US Army Manpower Analysis Agency
Frequently Asked Questions

- Questions are grouped into 5 primary focus areas: General, Studies, Modeling, Concept Plans, and Process Improvement
- To access answer, place your cursor on the question, hold down the Ctrl button and click your mouse.

GENERAL
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General:

Why do we care about manpower requirements being workload based? Why not have requirements equal authorizations?
A: US Code, Title 10, Section 129, states that manpower requirements must be workload based. Requirements should equal the amount of manpower required to execute the mandated mission. The reality of resource constraints is introduced when HQDA allocates authorizations through the Total Army Analysis (TAA) process. The delta between authorizations and requirements serves as a point of departure for discussing risk. At this point, the decision makers should be making risk-based trade-offs when determining which requirements are filled and which are not. Arbitrarily setting requirements equal to authorizations ignores the risk, rather than accepting, mitigating, or transferring it. Validated requirements serve as a baseline for resourcing from which authorization levels can be better informed.

How does USAMAA account for overhires?
A: Overhires are a valid source of manpower. Understanding how many and what kinds of people are working in your agency helps to get an idea of the workload your agency is already resourcing. Non-standard personnel affect the end state as much as permanent positions. If the overhires are executing valid workload, their positions should become part of the requirement. If they are not, then the organization should question their use.

Where can you go to get support for determining workload drivers?
A: The best source are the functional leads. You ask "What is it that makes you have to do more or less of what you do?”, then, “What causes that to go up or down?” This continues until the answer is a variable that is programmable (can be forecasted) in a reliable way.

What does an organization do about documenting reimbursable positions?
A: Like all requirements, if these positions are enduring, then a concept plan, with supporting workload justification, should be submitted to document these requirements. This will help capture the complete manpower requirements of the organization, no matter how these requirements are resourced.

How is an enduring requirement defined?
A: Since AR 570-4 defines a term position as one “for more than one year but not more than 4 years,” we can infer that an enduring requirement is one with duration of more than 4 years.

Are commands/organizations allowed to contact their USAMAA command analyst directly?
A: Yes, by all means, we will work directly with anyone at any level and we urge USAMAA participation in manpower requirements determination efforts in their earliest stages to provide technical advice and address issues as they occur, rather than at the end of the project. Individuals are encouraged to utilize their chain of command and should check with your organization’s manpower shop first to ask your question. They may be able to give you the help you are looking for.

How does USAMAA define a work center?
A: As defined in our training briefing: “A work center is the basic working element organized to accomplish a specific function or similar functions. It is normally a TDA paragraph, i.e. team, branch, or division,” however, this may not always be the case.
Process Improvements:

Are all work centers, in multiple locations, reviewed for process improvements within an organization?
A: All locations of the work, no matter where they are located, are reviewed. Organizations are ultimately dependent upon the various functional tasks, duties and responsibilities at all sections, branches and divisions, and their dispersed elements. All parts of organizations make up the sum of the whole that supports the mission of that organization and its response to the mission that it was given to support the Department of Defense.

How does process analysis affect study timelines?
A: Overall process improvement and analysis efforts are a value-added portion of a manpower study and if done succinctly, do not affect the study timeline. USAMAA recommends a “high-level” process mapping effort be done prior to or in conjunction with the preparation of the Baseline Package. These areas are considered the ones where there will be the most gain or value into recognizing the overall organization’s mission and how all of the “working parts” come together to perform that mission. Ultimately, the organization decides which particular areas they may want to key in upon for process improvement analysis, rather than the entire organization, if the leadership has noted “pain” within certain functional areas.

Can process improvements be considered before Baseline Submission packages? Can USAMAA assist us in this process?
A: “High-level” process maps can commence before and/or during the preparation of the Baseline Submission Packages. Actual process improvements will not flush out until the actual process of the study has begun. At that time, there may be some “JUST DO IT” actions that will become visible to the organization as it begins to gather workload and relook its distribution, which would bring to the forefront an immediate process improvement.

Is the ultimate goal to reduce cost, eliminate waste or improve production by utilizing process improvement?
A: USAMAA’s objective of process improvement within manpower requirements determination begins with the process mapping of the functions accomplished within an entire organization or within a work center. Process mapping can define “bottlenecks, work stoppages, and delays” in the performance of its mission. Although cost reduction, elimination of waste and productivity improvement are vital within any functional work center, cost avoidance is just as important and is the core of USAMAA’s process improvement focus within manpower requirements determination. USAMAA seeks to learn what causes things to happen and then uses this to (1) reduce variation, (2) remove activities or tasks that have no value to the work center or organization, (3) implement cost avoidance throughout the organization’s resources, and (4) improve customer (internal/external) satisfaction.

When should processes analysis occur?
A: You will start to identify key processes in phase two during Front End Analysis using process mapping. At this point, there may be obvious ways to streamline the process. As the manpower model development or single point study continues, a more intensive process improvement effort may be an offshoot of the manpower analysis. The data requirements for an in-depth process improvement project are far more intensive than for a manpower analysis, and may take a considerably longer time to execute. Manpower analysis and process improvements may be complementary efforts, but they are not identical.