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DISA INSTRUCTION 640-45-32*

ORGANIZATION

Manpower Management

1. **Purpose.** This Instruction prescribes policy and assigns responsibilities for manpower management. It provides overall direction on the Joint Manpower Program (JMP), reallocation of manpower resources, position management, high-grade management, and special program management. It also provides guidance on studies, audits, and manpower budget documentation.

2. **Applicability.** This Instruction applies to all Defense Information Systems Agency (DISA) activities.

3. **Authority.** This Instruction is published in accordance with the authority contained in DoD Directive 1100.4, Guidance for Manpower Management, 12 February 2005.

4. **Definitions and Glossary of Terms.** Definitions and glossary of terms immediately follow the Table of Contents. For purposes of this instruction, the term "activity" or "activities" refers to any directorate, division, branch, section, and/or team. The term "Agency" refers to DISA as a whole. See Appendices 3 and 4.

5. **Policy.** Manpower management will be conducted in accordance with applicable laws, government-wide regulations, and DoD Directives and Instructions. This Instruction is not meant nor should be read to contradict DoD Directive 1100.4 (authority document) or government-wide and departmental laws, rules, or regulations.

5.1 Manpower planning will be flexible, adaptive to program changes, and responsive to crisis situations and long-range and management strategies, while maintaining ready forces and ensuring the greatest possible productivity and effectiveness. Manpower planning will be conducted at the Agency level.

5.2 The Vice Director, will meet with Principal Directors to review both appropriated and Defense Working Capital Fund (DWCF) positions, realign them across the agency and fit them within the agency authorizations. This guidance will be provided to both the Health Assessment Review Tool (HART) and the Status of Funds Board to plan at the operational and tactical level.

5.3 Manpower resources will be managed in the most cost effective manner and functions will be evaluated based on assigned mission requirements. Managers and supervisors will use good position management and high-grade management practices when executing payroll dollars.

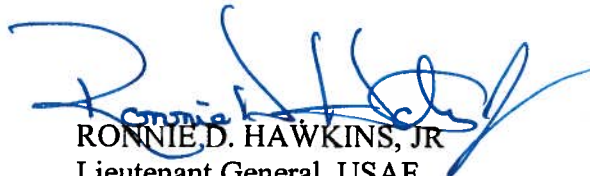5.4 The Joint Table of Distribution (JTD) is the baseline document from which to manage manpower resources.

5.5 In cases concerning the management of legal resources, DISAI 100-15-7, Administration of Legal Resources, will prevail.

6. **Manpower Management Tools.** DISA automation systems with online tools are available to provide managers with the capability to view and manage manpower resources. These systems consist of the following:

6.1 **Corporate Management Information System (CMIS).** CMIS is a source for information regarding manpower, personnel, and security issues. CMIS provides current guidance and instructions on a variety of manpower reports reflecting the civilian and military structure of an organization and other useful tools to assist managers in managing their organization. (CMIS is located at https://cmis.disa.mil/.)

6.2 **Defense Civilian Personnel Data System (DCPDS).** DCPDS is a human resources information system that supports civilian personnel operations in DoD. DCPDS allows organizations to electronically create and submit personnel actions in order to reduce the time to complete an action. By using DCPDS, organizations are able to access the system online to determine the status of an action.

7. **Responsibilities.** Responsibilities are delineated in the chapters that follow.

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Director

SUMMARY OF SIGNIFICANT CHANGES. This revision reflects changes to organizational levels in Chapter 3. Changes to high-grade requests are reflected in Chapter 4.

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C1. CHAPTER 1. JOINT MANPOWER PROGRAM (JMP)

C1.1 **General**. The Joint Manpower Program (JMP) is the primary instrument used to advise the Office of the Secretary of Defense (OSD) and the military services of the military skills and grades needed to staff DISA. It also provides military and civilian information to OSD; the Director, DISA; and other elements of DISA. The objective of the JMP is to ensure joint activities have the sufficient manpower with the appropriate skills and experience to carry out the assigned missions, tasks, and functions. The JMP contains three principal components: (1) mission and functions (M&F), (2) Joint Table of Distribution (JTD), and (3) Joint Table of Mobilization Distribution (JTMD).

C1.1.1 The JMP is executed in a cyclic manner, following the baseline of approved joint manpower authorizations as depicted in the JTD; additions, deletions, and changes made to those joint manpower authorizations; and mechanisms for translating the joint authorizations into specific Service personnel assignment actions to fill the joint positions. Authorized joint manpower is a list of approved manpower authorizations (billets) contained in the JTD.

C1.1.2 The JMP begins with the mission that generates the nature of the specific tasks and functions. Commanders and agency heads organize their commands to carry out their required mission. Packages are submitted annually to change the allocation of the manpower authorizations in accordance with approved guidelines. Manpower requirements must be approved by and coordinated with the military services with oversight by OSD.

C1.1.3 The JTD is used by the military services to update the individual Service manpower documents. Updated Service manpower systems provide data to the Service personnel systems that generate personnel assignment actions. Ultimately, personnel with appropriate skills and grades are assigned to approved joint positions.

C1.2 **Mission and Functions (M&F)**. Activities must have an M&F that details the mission and the functions required to perform the mission. The M&F for each activity is available at https://cmis.disa.mil/admin/hr/manage/mission/mission.cfm. The beginning of the M&F is the mission statement. The functions will be listed under the mission statement. Functions will be operational in nature and not administrative. The key to writing functions should be the program element (PE) and project code assigned to that function. Brevity is desired.

