INCLUDES CHANGES 1 and 2

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MANPOWER AND EQUIPMENT CONTROL

STAFFING GUIDE FOR ARMY NATIONAL GUARD MILITARY PERSONNEL MANAGEMENT OFFICES

Summary. This pamphlet outlines the organization, mission and functions of Army National Guard Military Personnel Management Offices. Staffing tables in this pamphlet reflect the results of manpower staffing standards studies (MS-3) conducted by the Army National Guard Manpower Division (NGB-ARM).

Applicability. This pamphlet applies only to Army National Guard Military Personnel Management Offices.

Interim Changes. Interim changes are not official unless authenticated by the Executive, National Guard Bureau. Interim changes will be destroyed on their expiration dates unless sooner superceded or rescinded.

Suggested Improvements. The proponent of this pamphlet is the Army Manpower Division, National Guard Bureau. Users of this pamphlet are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ARNG OAC, NGB-ARM-V, Bldg E6812, Aberdeen Proving Ground, MD 21010-5420.

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Chapter 1

Introduction

Section I

Nature and Purpose of Staffing Guide

1-1. Purpose.

a. This staffing guide provides guidance for determining the number and types of personnel required to operate National Guard Military Personnel Management Offices.

b. The workload factors contained in this guide are designed to be applicable to all ARNG activities with the exception of Guam. These workload factors will assist managers in the field in determining manpower requirements.

1-2. General Applicability of the Staffing Guide.

a. Manpower. Staffing tables indicate all required manpower regardless of source. Staffing tables provide for a 40 hour a week operation unless otherwise noted and include allowances for non-available time such as annual and sick leave, training and orientation and military duties.

b. Operating Situations.

(1) Manpower requirements shown in this guide are those required to perform recognized federal functions under optimum operating situations.

(2) The staffing guide does not constitute an authorization for positions or personnel. The Support Personnel Manning Document (SPMD) issued by the Manpower Division. is the authorization for hiring authority to the states.

1-3. Use of the Staffing Guide in Manpower Surveys.

a. This guide will be used as a base document for identification of functions associated with each major work center.

b. This staffing guide will be revised periodically to reflect changes in manpower requirements based on current activities, organization and mission. The basic sources of information for revision of this guide are manpower survey reports, TDAs, organization and function manuals, directives issued by the Chief, National Guard Bureau and Department of the Army. Survey reports will be prepared in sufficient detail to provide sufficient information regarding workload, identification and definition of work units, number of personnel used and manhours expended.

c. New or revised functions, when appropriately validated, will be used. Workload data must be expressed in terms of the identified workload factor annotated on each staffing table.

d. Development of New Staffing Tables. When sufficient information is available, new staffing tables will be developed and incorporated into future changes or revisions of this guide.

e. Refinement of Existing Guide. For some functional areas, a staffing table has been provided, but no standards developed because of insufficient workload and manhour data. Validated manpower requirements for these areas will be determined following development of sufficient historical workload data.

1-4. Manpower Utilization.

a. While intended chiefly as a guide for determining proper manpower requirements for the performance of ARNG Military Personnel Management functions, this guide also has an important related objective, the conservation of manpower resources. In accordance with the Department of the Army (DA) policy of exercising utmost economy in use of manpower, every effort should be made to operate within recognized requirements or to operate with less manpower than indicated.

b. Staffing requirements based on guidelines established in this publication should be reduced when automatic data processing is used to accomplish the function or tasks; e.g., maintenance of records and preparation of reports.

1-5. Manpower Management.

a. A primary goal of the ARNG Directorate is to provide favorable and expeditious response to full time support manpower requests. To achieve desired manpower management objectives and conform to DA policy, the following procedures are followed by NGB-ARM prior to validating manpower requests.

(1) Analysis of mission and workload.

(2) Analysis of operating procedures.

(3) Review of all existing and proposed position descriptions to assist in determination of functional responsibilities.

(4) Analysis of current position utilization.

(5) Resolution of all personnel/management problems (to include training/organization structure).

b. In order to effectively determine manpower requirements, requests for additional manpower must include:

(1) Statement certifying all functions have been reviewed and prioritized, unnecessary functions have been eliminated and personnel working in areas of decreased workload have been realigned to areas with increased workload.

(2) Evidence of new missions assigned by NGB.

(3) Existing and proposed position descriptions.

(4) Estimated workload.

(5) Program contents, including functions to be performed.

(6) Documentation of existing backlog for individual work centers.

(7) Copies of Standing Operating Procedures (SOPs).

(8) Proposed organization structure.

c. All manpower requests will be submitted to NGB-ARM for consideration and action. Coordination of study plans will be made with the appropriate Office of Primary Responsibility (OPR) on the NGB staff. OPRs will provide technical expertise/ liaison on responsibility of functional areas, organizational structure, current management information systems and reports, and technical guidance to facilitate comprehensive study planning.

Section II

Using the Staffing Guide

1-6. Staffing Table Code Structure. Chapter 2 contains a series of staffing sections, each representing a branch or component of the Military Personnel Management Office (MPMO).

a. Army Functional Dictionary Coding. Each staffing table indicates an Army Functional Dictionary (AFD) Code for the work center. This code has been selected ensuring consistency with the overall mission and specific responsibilities of the work center or function. Use of this code is in accordance with Army guidance to develop a data base for effective control of functional information. A list of the codes used in this guide are located in Appendix A.

b. Manning Document Numbers. Staffing tables include the Manning Document Number (MD No.) assigned to the Support Personnel Manning Document by the Manpower Division. This will assist manages in cross referencing the table with the appropriate SPMD. If a disparity exists between the SPMD and this document, the number on the SPMD will prevail.

1-7. Work Center Descriptions (WCD). Each work center is prefaced by a summary of work performed. The WCD encompasses all federally recognized functions that should be performed by the organization. A detailed functional breakout is available upon request from the Manpower Division, Validation, Methods and Standards Branch (NGB-ARM-V).

