1. Purpose. These Terms of Reference will establish the responsibilities, scope, and procedures for the conduct of a manpower and organizational study of Headquarters, U.S. Army XXXXXX.

2. Objectives.

   a. The study will provide the Army leadership with a set of manpower and organizational recommendations for use in determining future workload-based requirements, redistributing manpower and authorizations, and other planning efforts.

   b. The study will provide a final comprehensive analytical report with findings and recommendations, along with possible organizational alternatives for HQ, XXXXXX. The final report will be distributed to the XXXXXX.

   c. The results of the final adjudicated study will be documented in official Army systems (e.g., The Army Authorization and Documentation System).

3. Scope. The Study will include an analysis of all missions, functions and workload associated with the HQ, XXXXXX, and work linked to other activities within XXXXXX in sufficient detail to determine the minimum essential manpower requirements.

4. Methodology.

   a. Analytical Approach. U.S. Army Manpower Analysis Agency (USAMAA) will lead a team that will utilize a detailed, structured, analytical approach, which assures consideration is given to all pertinent workload, manpower, mission and functional data. The Five Phased Study approach, along with modeling techniques, will be used for this study. In addition, we will conduct process reviews of major lines of business in order to apply lean six sigma principles.

   b. Workload Source. USAMAA will review the current command approved documentation and milestones. HQ, XXXXXX will be required to prepare and submit baseline packages describing the missions, functions, workload, and personnel utilization by major mission area. The baseline period for the study will be one year (1 Jan – 31 Dec XX). Projected changes in workload and missions will be part of this analysis; however, official mission directives will have to be provided in order to substantiate any requested changes in resources.
c. Analysis. USAMAA will analyze the baseline data provided, and through extensive coordination and analysis with the Army staff, substantiate any requested changes prior to going on-site for further data collection and analysis. As an example, USAMAA will work closely with Army staff elements in order to determine the potential impact on HQ, XXXXXX when XXXXX transforms from a major subordinate command (MSC) of HQ, XXXXXX into a stand alone Army Command.

d. Prior to going on-site, USAMAA will identify to HQ, XXXXXX which offices and functional areas require additional on-site data collection and analysis. As opposed to previous studies conducted by USAMAA, we will not interview the majority of employees – only those areas designated needing further analysis. For those areas indicated, USAMAA’s Study Team members will interview directors, division chiefs, branch chiefs, and other key personnel, as required. Employee group interviews will also be conducted to ensure we fully understand the processes and workload of each work center.

5. Responsibilities.

a. HQs, XXXXXX will:

   (1) Provide a Point of Contact (POC) within the organization for coordination with the USAMAA Study Team.

   (2) Submit a baseline submission package (BSP) in accordance with follow-on USAMAA guidance. This BSP will include the following:

      (a) Current Missions and Functions Manual or equivalent.

      (b) Current manpower resources by work center by category (OFF, WO, ENL, CIV, CONTRACTOR, ETC.).

      (c) Aggregate task level information for all work centers and for new missions.

      (3) Provide access to missions, functions, and workload documents and files, including database information, to confirm missions.

      (4) Identify other sources of manpower by work center (temporary, part-time, when actually employed, volunteers, contract man-years and borrowed/special duty).

      (5) Have available staff directories and organizational charts.

      (6) Have available additional material that has a bearing on the manpower requirements or the organizational structure.

      (7) Provide any formal or informal directives that deal with manpower activities and policies.
(8) Provide additional appropriate materials as requested by the Study Director or Team Chief.

(9) Provide command briefings.

(10) Provide an entrance briefing to the USAMAA Study Team on the selected work center to include its organizational overview, vision, issues and current and proposed organizational structure and size.

(11) Provide office/work space and access to a telephone, copier, laser jet printer, and fax machine. Provide badges as appropriate.

(12) Be responsible for the formulation of any actions resulting from the USAMAA analytical efforts, including internal resource decisions.

b. USAMAA will:

(1) Provide pre-survey guidance regarding the study.

(2) Conduct formal and informal entrance and exit briefings.

(3) Develop manpower staffing guidelines, benchmarks and approaches for conduct of the study.

(4) Develop rationale with supporting justification of all manpower and organizational recommendations.

(5) Prepare executive summary reports of findings and recommendations, along with work center level reports.

(6) Build a draft manpower document based on the Study Team’s recommendations.

6. Funding. This is an Army leadership directed study which will be funded by the U.S. Army Manpower Analysis Agency.

7. Schedule. The tentative on-site study period will be during the period of DD MMM YYYY to DD MMM YYYY.

8. Deliverables. An Executive Summary and individual work center level reports with specific recommendations will be provided to HQ, XXXXXX within 30 days of final on-site visit. Report recommendations will be workload-based and/or developed through modeling techniques, and will have a level of specificity to allow HQ, XXXXXX to respond to specific recommendations. HQ, XXXXXX will have an opportunity to respond in writing within 30 days of receipt of report to reclama any recommendations.
USAMAA will review this input, coordinate issues with the Army staff, and make final recommendations for approval to the Special Assistant (Manpower and Resources), Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs).

9. Amendments. This TOR can be amended, as additional information is made available from XXXXXX or USAMAA. All parties must agree to such amendments.

10. POC. The USAMAA POC is ______________ at DSN 655-XXXX.

AUTHENTICATION/ACCEPTANCE:

USAMAA: HQ, XXXXXX:

JAY D. ARONOWITZ XXXXXX
Director Brigadier General, U.S. Army
U.S. Army Manpower Deputy Chief of Staff, XXX Analysis Agency