C1.2.1 An M&F statement will be identified down to division level or Program Management Office (PMO) only. Functions will be limited to 10 to 12 per division or PMO. An M&F statement can be edited and printed by the activity at https://cmis.disa.mil/admin/hr/manage/mission/mission.cfm.

C1.2.2 DISA codes (Dcodes) or activity codes will be in alpha or alphanumeric order. Activity codes and titles must match the JTD and the accompanying organization chart.

C1.2.3 An organization chart for each activity to the division or PMO level will accompany the M&F statement. Charts will be prepared in landscape format with one-inch margins using Microsoft PowerPoint. Activity codes and titles must be in Courier New 10-point font and titles

must be centered. Activity codes must be placed in the lower right hand corner of the organizational block. (Activity codes and titles must match the M&F submission and the JTD. The organizational structure must emulate the DISA organizational chart.)

C1.3 Joint Table of Distribution (JTD). The JTD is an output or product of the JMP. The JTD identifies positions with incumbents and enumerates the spaces that have been approved for each activity for a specific fiscal year (manpower authorization year) and those accepted for planning and programming purposes for the four subsequent fiscal years (program years). DFAS and MPS4 Manpower will conduct periodic reconciliations of the JTD with DCPDS.

C1.4 Joint Table of Mobilization Distribution (JTMD). The JTMD is the table of distribution for mobilization of Reserves to DISA. National Guard and Reserve billets are allocated to provide peacetime training and wartime supplemental manpower. Reserve issues are managed by the Military Personnel Division (MPS2) and the Organization and Manpower Division (MPS4).

C1.5 Responsibilities.

C1.5.1 Principal Directors, Program Executive Officers, Directors, Commanders, and Chiefs and/or Program Managers (PMs) of Major Organizational Elements or Programs. These individuals will develop and document JMP submissions for their assigned mission area.

C1.5.2 Director for Manpower, Personnel, and Security (MPS). The Director, MPS, will:

C1.5.2.1 Provide JMP milestones and detailed procedures.

C1.5.2.2 Assist DISA activities in preparing the JMP.

C1.5.2.3 Review all military positions for proper skill codes, schools, and other specialized military details.

C1.5.2.4 Consolidate and submit the DISA JMP to the military services for approval.

C1.5.3 Component Acquisition Executive (CAE). The CAE will review all critical acquisition positions (CAPs) for proper acquisition certification requirements, required training and other specialized acquisition details.

C2. CHAPTER 2. REALLOCATION OF MANPOWER RESOURCES

C2.1 **General**. The Vice Director, DISA and Director, Manpower, Personnel and Security direct the reallocation of manpower resources within the Agency while Manpower Division (MPS4) manages the execution. The Agency must manage resources and make changes to keep the organizational structure current and balanced. This review may require the reallocation of resources and will ensure the Agency's mission is effectively accomplished and objectives are met with minimum staffing. Reallocations of resources can be driven by both external and internal factors.

C2.2 **Reorganization**.

C2.2.1 A reorganization exists when one or more of the following conditions exist:

C2.2.1.1 An increase or decrease to the mission of the activity that impacts the total number of authorizations.

C2.2.1.2 An increase in the number of divisions, programs or branches (unless an increase in the number of branches results in a decrease in the number of divisions; i.e., combining of functions).

C2.2.1.3 An internal movement of incumbents and/or authorizations that affects the functions of more than one division or PMO.

C2.2.4 All reorganizations must be approved by the Director, MPS, after coordination with the Chief, MPS4. To initiate a reorganization, please reference Enclosure 1.

C2.3 **Responsibilities**.

C2.3.1 **Principal Directors, Program Executive Officers, Directors, Commanders, and Chiefs/PMs of Major Organizational Elements or Programs**. These individuals will:

C2.3.1.1 Develop, as required, proposed organizational plans, including the staffing and M&F to provide the capability for accomplishing current and added responsibilities.

C2.3.1.2 Conduct specific reviews using the guidance for establishing high-grade positions in a reorganization or transformation. (See Chapter 4 for guidance.)

C2.3.1.3 Consider the effect of organizational changes on the grades of positions within the affected units.

C2.3.1.4 Submit requests for realignment or reorganization of manpower resources to MPS in order to ascertain the position management implications.

C2.3.2 **Director for Manpower, Personnel, and Security (MPS)**. The Director, MPS will:

C2.3.2.1 Provide methods and procedures for control of DISA organizational structure, functional assignments, and manpower resources.

C2.3.2.2 Provide analytical support, to include assessments, recommendations, and a coordinated strategy for achieving cost-savings or reductions.

C2.3.2.3 Provide analytical support based on the results of organizational reviews and workload measurement in order to validate requirements before, during, and after any reorganization.

C2.3.2.4 Provide customer service guidance to DISA activities regarding MPS roles and responsibilities in the reorganization process.

C2.3.2.5 Review all reorganization proposals and formally advise management on position management considerations and alternatives. Determine reorganization impact on position classification and employee utilization.

C2.3.2.6 Maintain historical data on previous reorganizations or transformations, in accordance with DISAI 210-15-6, Records Management.

C2.3.2.7 Implement all transformations, reorganizations, or realignments.