1-8. Organization Charts. The structure depicted by the organization charts were developed with consideration for future needs of the Army National Guard. The organizational structure is employed to facilitate presentation and application of staffing information contained in this guide. Within each staffing section, an organizational block is depicted. Directly below this block are the broad general functional areas for which the branch is responsible. This may assist managers in developing the internal organization within the respective branch.

1-9. Staffing Tables. Staffing tables provide specific guidance for determining the appropriate number and kinds of personnel to staff each organizational element. The contents of the staffing table are further explained below.

a. Quantitative Guidance.

(1) Workloads are expressed in terms of significant workload factors as annotated on the table, unless otherwise specified.

(2) Minimum manning computations are used in situations where work measurement is not of any benefit. Such computations are so noted within the staffing table.

(3) Whole man position requirements are used when a staffing pattern technique is used for documentation, such as a directed requirement.

(4) Where no staffing requirement could be developed because of lack of experience data, unmeasurable nature of work, or other reasons, minimum manning has been provided and annotated as a footnote to the table.

(5) All staffing standards, regardless of how they may be expressed in a staffing table, must be regarded as points of departure and should not be applied rigidly.

(6) Worksheets are provided, where appropriate, to assist the user in properly determining requirements.

(7) Standards developed for each work center are classified into one of five types. A detailed explanation of the statistical parameters for each type standard is contained in Appendix B. Each table is prefaced by the standard type. If an individual position deviated from the overall work center type, it is annotated separately as a footnote to the table.

b. Qualitative Guidance.

(1) Military Position Titles. Titles given to military positions (both Active Guard Reserve (AGR) and technician) are descriptive to to the duites performed, and where applicable, conform to the speciality titles under military personnel management systems. Official titles for technician positions are determined by NGB-TN.

(2) Footnotes. Explanatory or qualifying footnotes or remarks intended to supplement information given in the staffing tables are provided immediately below the table in the appropriate "Remarks" section.

Chapter 2

Staffing Sections

Section I

Organization of the Military Personnel Management Office

2-1. **General Organization.** The general organization of the Military Personnel Management office is depicted in Figure 2-1. Staffing tables have been developed reflecting this structure. Work Center Descriptions for each branch are outlined in subsequent sections of this pamphlet. These descriptions are intended to present the major functional requirements for each branch. Primary elements of the MPMO are:

a. Office of the Military Personnel Officer (MPO).

b. Military Personnel Plans and Actions Branch.

c. Administrative Services Branch.

d. SIDPERS Interface Branch.

e. Recruiting and Retention Branch.

f. Personnel Service Center (PSC). No work center descriptions or tables are presented for the PSC. Validation of the functions and requirements of the PSC will be determined at a later date and published as a change to this pamphlet.

MILITARY PERSONNEL MANAGEMENT OFFICE (MPMO)

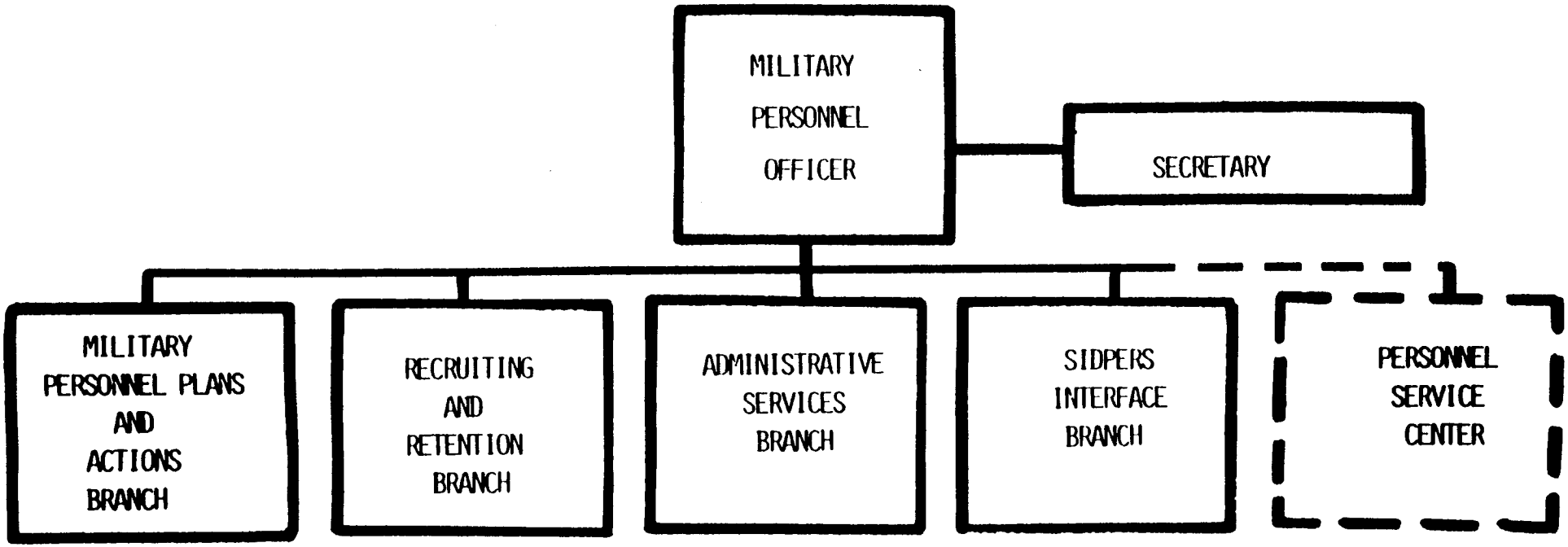


Figure 2-1. MPMO Organization.

Section II

Office of the Military Personnel Officer (MPO).

