<tr>
<td>Functional Summary (USAMAA Form 3)</td>
<td></td>
</tr>
<tr>
<td>Input-Process-Output (IPO) Analysis Sheet (USAMAA Form 4a)</td>
<td></td>
</tr>
<tr>
<td>Process Flow Chart (USAMAA Form 4b)</td>
<td></td>
</tr>
<tr>
<td><strong>Additional Documents or Information Required:</strong></td>
<td></td>
</tr>
<tr>
<td>DoD/DA Directives, General Orders, and Policy Letters</td>
<td></td>
</tr>
<tr>
<td>Applicable Army/Joint Regulations or Pamphlets (reference number only)</td>
<td></td>
</tr>
<tr>
<td>Organization and Functions Manual</td>
<td></td>
</tr>
<tr>
<td>Organizational Chart(s)</td>
<td></td>
</tr>
<tr>
<td>Internal Manning Document(s)</td>
<td></td>
</tr>
<tr>
<td><strong>Other Applicable Documents (List Below):</strong></td>
<td></td>
</tr>
</tbody>
</table>

Submitted by Commander/Director/Designated Official:

Name: __________________________________________

Signature: ______________________________________

Position: _______________________________________

Date: ________________________________

POC and Contact Info: __________________________

USAMAA FORM 1

ENCLOSURE 1
ENCLOSURE 2: Manpower and Organizational Summary (USAMAA Form 2)

1. **WORK CENTER TITLE.**

2. **UIC/PARAGRAPH NUMBER/CCNUM.**

3. **MANPOWER SUMMARY.**
   
a. Narrative.

b. Summary Table.

<table>
<thead>
<tr>
<th></th>
<th>OFF</th>
<th>WO</th>
<th>ENL</th>
<th>MIL TOTAL</th>
<th>CIV</th>
<th>CME</th>
<th>TDA TOTAL</th>
<th>OTHER*</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDA Required</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>TDA Authorized</td>
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<tr>
<td>On-Board Strength</td>
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</tr>
</tbody>
</table>

*Other:
- AGRs / DMOs
- BMM / Troop Diversion / Excess Military
- Other Services / Joint
- Interns / Students / Overhires
- Non-documentated Contractors

4. **MISSION.**

5. **FUNCTIONS AND FUNCTIONAL DESCRIPTIONS.**

6. **WORKLOAD.**

7. **BACKLOG.**

8. **ORGANIZATIONAL STRUCTURE** (Depict on organizational chart).

9. **WORK CENTER COMMENTS.**
## ENCLOSURE 3: Functional Summary (USAMAA Form 3)

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>Workload</th>
<th>Workload Counts</th>
<th>Person A</th>
<th>Person B</th>
<th>Person C</th>
<th>Person D</th>
<th><em>etc</em></th>
<th>ALL</th>
</tr>
</thead>
<tbody>
<tr>
<td># MONTHS ON BOARD OVER LAST 12 MONTHS:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PARA/ LN FOR EACH INCUMBENT (WXXAAA/0110)</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Function #1</td>
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<tr>
<td>Function #2</td>
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<tr>
<td>Function #3</td>
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<tr>
<td>Function #4</td>
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<td>...etc...</td>
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<tr>
<td>Paid Overtime Hours</td>
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<tr>
<td>GRAND TOTAL</td>
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</tr>
</tbody>
</table>

Instructions: Input the Names of the people in your organization in place of the placeholder "person letters" below. Type in the hours/time spent on each task below the person's name. Include all types of labor force.
## INPUT-PROCESS-OUTPUT ANALYSIS SHEET

### WORK CENTER PRODUCTS, PROCESSES AND RELATIONSHIPS

**ORGANIZATION:** XXXXXXXXXXXXXXXXXXX

**INSTRUCTIONS:** When completing the spreadsheet below, focus on answering the following questions:

- **FUNCTION:** List functions in order directly from USAMAA Form 2, paragraph 5.
- **WHO:** Who provides the information necessary to initiate an action on your part? (Who is your supplier?)
- **WHAT:** What is the input received that drives your workload?
- **PROCESS:** What actions are taken to develop the final product? How is the product developed?
- **WORKLOAD:** What form/product does the process result in?
- **TO WHOM:** Who is the workload (output) delivered to/developed for? Who is your customer?