C3. CHAPTER 3. POSITION MANAGEMENT

C3.1 **General.** Position management is a systematic approach for determining the number of positions needed, skill and knowledge requirements of those positions, and grouping of duties and responsibilities among positions. Position management is an inherent responsibility of supervisors and managers for it is only after the position has been defined by managers that it can be classified (i.e., assigned a title, series, and grade). Good position management results in a carefully designed position structure which blends the skills and assignments of employees with the goal of successfully carrying out the organization's mission. It has a positive effect on the productivity of an organization and its product or service delivery cost by structuring positions within an organization to achieve maximum economy and effectiveness within established resource levels.

C3.1.1 Reviews will be conducted at least every two years by supervisors and managers of their activities to determine program effectiveness, quality of the position management performance of their subordinates, and efficient and effective distribution of manpower resources. Managers and supervisors can request guidance and advice on position management from the Organization and Manpower Division (MPS4). Results of the review will be documented in writing through the Directorate head to the Director, MPS, and available to the Vice Director for annual reviews.

C3.1.2 The guiding factor in organizing activities will be the logical alignment of related work functions. Logical alignment is the basis for determining manpower needs and identifying the subdivision of the activity required for effective operation. Functional elements are subdivided only when essential and consistent with approved staffing patterns and position structure criteria. Manpower resources are used to perform approved functions based on valid requirements and position management policies.

C3.2 **Indicators of Effective Position Management** can be found at Enclosure 2.

C3.3 **Organizational Levels.** Use of organizational levels will be minimized, with emphasis on delegation and decentralization of authority to the lowest appropriate working level. A flat organizational structure is encouraged because it has fewer levels of authority and a wider span of control for managers at each formally organized level. "Formally organized" refers to official documentation of the JTD and establishment of specific managerial or supervisory positions that relate directly to formal elements of the organizational structures; i.e., division, program, branch, section, and teams. When the volume and nature of the work require closer supervision than can effectively be provided by a supervisor of record, the element may be organized into informal workgroups. Workgroups are "informal" sub-elements of a team that do not merit formal supervisors of record with one exception: Supervisory workgroup lead positions may be established when a group of positions are geographically separated from the supervisor of record.

C3.4 Organizational elements should be titled in descending order as follows:

ELEMENTS

Directorate/PEO
Division/Program Office
Branch
Section
Team

C3.4.1 Directorate or Program Executive Office (PEO).

C3.4.1.1 A directorate head lead by a Tier III SES or equivalent will be titled Principal Director for _____, or Director, or other specific titles that functionally (Component Acquisition Executive, CTO, CFE) report directly to the Director, DISA. A Directorate led by a Tier II, I, or military equivalent shall be titled Director for _____ or by functional titles such as PEO for _____, General Counsel, etc. In no other cases shall an SES or equivalent assume the title of "director." The Director, DISA reserves the right to determine where the title "Commander" will be used.

C3.4.1.2 A directorate of more than 20 authorized manpower spaces can be formally organized into divisions.

C3.4.1.3 A PEO can be comprised of multiple PMOs (designated as Acquisition Category (ACAT) I, III, special interest programs, or acquisition of services (AoS) and project offices/initiatives (typically be the equivalent size of a branch).

C3.4.2 **Grading**. Subject to classification by DFAS, the Agency goal is to have Divisions or Program Offices led by no higher than a GS-15s, Branches led by no higher than GS-14s, Sections led by no higher than GS-13s and Teams led by no higher GS-12s.

C3.4.3 **Office**. This term may only be used to describe a support element. This scenario pertains to a special staff element (e.g., the immediate staff of a Principal Director, Director, or equivalent at Headquarters, DISA, or the immediate staff of a DISA combatant command field office). Supervisor positions are optional when "office" is used in this manner. Supervision can be provided by the organizational element supported by the "office." The exception to this is the Program Management Offices within a PEO.

C3.4.4 Division or PMO

C3.4.4.1.1 A division is operational and managerial in nature. A division is the basic functional element of a directorate and must report to the director. In addition, when a division has branches, the only positions at the division level will be a chief and an administrative support position. All other billets are placed within the branches.

C3.4.4.1.2 A PMO is operational and managerial in nature and is designated, in coordination with the PEO, by the DISA CAE into one of the following categories: ACAT I or III Program,

Special Interest Program or Portfolio, or Acquisition of Services Portfolio. A PMO is the basic functional element of a PEO Directorate and reports to the PEO. In addition, when a PMO has branches, the only positions at the program level will be the program manager, deputy program manager, chief engineer and an administrative support position. All other billets are placed within the branches; however, one of the branches must be a Program Control Branch led by a certified acquisition professional.

C3.4.4.2.1 A division may be characterized as having the Division Chief personally responsible for functional direction and performance with responsibilities for policy development. Division Chiefs may only be authorized deputies when it meets the classification criteria found in OPM Classification Standards, which read "The grade of a full deputy (as defined in the introduction to this guide) or full "assistant chief" supervisory position which shares fully in the duties, responsibilities, and authorities of the "chief" should normally be set one grade lower than the grade of the supervisory duties of the position to which it reports. Since the criteria in this guide are designed to evaluate only GS/GM grades 5 through 15, the grade of a full deputy to an SES or Executive Level position or other position which exceeds grade 15 is determined through the application of policies and criteria beyond the scope and coverage of this guide."

C3.4.4.2.2 A PMO may be characterized as having the Program Manager personally responsible for functional and acquisition direction, and performance with responsibilities for policy and program development. The CAE, with PEO input, will designate the program manager, deputy program manager, chief engineer (with concurrence by CTO) and program control lead.