2-2. Work Center Description.

a. Direct:

1. MANAGEMENT.

a. Manages military personnel management operations to include:

1. Military Personnel Plans and Actions Branch.

2. Administrative Services Branch.

3. Recruiting and Retention Branch.

4. SIDPERS Interface Branch.

5. Personnel Service Center (where applicable).

b. Provides advice and assistance to top management of state on military personnel related matters.

c. Develops and administers policies, programs and procedures relating to military personnel management operations.

d. Serves as a board or committee member.

e. Oversees budget.

2. PROGRAM MANAGEMENT. Oversees and directs the following program areas:

a. Officer Personnel Management.

b. Total Warrant Officer System.

c. Enlisted Personnel Management.

d. Selected Reserve Incentive Program (SRIP).

e. Records Management.

f. Survivor Assistance Program.

g. Personnel Security Management.

f. Family Assistance.

g. DEERS Pre-enrollment Program.

h. Personnel Administration (Medical).

i. Civilian Education Assistance.

j. Security Clearance Program.

k. Historical Program.

l. State Chaplain Program.

m. Mail Management.

n. Printing and Duplicating.

o. Recruiting and Retention.

p. Standard Installation/Division Personnel System (SIDPERS).

q. Publications Management.

r. Awards and Decorations.

s. Freedom of Information/Privacy Act Program.

t. Drug and Alcohol Abuse Program.

u. Retirement Points Accounting System (RPAS).

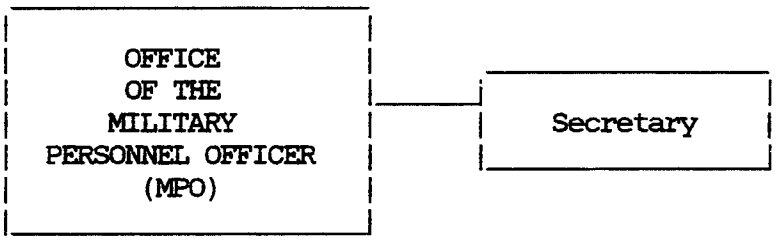
v. Survivor Assistance Program.

w. Strength Management.

x. Personnel Security Management.

b. Indirect. Standard Indirect Categories applicable to all work centers are described in Section VII.

2-3. Organization.



—Military Personnel Management and Administration

Figure 2-2. Office of the MPO.

OFFICE OF THE MILITARY PERSONNEL OFFICER (MPO)

(AFD CODE: PBD MD No. 3320 TYPE V)

Workload Factor: Directed Requirement		
Line	Manpower Requirements	2
1	Military Personnel Officer	1
2	Secretary (Typing)	1

Table 2-1. Office of the MPO.

Section III

Military Personnel Plans and Actions Branch.

2-4. Work Center Description.

a. Direct.

1. OFFICER PERSONNEL MANAGEMENT.

a. Processes promotion.

b. Processes branch transfer.

c. Convenes board.

d. Processes separation.

e. Processes selective retention action.

f. Processes transfer.

g. Processes 20 year service verification and coordinates Survivor Benefit Plan (SBP) benefits.

h. Processes retirement.

i. Processes initial appointment.

j. Inprocesses prior service officer.

k. Processes Officer Evaluation Report (OER).

l. Issues statement of service.

m. Processes transfer to/from Inactive National Guard (ING).

n. Issues overdue OER list.

o. Processes ROPA action.

p. Processes award.

q. Administers the Total Warrant Officer System

r. Manages Chaplain Candidate Program.

s. Manages Captains to Europe, Panama and Korea Program.

t. Prepares officer military personnel record.

u. Coordinates waiver with NGB-ARS-MS..

v. Requests order.

w. Monitors military education requirements.

x. Manages the Early Commissioning Program (ECP) and Simultaneous Membership Program (SMP).

y. Processes adverse personnel security actions.

z. Implements the DEERS pre-enrollment program.

aa. Serves as point of contact for the ARNG Lieutenants Management Team.

2. ENLISTED PERSONNEL MANAGEMENT.

a. Processes enlisted promotion.

b. Processes enlisted discharge.

c. Processes enlisted reduction.

d. Processes 20 year service verification and coordinates Survivor Benefit Plan (SBP) benefits.

e. Processes enlisted retirement.

f. Convenes board.

g. Prepares enlisted military personnel record.

h. Processes enlisted transfer request.

i. Processes request for MOS change.

j. Processes Enlisted Evaluation Report (EER).

k. Prepares EER notification disposition form (DF).

l. Processes initial enlistment package.

m. Processes REP trainee.

n. Processes SGLI action.

o. Processes award.

p. Coordinates waiver with NGB-ARS-MS..

q. Requests order.

r. Implements the DEERS pre-enrollement program.

s. Monitors enlisted military education requirements.

t. Processes adverse personnel security actions.

3. PERSONNEL ADMINISTRATION (MEDICAL).

a. Processes request for line of duty (LOD) investigation.

b. Processes incapacitation pay request.

c. Requests review of physicals (except flight physicals).

d. Executes provisions of the Army Weight Control Program.

e. Maintains the ARNG immunization program with medical guidance from NGB-ARS-MS.

f. Monitors, schedules and suspenses the Over 40 Screening Program.

g. Monitors the Human Immune Virus (HIV) Screening Program.

h. Monitors, schedules and suspenses the panographic x-ray program.

i. Monitors credentialing of health care professionals.

j. Processes board actions.

k. Schedules retention physicals.

4. INCENTIVE MANAGEMENT.

a. Processes bonus accession.

b. Processes Student Loan Repayment Program (SLRP) claim.

c. Processes payment.

d. Processes payment termination.

e. Resolves overdue payment problems.

f. Processes emergency/manual payments.

g. Conducts training session for Full-time Recruiting Force (FTRF) and/or unit personnel.