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>WHO</th>
<th>WHAT</th>
<th>PROCESS</th>
<th>WORKLOAD</th>
<th>TO WHOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>#2</td>
<td></td>
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<td>#3</td>
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<td>#4</td>
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<td>#5</td>
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<tr>
<td>#6</td>
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</tr>
</tbody>
</table>
ENCLOSURE 4b: Process Flow Chart (USAMAA Form 4b)
Enclosure 5: Example of Completed Submission Package (required forms only)

Example of Manpower Baseline Submission Checklist (USAMAA Form 1)

<table>
<thead>
<tr>
<th>Forms, Documents and Information</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>USAMAA Forms:</strong></td>
<td></td>
</tr>
<tr>
<td>Manpower and Organizational Summary (USAMAA Form 2)</td>
<td>JMS</td>
</tr>
<tr>
<td>Functional Summary (USAMAA Form 3)</td>
<td>JMS</td>
</tr>
<tr>
<td>Input-Process-Output (IPO) Analysis Sheet (USAMAA Form 4a)</td>
<td>JMS</td>
</tr>
<tr>
<td>Process Flow Charts (USAMAA Form 4b)</td>
<td>JMS</td>
</tr>
<tr>
<td><strong>Additional Documents or Information Required:</strong></td>
<td></td>
</tr>
<tr>
<td>DoD/DA Directives, General Orders, and Policy Letters (Reference Number Only)</td>
<td>JMS</td>
</tr>
<tr>
<td>Applicable Army/Joint Regulations or Pamphlets</td>
<td>JMS</td>
</tr>
<tr>
<td>Organization and Functions Manual</td>
<td>JMS</td>
</tr>
<tr>
<td>Organizational Chart(s)</td>
<td>JMS</td>
</tr>
<tr>
<td>Internal Manning Document(s)</td>
<td>JMS</td>
</tr>
<tr>
<td><strong>Other Applicable Documents (List Below):</strong></td>
<td></td>
</tr>
<tr>
<td>Installation Map with highlighted office locations</td>
<td>JMS</td>
</tr>
</tbody>
</table>

Submitted by Commander/Director/Designated Official:

Name: Joan M. Strong

Signature: SIGNATURE

Position: Director

Date: 01 Jan 2009

POC and Contact Info: John Doe, phone number, email address
Example of Manpower and Organizational Summary

1. **WORK CENTER TITLE.** Military Personnel Division

2. **UIC/PARAGRAPH NUMBER/CCNUM.** WX10AA / 110 / 0110

3. **MANPOWER SUMMARY.** There are currently eight personnel on-board in the work center. This includes one military officer, four Department of the Army civilians, two non-documented CMEs and one civilian overhire. The CMEs perform enduring workload in support of Government Contract Number XX-XXXXX and the Statement of Work is attached. The enlisted position has been vacant for three years.

<table>
<thead>
<tr>
<th></th>
<th>OFF</th>
<th>WO</th>
<th>ENL</th>
<th>MIL TOTAL</th>
<th>CIV</th>
<th>CME</th>
<th>TDA TOTAL</th>
<th>OTHER*</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TDA Required</strong></td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td><strong>TDA Authorized</strong></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td><strong>On-Board Strength</strong></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
</tbody>
</table>

*Others:
- AGRs / DMOs - N/A
- BMM / Troop Diversion / Excess Military - N/A
- Other Services / Joint - N/A
- Interns / Students / Overhires - One overhire has been on-board for six months
- Non-documented Contractors - Two non-documented CMEs have supported the work center for over a year