C3.4.4.3 A division or PMO with more than 16 authorized spaces may be formally organized into branches. If organized into branches, a division optimally has two or more laterally equal branches. A division of fewer than 16 spaces is not normally divided into formal branches.

C3.4.4.4 **Branch.** A branch is a subordinate part of a division and optimally has a minimum of seven authorized positions, to include one supervisor and six subordinates. The functions are important to the total division responsibilities. A branch with more than 16 authorized spaces may be formally organized into sections.

C3.4.4.5 **Section.** A section is a subordinate part of a branch, optimally with a minimum of seven billets to include one supervisor and six subordinates.

C3.4.4.6 **Team.** A team is a subordinate part of a section that may be designated if the Directorate Head warrants. Teams may or may not have supervisors according to the guidance in C3.3

C3.4.4.6.1 Office of Personnel Management (OPM) guidance dictates that Team Leaders are responsible to their supervisors or managers for assuring that the work of their assigned team is carried out by performing a range of coordinating and supportive duties and responsibilities. Team Leaders utilize a variety of coordinating, coaching, facilitating, consensus-building and planning techniques. These kinds of work methods, knowledge, skills, and abilities (KSAs) are alternatives to traditional supervision which enable the team as a whole to deliver improved quality, quantity and timely services and/or work products to their customers.

C3.4.4.6.2 Team Leader positions are classified one full GS grade level (in a two-grade interval pattern) above the highest grade level of GS-09 or higher (nonsupervisory and non-leader). For example, leading a base level of GS-11 work would result in a grade level of GS-12 for the Team Leader's position; or, leading a base level of GS-09 or GS-10 positions would yield a grade level of GS-11 for the Team Leader's position.

C3.5 **Organizational Structure.**

C3.5.1 The primary principle in establishing an activity and its internal lines of supervision and control is to align functions and work centers in the most logical manner to achieve maximum productivity and effectiveness.

C3.5.2 Organizational structures should be constantly monitored by the activity and MPS4 to determine the suitability of existing staffing patterns and to ensure they correspond to the missions and functions and the workload assigned to the activity.

C3.5.3 A Directorate's front office can have a maximum of one director, one vice, and/or one deputy director, one office manager, and two administrative support positions. Additionally, a PEO may include a Senior Acquisition Lead and Technical Director. The Director, DISA, reserves approval authority on whether a Directorate is authorized both a Vice and a Deputy. Activities are not authorized to have positions designated as Chief of Staff or Special Assistant. The addition of an Executive Assistant will be addressed on a case-by-case basis by the Director, MPS.

C3.6 **Positions.**

C3.6.1 A directorate must provide a position description (PD) for each position within their activity. A civilian PD will be classified by DFAS on the basis of published standards and authorized classification principles and policies. All positions, military and civilian, will be structured to provide an optimum balance between mission needs, economy, efficiency of operations, and effective employee utilization.

C3.6.2 A directorate must have a balance of professional, technical, clerical, and support positions established to provide adequate opportunities for career development. In addition, directorates must support the rotation of employees into and out of the directorate, to include reassignments to and from DISA overseas locations, to facilitate career development and progression.

C3.6.3 Administrative support should be aligned uniformly throughout the organization. In addition, secretarial support is not appropriate below the division level.

C3.6.4 A clear delineation of duties and responsibilities and job relationships should be made between individual positions to avoid confusion in responsibilities, overlap of functions, and duplication of effort. Each new or revised PD must be reviewed by DFAS to determine if the

duties and responsibilities are consistent with the mission and functions of the organization, thereby eliminating improper design of jobs.

C3.6.5 Deputy positions will not be established below the Deputy Principal Director, except when authorized by the Director, MPS, and properly classified by DFAS in accordance with paragraph C3.4.4.2. Establishment of these positions is based on responsibilities and increasing span of control.

C3.6.6 A Technical Advisor or Technical Director position is prohibited except at Directorate/Command/PEO level and in all cases must be approved by Director, DISA.

C3.6.7 Executive Officers are not authorized below the Director, DISA, level. Civilian Office Managers are authorized at the Directorate/PEO level only.

C3.6.8 Assistant to the Chief and Special Project Officer positions represent an additional link in the supervisory chain and will not be used. Manpower for special projects is normally provided by the detail of assigned personnel. However, special projects approved by DoD may use manpower teams if the duration of the project is 1 year or more.

C3.6.9 The following guidelines shall be considered when continuing or establishing supervisory positions:

C3.6.9.1 The complexity of the work being performed, need for a higher level of skill, number of positions supervised, and whether the supervisor will be fully employed.

C3.6.9.2 The span of control the supervisor has over the division, branch, or section must be broad enough so the supervisor is fully engaged, but not so broad as to impede proper accomplishment of the mission and management of employees. A first-line supervisor will typically supervise at least five people. A first-line supervisor is defined as one with no supervisors in subordinate roles.

C3.6.9.3 A military supervisor is not required for the supervision of military personnel as it is possible for a civilian supervisor to perform these duties.

C3.7 **Agency Staffing Levels**. Manpower utilization is the determination of the proper mix of military, civilian, contractor, intergovernmental personnel act employee, highly qualified expert, foreign national, and host nation officer support. Consideration will be given to establishing equitable career progression opportunities for both military and civilian components of the overall workforce.