5. CIVILIAN EDUCATION.

a. Serves as educational liaison between state and post-secondary institutions.

b. Performs educational and vocational counseling.

c. Manages budget for civilian education programs.

d. Serves as G.I. Bill Manager.

e. Serves as the Army Continuing Education System (ACES) representative for the state.

f. Serves as DANTES test control officer.

g. Maintains GED testing program.

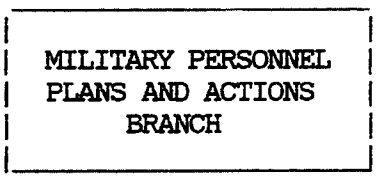
h. Conducts educational surveys and maintains records on program participants.

i. Conducts assistance visit (unit and/or post secondary institution).

j. Disseminates educational information to ARNG members statewide.

b. Indirect. Standard Indirect Categories applicable to all work centers are described in Section VII.

2-5. Organization.



--Officer Personnel Management
--Enlisted Personnel Management
--Personnel Administration (Medical)
--Educational Services
--Selected Reserve Incentive Program (SRIP)

Figure 2-3. Military Personnel Plans and Actions Branch.

MILITARY PERSONNEL PLANS AND ACTIONS BRANCH

Requirements Computation Worksheet

A. Officer Strength of State (Assigned strength: 12 month average)

If between:	Enter
1-598	2
599-1369	3
1369-2221	4
2222-3131	5
3132-4087	6

ENTER RESULT _____

B. Enlisted Strength of State (Assigned strength: 12 month average):

If between:	Enter
1-1016	2
1017-2630	3
2631-4587	4
4588-6807	5
6808-9245	6
9246-11872	7
11873-14668	8
14669-17618	9
17619-20708	10
20708-23928	11

ENTER RESULT _____

ENTER RESULTS OF PARTS A & B _____

Refer to chart on following page for position distribution.

Table 2-2. Military Personnel Plans and Actions Branch.

MILITARY PERSONNEL PLANS AND ACTIONS BRANCH

(AFD CODES: PBE, PBF MD No. 2812 TYPE I[3])

Line	Total Requirements from Worksheet[2]	3	4	5	6	7	8	9	10	11	12
1	Supv Military Personnel Spec	1	1	1	1	1	1	1	1	1	1
2	Military Personnel Specialist	1	1	1	1	1	1	1	1	1	1
3	Military Personnel Technician		1	2	2	2	2	2	3	3	3
4	Military Personnel Clerk				1	2	3	4	4	5	6
5	Health System Spec[1]	1	1	1	1	1	1	1	1	1	1

Line	Total Requirements from Worksheet[2]	13	14	15	16
1	Supv Military Personnel Spec	1	1	1	1
2	Military Personnel Specialist	1	1	1	1
3	Military Personnel Technician	3	3	4	4
4	Military Personnel Clerk	7	8	8	9
5	Health System Spec[1]	1	1	1	1

[1] TYPE V Standard.

[2] Workload Factors: Officer Strength of State (Assigned - 12 month average); Enlisted Strength of State (Assigned - 12 month average).

[3] Enlisted Element is TYPE II standard.

Table 2-2. Military Personnel Plans and Actions Branch (continued).

ADD TO ABOVE REQUIREMENTS:

SELECTED RESERVE INCENTIVE PROGRAM (SRIP)

(AFD CODE: PBZ MD No. 2812 TYPE II)

Workload Factor: # SRIP Participants (12 month average)		1 2868	2869 6949	6950 11663
Line	REQUIREMENTS	1	2	3
1	Military Personnel Status Tech	1	1	1
2	Military Personnel Status Clk		1	2

EDUCATIONAL SERVICES

(AFD CODE: TH MD No. 2812 TYPE III)

Workload Factor: State Strength (Total assigned - 12 month average)		1 2500	2501 7500	7500 & over
Line	REQUIREMENTS[1]	1	2	3
1	Educational Services Spec	1	1	1
2	Education Technician		1	1
3	Guidance Counselor			1

[1] Baseline requirements have been determined for this functional area.

Table 2-2. Military Personnel Plans and Actions Branch (continued).

Section IV

Administrative Services Branch

2-6. Work Center Description.

a. Direct.

1. PUBLICATIONS MANAGEMENT.

a. Initiates request for publications and forms account.

b. Maintains blank forms account.

c. Maintains publications account.

d. Conducts stock room inventory.

e. Distributes publication.

f. Distributes blank form.

g. Conducts inspection/assistance visit.

h. Resupplies stockroom.

i. Maintains publications library.

2. RECORDS MANAGEMENT.

a. Prepares filing system.

b. Maintains filing system.

c. Disposes of obsolete record.

d. Maintains Records Holding Area.

e. Converts record to microform.

f. Conducts training in the Modern Army Recordkeeping System (MARKS).

3. MAIL MANAGEMENT.

a. Procures mail stamps and tapes.

b. Meters outgoing mail.

c. Issues mail stamps to units.

d. Authorizes use of registered, certified and express mail.

e. Prepares postage usage reports.

f. Receives mail.

g. Distributes mail.

h. Operates electronic mail system.

i. Conducts inspection/assistance visit.

4. FREEDOM OF INFORMATION/PRIVACY ACT.

a. Controls incoming request.

b. Responds to Freedom of Information Act (FOIA) requests.

c. Prepares annual FOIA report.

d. Collects fees for releasable information.

e. Conducts FOIA/Privacy Act (PA) training.

5. DUPLICATING SERVICES.

a. Prints document.

b. Distributes document.

c. Maintains expenditure account.

d. Services equipment.

e. Prepares GAO contract request.

6. SECURITY.

a. Provides guidance and assistance to initiator.

b. Processes request for security clearance.

c. Maintains security access file.

d. Shreds classified document.

7. ORDERS.

a. Processes request for order.

b. Issues order.

c. Distributes order.

d. Issues amendment or revocation to order.

b. Indirect. Standard Indirect Categories applicable to all work centers are located in Section VII.

2-7. Organization.