4. **MISSION.** Provide quality Human Resource support to the Command for the full spectrum of HR programs, policies, and human capital assets throughout the HR life cycle model. Source of the mission is General Order #5, Unified Command Plan, and military personnel. Army Regulations (AR) 609 series governs this mission.
Example of Manpower and Organizational Summary (Continued)

5. **FUNCTIONS AND FUNCTIONAL DEFINITIONS.**

- **Manages the Efficiency Report Program for the Command (AR-XX):** Responsible for all facets of the Officer and Non-Commissioned Officer evaluation process to include management of rating schemes, permanent change of station status, and accuracy of official personnel records.

- **Manages the Military Awards Program for the Command (AR-XX):** Responsible for providing guidance and management of the command military awards programs to include: award actions, Award Board membership and procedures, special awards, and statistical reporting requirements.

- **Provides cradle to grave Officer Personnel Management support to the headquarters (AR 600-XX):** Responsible for all facets of Human Resource management of officers to include: strength management, policy and directives, career management and progression, quality of life programs, and personnel aspects of force modernization.

- **Provides limited Enlisted Personnel Management support to the Command and attached FORSCOM units (AR 600-XX):** Responsible for management of Enlisted personnel to include: strength management, retention, training and development, promotions, and quality of life programs.

6. **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 Headquarters military personnel and oversight of approximately 6000 military personnel within three (3) subordinate commands.

- 237 Officers supported, reviewed and updated records twice a year
- 1,359 Enlisted Personnel supported, reviewed and updated records annually
- 7,689 efficiency reports processed annually
- 4,506 award packets processed annually
Example of Manpower and Organizational Summary (Continued)

7. **BACKLOG.** Current staffing is not able to accomplish all the required functions of the Military Personnel Division. Elimination of division backlog would require an estimated 1307 man-hours as detailed below. During the study period fifty-one (51) military evaluations were processed past the due date. Our mission is to provide quality support to our military and ensure evaluations are processed in a timely manner. To eliminate this backlog would require a minimum of 102 man-hours. In addition, approximately 600 awards packages were delayed and in 43 cases, award packages were not completed in time for the retirement ceremony. This results in an estimated backlog of 965 man-hours. This division was strongly affected by individual and unit deployments within the command requiring increased support to both military members and their families. Increased emphasis on family readiness and support to Soldiers returning from combat has increased workload that cannot be put on hold. An estimated 240 man-hours will be required to handle the accrued backlog. No process improvement studies were conducted.

8. **ORGANIZATIONAL STRUCTURE.**

```
DCS, G1
    Military HR Div
        First Branch  Second Branch  Third Branch
```

9. **WORK CENTER COMMENTS.**

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.

The two CMEs have been on-board for the past year providing IT support to the division. This contract was awarded until the installation Directorate of Information Management takes over that responsibility next year. The CME support will no longer be needed after July 10.

The civilian overhire has been on-board since March 09 performing administrative support when the Enlisted administrative requirement was removed during the 71L reduction. This requirement is fully work loaded and should be documented.
Example of Functional Summary (USAMAA Form 3)