C3.7.1 **Military Manpower.**

C3.7.1.1 Military positions that are required by law, treaty, or regulation and where military experience is required must remain military positions.

C3.7.1.2 Establishing a military supervisory position solely to supervise other military will be avoided where there is an appropriately graded civilian supervisor authorized in the same organizational element.

C3.7.2 **Civilian Manpower.**

C3.7.2.1 Civilian manpower is used to perform inherently governmental work that does not require military personnel or when DoD civilian manpower is more cost-effective than contract or other manpower arrangements.

C3.7.2.2 Civilian manpower is used to reduce the requirement for military personnel.

C3.7.3 **Contractor Support.** Contractor support can be a vital part of meeting workload requirements under many circumstances and may be considered in the workforce mix. In general, contract support should be considered to support workforce requirements when the workload is commercial in nature; no requirement exists for government personnel; a contractor provides better value for the government; or the workload requirement is short-term, surge, or unpredictable. Functions that are inherently governmental (IG) or are deemed personal services in nature may not be supported through contract.

C3.7.3.1 Specific guidelines to determine if workload is Inherently Governmental Activities are contained in Federal Acquisition Regulation (FAR) Subpart 7.5.

C3.7.3.2 Manpower requests will be assessed annually in order to determine how military, civilian, and contract personnel may be used in the best interest of national defense and in accordance with DoDI 1100.22 Policy and Procedures for Determining Workforce Mix. Section C6.3 discusses the data call requirements.

The results are reported to MPS through the Inherently Governmental and Commercial Activities (IGCA) review and reporting process.

C3.7.3.3 Personal services shall be performed by military or DoD civilian personnel and not contracted unless specifically authorized. Coordination and consultation with appropriate contracting officers in Planning and Logistics Directorate (PLD) may be required. Personal services are defined in DoDI 1100.22 Enclosure 5. Some support services require a level of government supervision and control that is inappropriate in a contractual arrangement. The following guidelines are used in determining whether the work is personal in nature per DoDI 1100.22 and should be staffed by government personnel:

(a) Due to the inherent nature of the service or the manner in which it is provided, government direction or supervision of the employees is required (directly or indirectly) in order to adequately protect the government's interest; retain control of the function involved; or retain full personal responsibility for the function supported in a duly authorized Federal officer or employee.

(b) Services are applied directly to the integral effort of the DoD Component in furtherance of assigned function or mission.

(c) Comparable services, meeting comparable needs, are performed in the same or similar situations using military or DoD civilian personnel.

(d) The service is performed on-site; the government furnishes principal tools and equipment; and the need for the service can reasonably be expected to last beyond 1 year. See also FAR Section 27.104, Personal Services Contracts.

C3.8 Responsibilities.

C3.8.1 Principal Directors, Program Executive Officers, Directors, Commanders, PMs, and Chiefs of Major Organizational Elements. These individuals will:

C3.8.1.2 Continually review programs and projects to determine which low priority activities can be reduced or eliminated.

C3.8.1.3 Examine organizational structures for unnecessary layering and make changes, as required.

C3.8.1.4 Review organizational structures to identify and eliminate positions and/or organizational elements performing similar or duplicate work efforts.

C3 8.1.5 Review proposals for organizational changes and recommend actions based on assessments of functional clarity; programmatic uniqueness; clear and direct reporting relationships; resource management and economy; and organizational and position design, including ratios of support to program staff, number of senior level positions, span of control, organizational layering, and supervisor to nonsupervisory employee ratios.

C3.8.1.6 Staff new activities in the most effective manner possible. Realign or redirect current staff appropriately. Seek employees who can be appointed below the full performance grade level for the positions in the activity or transfer skilled personnel from other activities.

C3.8.1.7 Ensure position realignment and allocation of responsibilities, definition of job content, and structuring of work processes, concerning both military and civilian positions, are valid and supportable.

C3.8.1.8 Ensure all employee PDs accurately reflect the duties they are performing and submit changes, when necessary.

C3.8.2 Director for Manpower, Personnel, and Security (MPS). The Director, MPS, will provide position management oversight as part of the centralized manpower function as well as staff requests for changes to organizational structure.

C3.8.3 **Chief Financial Executive/Comptroller (CFE)**. The CFE will develop, review, and prepare manpower staffing standards, when appropriate.

C3.8.4 **Vice Director, DISA**. The Vice Director is the approval authority for any exceptions to this policy.

C4. CHAPTER 4. HIGH-GRADE MANAGEMENT

C4.1 General. High-grades consist of Senior Executive Service (SES), General/Flag Officers, O-6's, O-5's, and general schedule (GS) GS-15 and GS-14 positions. High-grade positions cannot be created or upgraded without appropriate justification, position management review, and classification authority.

C4.1.1 Target Percentages of High Grades. Each year, the Director, DISA, through the Director, MPS, will issue a letter no later than the beginning of the fiscal year to the Directorate Heads with the target percentages of high grades. The Vice Director and Director, MPS will insure the Directorates stay within those percentages.

C4.2 Classification Guidelines for High Grades. Non-Supervisory positions will be classified in accordance with the applicable Office of Personnel Management for the series. Supervisory positions will be classified in accordance with the General Schedule Supervisory Guide (GSSG). In the event a position meets the minimum supervisory requirements but has a high degree of personally performed technical duties, the position will be classified using the GSSG and separately using the applicable standard for the series. The position will be classified as supervisory and the grade will be the higher of the two determinations. The position is classified by analyzing the duties and responsibilities as they relate to factors outlined in the standards.