--Publications Management
--Mail Management
--Orders
--Records Management
--Printing/Duplicating
--Security

Figure 2-4. Administrative Services Branch.

ADMINISTRATIVE SERVICES BRANCH

REQUIREMENTS DETERMINATION WORKSHEET

A.	Enter number of publications accounts assigned to state. (12 month average).	_____
	Multiply by .04	x .04
	PART A TOTAL	_____
B.	Enter average assigned strength of state. (12 month average)	_____
	Multiply by .0003	x.0003
	PART B TOTAL	_____
C.	Add results of parts A and B	_____
	Add .89	+ .89
	PART C TOTAL	_____

Table 2-3. Administrative Services Branch.

ADMINISTRATIVE SERVICES BRANCH

(AFD CODE: AC MD No. 2811 TYPE II)

Result from Part C of Worksheet[1]		1.078 2.154	2.155 3.231	3.232 4.308	4.309 5.385	5.386 6.462	6.463 7.539
Line	REQUIREMENTS	2	3	4	5	6	7
1	Support Services Supervisor	1	1	1	1	1	1
2	Duplicating Equipment Operator	1	1	1	1	1	1
3	Military Personnel Clerk		1	1	1	1	2
4	Supply Clerk			1	1	1	1
5	Administrative Assistant				1	1	1
6	Clerk Typist					1	1
7	Management Assistant						

Result from Part C of Worksheet[1]		7.540 8.616	8.617 9.693	9.694 10.77	10.771 11.847	11.848 12.924	12.925 13.999
Line	REQUIREMENTS	8	9	10	11	12	13
1	Support Services Supervisor	1	1	1	1	1	1
2	Duplicating Equipment Operator	1	1	1	2	2	2
3	Military Personnel Clerk	2	2	2	2	3	3
4	Supply Clerk	1	2	2	2	2	2
5	Administrative Assistant	2	2	2	2	2	3
6	Clerk Typist	1	1	2	2	2	2
7	Management Assistant						

Table 2-3. Administrative Services Branch (Continued).

Result from Part C of Worksheet[1]		14.000 14.999	15.000 15.999	16.000 16.999	17.000 17.999	18.000 18.999	19.000 19.999
Line	REQUIREMENTS	14	15	16	17	18	19
1	Support Services Supervisor	1	1	1	1	1	1
2	Duplicating Equipment Operator	2	2	2	2	2	2
3	Military Personnel Clerk	3	3	3	3	4	4
4	Supply Clerk	2	3	3	3	3	4
5	Administrative Assistant	3	3	3	4	4	4
6	Clerk Typist	2	2	3	3	3	3
7	Management Assistant	1	1	1	1	1	1

1 Workload Factors: (1) Average assigned strength of state (12 month average); (2) Number of Publications Accounts (12 month average).

Table 2-3. Administrative Services Branch (Continued).

Section V

SIDPERS Interface Branch.

2-8. Work Center Description.

a. Direct.

1. SIDPERS INTERFACE.

a. Maintains SIDPERS data base.

b. Controls input data.

c. Verifies input data.

d. Maintains Drill Attendance Monitoring Procedures and Report (DAMPRE) Program.

e. Processes and schedules request for SIDPERS output.

f. Separates and distributes SIDPERS output.

g. Assists SIDPERS users in correcting rejected transaction.

h. Resolve differences between state data base and NGB data base.

i. Ensure execution of the quality assurance (QA) program.

j. Maintains retirement points accounting system (RPAS).

k. Develops report to meet local need.

l. Maintains file in accordance with the Modern Army Recordkeeping System (MARKS).

m. Serves as MPMO liaison with the Data Processing Facility.

n. Resolves SIDPERS and JUSTIS data base difference.

b. Indirect. Standard Indirect Categories applicable to all work centers are described in Section VII.

2-9 Organization.

Figure 2-5. SIDPERS Interface Branch (SIB).

SIDPERS INTERFACE BRANCH

(AFD CODE: PBQR MD No. 2814 TYPE II)

Workload Factor: Assigned Strength (12 Month Average)		1 1401	1402 2803	2804 4204	4205 5605	5606 7006	7007 8408
	TOTAL REQUIREMENTS(See Note)	3	4	5	6	7	8
Line							
1	SIB Chief	1	1	1	1	1	1
2	Personnel Sergeant (RPAS NCO)	1	1	1	1	1	1
3	Pers Sgt/Training NCO	1	1				
4	Pers Info Mgt Spec/Actions Sp		1	1	2	2	2
5	Personnel Sergeant			1	1	1	1
6	Training NCO/Programmer Anal			1	1		
7	Training NCO					1	1
8	Programmer Analyst					1	1
9	SIB Supervisor						1
10	Personnel Sys Mgt Supervisor						

NOTE: RPAS Related Requirements are unvalidated.

Table 2-4. SIDPERS Interface Branch.

Workload Factor: Assigned Strength (12 Month Average)		8409 9809	9810 11210	11211 12612	12613 14013	14014 15414	15415 16816
TOTAL REQUIREMENTS (See Note)		9	10	11	12	13	15
Line							
1	SIB Chief	1	1	1	1	1	1
2	Personnel Sergeant (RPAS NCO)	1	1	1	1	1	1
3	Pers Sgt/Training NCO						
4	Pers Info Mgt Spec/Actions Sp	3	4	5	6	6	8
5	Personnel Sergeant	1	1	1	1	1	1
6	Training NCO/Programmer Anal						
7	Training NCO	1	1	1	1	1	1
8	Programmer Analyst	1	1	1	1	1	1
9	SIB Supervisor	1	1	1	1	1	1
10	Personnel Sys Mgt Supervisor					1	1

Workload Factor: Assigned Strength (12 Month Average)		16817 18214	18215 19515	19516 20817	20818 22118	22119 23419	23420 24720
TOTAL REQUIREMENTS (See Note)		16	17	18	19	20	21
Line							
1	SIB Chief	1	1	1	1	1	1
2	Personnel Sergeant (RPAS NCO)	1	1	1	1	1	1
3	Pers Sgt/Training NCO						
4	Pers Info Mgt Spec/Actions Sp	9	10	11	11	12	13
5	Personnel Sergeant	1	1	1	1	1	1
6	Training NCO/Programmer Anal						
7	Training NCO	1	1	1	1	1	1
8	Programmer Analyst	1	1	1	1	1	1
9	SIB Supervisor	1	1	1	1	1	1
10	Personnel Sys Mgt Supervisor	1	1	1	2	2	2

NOTE: RPAS Related Requirements are unvalidated.