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>Workload</th>
<th>Workload Counts</th>
<th>COL Jones</th>
<th>Vacant SGT</th>
<th>Mr. Smith</th>
<th>Ms. Lee</th>
<th>Ms. Reed CME</th>
<th><em>etc</em></th>
<th>ALL</th>
</tr>
</thead>
<tbody>
<tr>
<td># MONTHS ON BOARD OVER LAST 12 MONTHS:</td>
<td></td>
<td>12</td>
<td>0</td>
<td>12</td>
<td>6</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PARA/LN FOR EA INCUMBENT (WXXAAAA/0110)</td>
<td></td>
<td>001/01</td>
<td>001/02</td>
<td>001/03</td>
<td>Over-Hire</td>
<td>Not Doc</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#1 Manages the Efficiency Report Program for the Command</td>
<td>Number of Completed OERs</td>
<td>1307</td>
<td>50</td>
<td>0</td>
<td>600</td>
<td>250</td>
<td>400</td>
<td>1300</td>
<td></td>
</tr>
<tr>
<td>Number of Completed NCOERs</td>
<td>6382</td>
<td>175</td>
<td>0</td>
<td>250</td>
<td>50</td>
<td>300</td>
<td>775</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#2 Manages the Military Awards Program for the Command</td>
<td>Number of Processed Awards</td>
<td>4506</td>
<td>150</td>
<td>0</td>
<td>50</td>
<td>50</td>
<td>225</td>
<td>475</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>2030</td>
<td>0</td>
<td>1810</td>
<td>870</td>
<td>1920</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid Overtime Hours</td>
<td>NA</td>
<td>NA</td>
<td>40</td>
<td>0</td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>2030</td>
<td>0</td>
<td>1850</td>
<td>870</td>
<td>1920</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Include Workload and Workload Counts for each applicable major Function. Instructions: Input the names of the people in your organization in place of the placeholder "person letters" below. Type in the hours/time spent on each task below the person's name. Include all types of labor force.

...Remainder Omitted.....
**Example of Input-Process-Output Analysis Sheet (USAMAA Form 4a)**

**ORGANIZATION:** XYZ, Military HR Div

Work Center Products, Processes, and Relationships

**INSTRUCTIONS:** When completing the spreadsheet below, focus on answering the following questions:

**FUNCTION**  List functions in order directly from USAMAA Form 2, paragraph 5

**WHO**  Who provides the information necessary to initiate an action on your part? (Who is your supplier?)

**WHAT**  What is the input received that drives your workload?

**PROCESS**  What actions are taken to develop the final product? How is the product developed?

**WORKLOAD**  What form/product does the process result in?

**TO WHOM**  Who is the workload (output) delivered to/developed for? Who is your customer?

<table>
<thead>
<tr>
<th><strong>FUNCTION</strong></th>
<th><strong>WHO</strong></th>
<th><strong>WHAT</strong></th>
<th><strong>PROCESS</strong></th>
<th><strong>WORKLOAD</strong></th>
<th><strong>TO WHOM</strong></th>
</tr>
</thead>
</table>
| #1 Manages the Efficiency Report Program for the Command | Supervisor | Officer Evaluation Report | * Receive Officer Evaluation Report from Supervisor  
* Conduct initial review to ensure rating period and rating scheme are correct  
* Ensure adherence to Army Regulations  
* Conduct spelling, grammar, and format review  
* Have OER signed and dated  
Track until part of the Officer's permanent record | Completed OER | G1, HR |
| | HQDA, G1 | AR 623-3, Personnel Evaluation, DA Pam 623-3 | | | Officer |
| #2 Manages the Military Awards Program for the Command | Supervisor | Recommendation for Award Package | Please see attached Process Flow Chart for Function # 2 | Award Certificate and Medal | Supervisor |
| | HQDA, G1 | AR 600-8-22, Military Awards | | Completed Award | Soldier |

****** Remainder Omitted ******
Example of Process Flow Chart (USAMAA Form 4b)

FUNCTIONAL FLOW CHART

Receive Award Package

Review award package for eligibility

Eligible?

Yes → Edit package and prepare for Awards Board

No → Return to Requestor

Present to Awards Board

Approved?

Yes → Present to Awards Board

No → Enter into Personnel Record and Awards Log

Prepare Certificate & Permanent Award Order

Obtain signatures and return to requestor

Award Package Complete

Present to Awards Board

Approved?

Yes → Present to Awards Board

No → Enter into Personnel Record and Awards Log

Obtain signatures and return to requestor

Prepare Certificate & Permanent Award Order

Return to Requestor

Eligible?

Yes → Edit package and prepare for Awards Board

No → Return to Requestor

Receive Award Package