C.4.2.1 Non-Supervisory Factor Level Descriptions

Factor 1– Knowledge Required by the Position
- Nature of knowledge and skills needed.
- How the knowledge and skills are used in doing the work.

Factor 2 – Supervisory Controls
- How the work is assigned.
- Employee's responsibility for carrying out the work.
- How the work is reviewed.

Factor 3 – Guidelines
- Nature of guidelines.
- Judgment needed to apply the guidelines or develop new guides.

Factor 4 – Complexity
- Nature of the assignment.
- Difficulty in identifying what needs to be done.
- Difficulty and originality involved in performing the work.

Factor 5 – Scope and Effect
- Purpose of the work.
- Impact of the work product or service.

Factor 6 – Personal Contacts
- People and conditions/setting under which contacts are made.

Factor 7 – Purpose of Contacts
- Reasons for contacts in Factor 6.

Factor 8 – Physical Demands
- Nature, frequency and intensity of physical activity.

Factor 9 – Work Environment
- Risks and discomforts caused by physical surroundings and the safety precautions necessary to avoid accidents or discomforts.

C.4.2.2 Supervisory Factor Level Descriptions

Factor 1 – Program Scope and Effect
- Addresses the general complexity, breadth, and impact of the program areas and work directed.
- The work directed, the products produced, or the services delivered.

Factor 2 – Organizational Setting
- Considers the organizational situation of the supervisory position in relation to higher levels of management.

Factor 3 – Supervisory and Managerial Authority Exercised
- Covers the delegated supervisory and managerial authorities which are exercised on a recurring basis (this factor must meet the supervisory criteria in classification standard.

Factor 4 – Personal Contacts (this is a two part factor)
- Nature of Contacts
  - Covers the organizational relationships, authority or influence level and require direct contact.
- Purpose of Contacts
  - Covers the purpose of the personal contacts (which includes advising, representing, negotiating responsibilities relative to supervision and management).

Factor 5 – Difficulty of Typical Work Directed
- Measures difficulty and complexity of the basic work of the organization directed.

Factor 6 – Other Conditions
- Various conditions contribute to the difficulty and complexity of carrying out supervisory duties, authorities and responsibilities.

C.4.2.3 External Engagement. It should be noted that "external engagement" is only one factor in determining the appropriate grade level. To be classified as a GS-14 or 15, the external contacts must be high level officials in government, private sector and/or academia and the scope and impact of the interaction must be significant. In addition, the breadth and depth of knowledge, skills, responsibility, scope, and impact must be sufficiently high in order to classify the position as a GS-14 or 15.

C4.3 Policies.

C4.3.1 The expectation for GS-15's is that they are in a supervisory role.

C4.3.2 High grades will not be layered. High grade supervisors should not rate those of the same grade.

C4.3.3 In some cases, position or breadth of organization will dictate a supervisory role (for example, deputies to the Principal Director) necessitating one high grade supervising another of the same grade. However, layering beyond that is generally prohibited.

C4.3.4 Additional high grades come with an additional payroll cost. It is expected that an organization will require a compensating off-set to downgrade a vacant position in order to support the additional cost of upgrading a position.

C4.4 Subject Matter Experts.

C4.4.1 For GS-15's, the 0800, and 1500 series will be considered for non-supervisory positions in accordance with classification guidelines.

C4.4.2 For GS-14's, non-supervisory functional subject matter experts may also exist and will be graded in accordance with classification guidelines.

C4.5 **Responsibilities.**

C4.5.1 **Principal Directors, Program Executive Officers, Directors, Commanders, PMs, and Chiefs of Major Organizational Elements.** These individuals will conduct specific reviews using the guidance for establishing high-grade positions when one of the following occurs:

C4.5.1.1 Existing high-grade position becomes vacant.

C4.5.1.2 Position is proposed to be upgraded.

C4.5.1.3 Position is transferred from one activity to another.

C4.5.2 **Director for Manpower, Personnel, and Security (MPS).** The Director, MPS, will:

C4.5.2.1 Issue or review Agency high-grade management guidance in conjunction with position management responsibilities.

C4.5.2.2 Provide analytical support and perform periodic reviews to include assessments, recommendations , and a high-grade strategy for achieving goals. Provide target percentages to Director, DISA, for issuance yearly.

C4.5.2.3 Provide analytical support from the results of organizational reviews.

C4.5.2.4 Direct management reassignments of high grades in support of this policy and maximize the use of restructuring tools such as Voluntary Early Retirement Authority/Voluntary Separation Incentive Payment (VERA/VSIP).

C4.5.2.5 Provide for the Director, DISA, a letter no later than the beginning of the fiscal year to the Vice Director and Directorate Heads with the target percentages of high grades.

C4.5.3 The Vice Director will review the Director's guidance of high-grade percentages yearly and use those to enforce this policy, ensuring the Agency stays within the target percentages referenced in the Director's letter.

C4.5.4 **Vice Director, DISA.** The Vice Director is the approval authority for any exceptions to this policy.

C5. CHAPTER 5. SPECIAL PROGRAM MANAGEMENT

C5.1 **General.** Special program authorizations and billets are used to recruit or requisition personnel in particular disciplines and to provide the Agency with needed resources for current and future mission requirements. Both military and civilian positions may fall within the "special program" category. To provide career progression and leadership development for the civilian workforce, DISA needs to invest in its people and their training and education. This should not be just through the competitive education programs culminating in senior war college opportunity but also through developmental assignments and rotations to other organizations such as OSD.