Table 2-4. SIDPERS Interface Branch (continued).

Section VI

Recruiting and Retention Branch

2-10. Work Center Description.

a. Direct.

1. RECRUITING ACTIVITIES.

a. Develop statewide goals and objectives.

b. Coordinates unit recruiting program.

c. Manages full-time recruiting force.

d. Conducts recruiting seminar and/or conference.

e. Procures and distributed recruiting material.

f. Manages recruiting budget.

g. Implements advertising program.

h. Directs AMEDD recruiting program.

i. Directs full Military Entrance Processing (MEP) efforts throughout the state.

j. Manages General Service Administration (GSA) Fleet Operations.

k. Advises staff on matters pertaining to overall recruiting program.

l. Coordinates participation in community activities and projects.

m. Provides central management of bulk purchase travel tickets and other negotiable instruments.

2. RETENTION ACTIVITIES.

a. Develops statewide goals and objectives.

b. Coordinates unit retention program.

c. Manages full-time retention force.

d. Conducts retention seminar and/or conference.

e. Procures and distributes retention material.

f. Manages retention budget.

g. Implements advertising program.

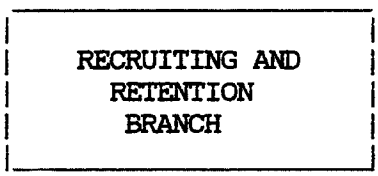
h. Directs the National Guard Family Action Program.

i. Advises staff on matters pertaining to overall retention program.

j. Advise on drops/terminations of expired ETS losses.

b. Indirect. Standard Indirect Categories applicable to all work centers are described in Section VII.

2-11. Organization.



--Recruiting Activities
--Family Action Program
--Retention Activities
--Community Activities

Figure 2-6. Recruiting and Retention Branch

RECRUITING AND RETENTION BRANCH

(AFD CODES: PBR, PBFEA MD No. 3770 TYPE III)

Workload Factor: State Strength (Authorized - 12 month average)		1 7500	7501 & over
Line	REQUIREMENTS	1	2
1	Recruiting and Retention Mgr	1	1
2	Recruiting and Retention Spec		1

Table 2-5. Recruiting and Retention Branch.

Section VII

Standard Indirect Categories.

2-12. Work Center Description.

a. SUPERVISION.

1. Administers personnel.

a. Indoctrinates personnel.

b. Rates performance.

c. Nominates personnel for award.

d. Monitors Management Improvement Program.

2. Supervises personnel.

a. Schedules personnel.

b. Develops directives.

c. Directs work center activity.

d. Counsels personnel.

e. Prepares correspondence.

3. Reviews incoming/outgoing distribution.

4. Reviews report and statistical data.

5. Develops budget estimate.

6. Inspects facility.

7. Receives and assists visiting official.

8. Investigates accident or incident.

b. ADMINISTRATION.

1. Types communication.

2. Processes unclassified distribution.

a. Processes incoming distribution.

b. Processes outgoing distribution.

3. Maintains unclassified correspondence file.

a. Establishes file.

b. Files correspondence.

c. Maintains suspense file.

d. Disposes of records.

e. Maintains log and register.

f. Maintains security file.

g. Maintains personnel locator file.

4. Maintains classified material.

a. Controls material.

b. Safeguards material.

c. Destroys material.

5. Maintains unclassified publication file.

6. Operates copying machine.

7. Maintains stock of blank forms.

8. Receives telephone calls.

8. Maintains status chart or bulletin board.

9. Maintains time and attendance card.

10. Provides stenographic service.

11. Maintains appointment calendar.

12. Acknowledges visitor.

c. MEETINGS.

1. Prepares for meeting.

2. Conducts or attends meeting.

d. TRAINING.

1. Administers training.

2. Develops training material.

3. Conducts training.

a. Prepares for training.

b. Instructs trainee.

c. Administers test.

4. Receives training.

a. Receives instruction.

b. Takes test.

c. Reads publication.

e. SUPPLY.

1. Processes equipment request.

2. Conducts inventory.

3. Maintains custodian document.

4. Obtains expendable supplies.

f. EQUIPMENT MAINTENANCE.

1. Maintains office equipment.

2. Maintains shop equipment.

3. Maintains assigned vehicle.

g. CLEANUP.

1. Prepares work area.

2. Puts work away.

3. Cleans work area.

APPENDIX A

LIST OF ARMY FUNCTIONAL DICTIONARY (AFD) CODES

AC	Administrative Support Management.
PBD	Military Personnel Management.
PBE	Officer Personnel Management.
PBF	Enlisted Personnel Management.
PBFEA	Retention.
PBQR	SIDPERS Interface.
PBR	Recruiting.
PBZ	Military Personnel (Other).
TH	Education Services.