The difficulty is in allowing personnel these opportunities while not jeopardizing the organization's ability to fulfill its mission. Longer assignments are seen in negative terms by the organization and can limit participation. Organizations are more willing to allow more of these enriching opportunities if selected positions can be backfilled. Both individuals and organizations benefit as DISA increases the quantity of qualified current and future leaders. MPS will create an Individuals Account and work with CFE to set aside funding and eventually FTEs from both Appropriated and DWCF at first utilizing the 2% End Strength/FTE flexibility and utilize overhire status. Individuals selected for certain activities listed below will be transferred into an Individuals account in the Joint Manpower Document managed under MPS. MPS will be responsible for assignments of rotations, all pay and personnel management of these individuals, including reassignment within DISA upon completion of their term.

C.5.1.1 Individuals selected for long term rotations through DISA competitive programs where they will not be returned to their current positions. These rotations are at least 180 days and require reassignment after the assignment to senior service schools such as Eisenhower School of NDU will be transferred formally.

C.5.1.2 MPS will work with CFE to identify the number of FTE's (DWCF and Appropriated) to set aside for this Individuals Account which will be reviewed by the Vice Director and appropriate resource committees of the HART and the DWCF Status of Funds reviews. Organizations will be allowed to hire behind these long term assignments and educational opportunities.

C5.1.2.1. Pathways Interns will be managed in this account also to provide for broad experiences across DISA.

C5.1.2.2 Internal or exchange type rotations, as well as Student Career Experience Program (SCEPS), will continue to be funded from individual organizations payrolls.

C5.2.1 Civilian special program billets consist of those authorizations that are outside of the budgeted end strength for the Agency, with the exception of Interns.

C5.2.2 Military special program billets are authorized; however, both the billet and the incumbent have unique characteristics (such as, Joint Duty Assignment (JDA) billets).

C5.3 **Civilian Resources**. Special program resources are used to alleviate critical or unique manpower situations. These positions are normally unfunded and are not shown as a budgeted authorization on the JTD. Special program authorizations fall into several categories:

C5.3.1 **Overhire**. An overhire is an unfunded position generally used for short-term requirements; however, appointments to these positions may be of a temporary or permanent nature. If the appointment is temporary, the position is removed from the JTD once the employee is terminated. If the appointment is permanent, the activity must, at its earliest convenience, place the incumbent against a budgeted (authorized) position. The exception would be a permanent incumbent in a DWCF) activity where the number of overhires is driven by revenue. There are three types of overhire billets:

C5.3.1.1 **Temporary Billets**. Temporary billets are encumbered by personnel with permanent (line coded "TO" in the JTD) or temporary (line coded "TA" in the JTD) appointments.

C5.3.1.2 **Term Billets**. Term billets are encumbered by personnel with term appointments (line coded "TE" in the JTD).

C5.3.1.3 **Back-fills**. Back-fills are used when it is known that the incumbent will soon depart (line coded "X" in the JTD).

C5.3.2 **Long-Term Reimbursable (LR)**. An LR is an unfunded billet encumbered by permanent, term, or temporary employees used for chargeable direct costs for a function or service performed by DISA for a customer outside the Agency.

C5.3.2.1 The following must be considered by a manager when requesting an LR:

C5.3.2.1.1 A support agreement or similar documentation exists between the customer and DISA. (DISAI 640-50-6, Interservice and Intragovernmental Support, prescribes policy and outlines the process used to document support.)

C5.3.2.1.2 The administration and accountability of reimburseable resources are adhered to and reported through the budget and the Joint Manpower Program (JMP) process. All management and administration of reimbursable billets must follow current DoD financial management regulations.

C5.3.2.2 The establishment of reimbursable positions within DISA must be coordinated through the Comptroller/Financial Executive (CFE), and General Council (GC). The following information must be provided:

C5.3.2.2.1 What reimbursable work will be accomplished by the functions performed with these billets?

C5.3.2.2.2 What DoD Component or other entity will provide the funding?

C5.3.2.2.3 Is this new work a new responsibility? If not new, how was the work managed in the past and why are reimbursable billets required now?

C5.3.2.2.4 What is the basis for the number of reimbursable billets requested, e.g., dollars, location, etc., and how was this number determined?

C5.3.2.2.5 Is the requirement expected to be short-term (less than 2 years) or long-term (2 years or more)? If long-term, what support exists for that position?

C5.3.5 Pathways Program. The Internship and Recent Graduates programs, also called Pathways, have the following primary objectives and will be centrally managed by MPS for administration matters. Senior Champions will provide career management. The purpose of this program is as follows:

a. Attract and recruit quality students and recent graduates to meet short- and long-range staffing needs;

b. Bring new educational methods and concepts into the work force;

c. Strengthen relationships between students and recent graduates to Federal employers;

d. Assist students in applying classroom theory to practical work experience;

e. Assist students in meeting financial obligations by earning income while learning;

C5.3.5.1 **The Internship Program.** The Internship Program replaces the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). This program is designed to provide students enrolled in a wide variety of educational institutions, from high school to graduate level, with opportunities to work in agencies and explore Federal careers while still in school and while getting paid for the work performed. Students who successfully complete the program may be eligible for conversion to a permanent job in the civil service.