TYPE STANDARD - REQUIREMENTS

Standards are classified by the following information:

DATA SOURCE AND STATISTICAL REQUIREMENTS			
A Standard Classification	B at least 80% of Data Based on	C With the Following Requirements	D Criteria for the Standard Equation (See Note
TYPE I	Work Sampling	*3% absolute accuracy *95% confidence level *complete work cycle(s) sampled *at least 2 work weeks sampled *minimum number of input locations used	Regression analysis used to obtain equation and.... R2 > .75 V < .15 F > F .95, m-1, n-m (N/A if N<5)
	Time Study	*10% absolute accuracy *95% confidence level *complete work cycle sampled	
	Standard Time Data	Approved engineered standard time data that is documented and the statistical paramenters identified.	
TYPE II	Work Sampling	*10% absolute accuracy *95% confidence level *complete work cycle sampled *at least 1 work week sampled *minimum number of input locations used	Regression analysis used to obtain equation and.... R2 > .50 V < .25 F > F .90, m-1 n-m (N/A if N<5)
	Time Study	*15% relative accuracy *95% confidence level *minimum number of input locations used	
	Operational Audit	Operational Audit with minimum number of input locations.	
TYPE III		A baseline standard issued in the absence of of historical data or mission refinement to allow workcenter activity to begin or resume.	
TYPE IV		A standard adopted from another agency, examined, and found to be applicable.	
TYPE V		A directed standard.	

By Order of the Secretary of the Army:

HERBERT R. TEMPLE, Jr.
Lieutenant General, USA
Chief, National Guard Bureau

Official:

HARRY M. LESLEY
Colonel, USAF
Executive, National Guard Bureau

Distribution:

Special
AG
SPMO
MPO

Headquarters
Department of the Army
Washington, DC 20310-2500
28 March 1994

NGB Phamplet 570-4
Change 3

Manpower and Equipment Control

STAFFING GUIDE FOR ARMY NATIONAL GUARD MILITARY PERSONNEL MANAGEMENT OFFICES

Summary. This change is based on an approved manpower staffing standard system study for the workcenter.

Suggested Improvements. The proponent agency of this pamphlet is the National Guard Bureau. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to NGB-ARP, Washington, DC 20310-2500.

NGB Pam 570-4, 15 May 1987, is changed as follows:

1. Remove old pages and insert new pages as indicated below:

Remove Pages	Insert Pages
2-21, 2-22, 2-23, and 2-24	2-21, 2-22, 2-23, 2-23.1, 2-23.2, 2-23.3, and 2-24

2. File this change page in front of the publication for reference.

By Order of the Secretary of the Army:

RAYMOND F. REES
Major General, USA
Acting Chief, National Guard Bureau

Official:

E. DARDEN BAINES
Chief
Administrative Services

Distribution: Special
AG, SPMO, MPO

Workload Factor: Assigned Strength (12 Month Average)		8409 9809	9810 11210	11211 12612	12613 14013	14014 15414	15415 16816
TOTAL REQUIREMENTS *(See Note)*		9	10	11	12	13	15
Line							
1	SIB Chief	1	1	1	1	1	1
2	Personnel Sergeant (RPAS NCO)	1	1	1	1	1	1
3	Pers Sgt/Training NCO						
4	Pers Info Mgt Spec/Actions Sp	3	4	5	6	6	8
5	Personnel Sergeant	1	1	1	1	1	1
6	Training NCO/Programmer Anal						
7	Training NCO	1	1	1	1	1	1
8	Programmer Analyst	1	1	1	1	1	1
9	SIB Supervisor	1	1	1	1	1	1
10	Personnel Sys Mgt Supervisor					1	1

Workload Factor: Assigned Strength (12 Month Average)		16817 18214	18215 19515	19516 20817	20818 22118	22119 23419	23420 24720
TOTAL REQUIREMENTS *(See Note)*		16	17	18	19	20	21
Line							
1	SIB Chief	1	1	1	1	1	1
2	Personnel Sergeant (RPAS NCO)	1	1	1	1	1	1
3	Pers Sgt/Training NCO						
4	Pers Info Mgt Spec Actions Sp	9	10	11	11	12	13
5	Personnel Sergeant	1	1	1	1	1	1
6	Training NCO/Programmer Anal						
7	Training NCO	1	1	1	1	1	1
8	Programmer Analyst	1	1	1	1	1	1
9	SIB Supervisor	1	1	1	1	1	1
10	Personnel Sys Mgt Supervisor	1	1	1	2	2	2

NOTE: RPAS Related Requirements are unvalidated.

Table 2-4. SIDPERS Interface Branch--**Continued**

Section VI
Recruiting and Retention Branch

2-10. Work Center Description
DIRECT FUNCTIONS: Prepares a budget, updates a Recruiting & Retention roster, writes an SOP, controls postage stamp/bus ticket account, schedules a physical, conducts a retention board, conducts an AGR continuation board, sets up a promotion board, prepares an education level report, prepares a leave plan, approves a travel request/voucher, prepares a purchase request, designs paraphernalia, sets up a conference room, conducts audio-visual training, maintains a hand receipt, delivers a public service announcement, produces a radio/television program, conducts an inventory, reconciles an obligation, performs an end of year close-out, reviews a telephone bill, reviews an out of pocket expenditure account, controls an active duty special work (ADSW) manday, reviews a Self Service Supply Center account, prepares a computer bulletin board, prepares an obligation register, updates a GSA vehicle report, programs a special project, reviews an outstanding purchase request, updates a transmittal letter, conducts a presentation, establishes a liaison, maintains a display, interviews a prospect, pre-qualifies a prospect, conducts an ASVAB test, arranges transportation to MEPS, administers an EST test, completes an enlistment paper, conducts telephone prospecting, gathers an application document, conducts an area canvas, distributes a mail-out, interviews a parent, retests ASVAB, processes a waiver and medical document, visits a unit during IDT, attends a community activity.

2-11. Organization

HQ Section, Recruiting & Retention Branch						
Workload Factor: # of Full-Time Recruiting & Retention Personnel Auth		0 24	25 49	50 74	75 124	125 249
Manpower Requirement		4	5	6	7	8
Line	Title	Dist. of Positions				
1	Recruiting & Retention Officer/ Recruiting & Retention Manager	1	1	1	1	1
2	Recruiting & Retention Spec.	1	1	1	1	1
3	Training NCO	1	1	1	2	2
4	Supply NCO	1	1	1	1	1
5	Admin Specialist	0	1	2	2	3

Oper. & Trng Section, Recruiting & Retention Branch						
Workload Factor: # of Recruiting & Retention Area NCOIC's		0 2	3 4	5 7	8 10	11 15
Manpower Requirement						
Line	Title	Dist. of Positions				
1	Operations & Training Officer	1	2	3	4	5
2	Admin Specialist	1	1	2	3	3
3	Marketing NCO Note 1	1	1	1	1	1
4	MEPS Guidance Counselor Note 2	2	2	2	2	2
5	RC Transition/IST Coordinator Note 3					

Strength Management Section, Recruiting & Retention Branch						
Workload Factor: # of Enlisted Personnel Authorized		0 749	750 1949	1950 2699	2700 3449	3450 4199
Manpower Requirement		1-5	6-14	15-19	20-24	25-30
Line	Title	Distribution of Positions				
1	State Recruiting NCOIC	1	1	1	1	1
2	Recruiting Area NCOIC	0	1	1	2	2
3	Recruiter Note 4					

Strength Management Section, Recruiting & Retention Branch						
Workload Factor: # of Enlisted Personnel Authorized		4200 5399	5400 6899	6900 8399	8400 9149	9150 11099
Manpower Requirement		31-39	40-50	51-61	62-67	68-81
Line	Title	Distribution of Positions				
1	State Recruiting NCOIC	1	1	1	1	1
2	Recruiting Area NCOIC	3	4	5	6	7
3	Recruiter Note 4					

Strength Management Section, Recruiting & Retention Branch					
Workload Factor: # of Enlisted Personnel Authorized		11100 13499	13500 16949	16950 18249	18250 19649
Manpower Requirement		82-98	99-124	125-134	135-144
Line	Title	Distribution of Positions			
1	State Recruiting NCOIC	1	1	1	1
2	Recruiting Area NCOIC	8	11	12	13
3	Recruiter Note 4				

Attrition Management Section, Recruiting & Retention Branch						
Workload Factor: # of Enlisted Personnel Authorized		0 749	750 1949	1950 2699	2700 3449	3450 4199
Manpower Requirement		2	3-4	5	6	7
Line	Title	Distribution of Positions				
1	State Retention NCOIC	0	1	1	1	1
2	Retention Area NCOIC	1	0	0	0	0
3	Retention NCO Note 5					

Attrition Management Section, Recruiting & Retention Branch						
Workload Factor: # of Enlisted Personnel Authorized		4200 5399	5400 6899	6900 8399	8400 9149	9150 11099
Manpower Requirement		8-9	10-12	13-14	15-16	17-19
Line	Title	Distribution of Positions				
1	State Retention NCOIC	1	1	1	1	1
2	Retention Area NCOIC	0	1	1	1	1
3	Retention NCO Note 5					

Attrition Management Section, Recruiting & Retention Branch					
Workload Factor: # of Enlisted Personnel Authorized		11100 13499	13500 16949	16950 18249	18250 19649
Manpower Requirement		20-23	24-27	28-31	32-33
Line	Title	Distribution of Positions			
1	State Retention NCOIC	1	1	1	1
2	Retention Area NCOIC	2	2	2	2
3	Retention Note 5				

AMEDD Recruiting Section, Recruiting & Retention Branch		
Workload Factor: # of AMEDD Officers Authorized Note 6	25 99	100 or more
Manpower Requirement	1	2
Line / Title	Dist. of Positions	
1 AMEDD Strength Manager	1	2

Officer Recruiting Section, Recruiting & Retention Branch		
Workload Factor: # of Officers Authorized	150 1299	1300 or more
Manpower Requirement	1	2
Line / Title	Dist. of Positions	
1 Officer Strength Manager	1	2

Note 1. States exceeding 7500 FSA, but with less than 55,000 square miles, are required one additional Marketing NCO. States exceeding 5000 FSA, but with 55,000 to 95,000 square miles are required one additional Marketing NCO. States exceeding 10,000 FSA with more than 95,000 square miles are required two additional Marketing NCOs.

Note 2. One additional MEPS Guidance Counselor (GC) for each MEPS which process, on average, 11-15 customers per day. Two Additional MEPS GC for those MEPS which process, on average, 16 or more customers per day.

Note 3. One RC Transition NCO/IST Coordinator is required for States with an annual average of 200 or more total RC Transition and IST accessions; Two RC Transition NCO/IST Coordinators for states with over 500.

Note 4. One Recruiter is required for every 150 enlisted personnel authorized. One additional Recruiter is earned for States with an area greater than 50,000 square miles; two for area greater than 100,000 square miles; three for area greater than 150,000 square miles.

Note 5. One Retention NCO is required for every 650 enlisted personnel authorized. One additional Retention NCO is earned for States with an area greater than 50,000 square miles; two for area greater than 100,000 square miles; three for area greater than 150,000 square miles.

Note 6. All Officers included in AOC 60A to 68Z.

Section VII

Standard Indirect Categories.

2-12. Work Center Description

a. SUPERVISION.

1. Administers personnel.
   a. Indoctrinates personnel.
   b. Rates performance.
   c. Nominates personnel for award.
   d. Monitors Management Improvement Program.
2. Supervises personnel.
   a. Schedules personnel.
   b. Develops directives.
   c. Directs work center activity.
   d. Counsels personnnel.
   e. Prepares correspondence.
3. Reviews incoming/outgoing distribution.
4. Reviews report and statistical data.
5. Develops budget estimate.
6. Inspects facility.
7. Receives and assists visiting official.
8. Investigates accident or incident.

b. ADMINISTRATION.

1. Types communication.
2. Processes unclassified distribution.
   a. Processes incoming distribution.
   b. Processes outgoing distribution.