C5.3.5.2 **The Recent Graduates Program** provides developmental experiences in the Federal Government. It is intended to promote possible careers in the civil service to individuals who, within the previous two years, graduated from qualifying educational institutions with an associates, bachelors, masters, professional, doctorate, vocational or technical degree or certificate from qualifying educational institutions. To be eligible, applicants must apply within two years of degree or certificate completion, except for veterans precluded from doing so due to their military service obligation, who will have up to six years after degree or certificate completion to apply.

C5.3.6 **Bridge Program.** The Bridge Program permits lower graded employees to be considered for positions with growth potential. As with the Intern Program, each activity is required to have a permanent budgeted authorization for the bridge position.

C5.3.7 **Highly Qualified Expert (HQE).** An HQE is an individual possessing uncommon, special knowledge or skills in a particular occupational field beyond the usual range of expertise, who is regarded by others as an authority or practitioner of unusual competence and skill. The expert knowledge or skills are generally not available within the Department and are needed to satisfy an emerging and relatively short-term, nonpermanent requirement. An HQE is authorized to be hired under Section 9903 of Title 5, United States Code (U.S.C.), as enacted by Section 1101 of the National Defense Authorization Act. Funding for HQEs will be provided by the hiring directorate.

C5.3.8 **Intergovernmental Personnel Act (IPA) Position.** The IPA permits temporary assignments of skilled personnel to or from State and local governments, institutions or higher education, Indian tribal governments, and other eligible governments. An IPA assignment must be implemented, in writing, outlining such factors as purpose, goal, and length of assignment; provisions for reimbursement; retention or loss of benefits; maintenance of leave records, etc. Assignments can be made for up to 2 years and may be intermittent, part -time, or full-time. Assignments may be extended 2 additional years. Federal Government employees must be serving on a career or career-conditional appointment or equivalent appointment in the excepted service. Employees can be hired noncompetitively from academia.

C5.3.9 **High Grade Upward Mobility Program (HGUMP).** Under HGUMP, Directorates may take existing nonsupervisory GS-14 and GS-15 positions and recruit them as GS-12/13/14 or GS-13/14/15 upward mobility positions. The recruitment area of consideration for these positions will, as a minimum, be DISA-wide. The area of consideration may be expanded beyond DISA when a determination is made by the selecting directorate in coordination with MPS. A selection panel is required for all positions filled under this program. The selection panel composition will be determined by the directorate filling the position in coordination with MPS. All positions filled under HGUMP will require the respective Senior Champion approval. In addition, a formal training plan is required for all employees entering this program.

C5.4 **Joint Duty Assignment (JDA).** Also referred to as a "Joint Billet." A JDA is a grade 04 through O6 billet that complies with the guidelines set forth in DoD Instruction 1300.19, DoD Joint Officer Management Program. The billet is recorded with the position management file of the Joint Duty Assignment Management Information System (JDAMIS).

C5.4.1 **Joint Matters.** In order to qualify, an officer must perform matters related to the achievement of unified action by multiple military forces in operations conducted across domains such as land, sea, or air, in space, or in the information environment, including matters relating to national military strategy, strategic planning and contingency planning, command and control of operations under unified command, national security planning with other departments and agencies of the United States , and combined operations with military forces of allied nations. In the context of joint matters, the term "multiple military forces" refers to forces that involve participants from the armed forces and one or more of the following: other departments and agencies of the United States, the military forces or agencies of other countries, or nongovernmental persons or entities. Simply put, Joint Matters is focused on "what you do" and "who you do it with." To properly qualify as a Joint Duty Assignment List (JDAL) position, the

evaluation reports must substantiate that the job is concerned with "joint matters" and match the position description.

C5.4.2 **Critical Standard - Joint Duty Assignment (Critical S-JDA).** This is also known as a "Joint Critical" billet. Designation of an S-JDA position for which, considering the duties and responsibilities of the position, the incumbent should be previously experienced and educated in joint matters, or, at a minimum, the position would be greatly enhanced by such an incumbent. Critical positions are not necessarily the most key and essential billets in an activity. Critical positions are proposed by heads of joint activities and approved by the Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD(P&R)), with the recommendation of the Chairman of the Joint Chiefs of Staff (CJCS), and documented in the JDAL. Critical S-JDA positions are filled by Level III or IV Joint Qualified Officers unless waived by the CJCS.

C5.4.3 **Joint Duty Assignment List (JDAL).** The JDAL is a consolidated list of Active Component (AC) and Reserve Component (RC) JDAs approved by the PDUSD(P&R) and the CJCS. The JDAL is the position management file of the Joint Duty Assignment Management Information System (JDAMIS) and is managed by Joint Staff (J-1) and is updated at least once yearly. In order for any billet to be placed on the JDAL, the preponderance of the position's duties must be related to joint matters and it must be approved by a JDA Validation Board. Orgs should use caution when changing the duties of an approved JDA billet as a significant change could invalidate it and cause it to go before another validation board.

C5.4.4 **JDA Validation Board.** Validation boards are normally conducted semiannually in January and July. Prior to this, DISA will hold internal JDA boards to nominate positions for inclusion on the JDAL based on the criteria in C.5.4.1. The board convenes as directed by the PDUSD(P&R) and composed of representatives from the CJCS and the military services, as well as an observer from the Office of the Secretary of Defense (OSD), to review nominated positions for inclusion on the JDAL. The Board makes recommendations to the Under Secretary of Defense for Personnel and Readiness USD(P&R) through the Chairman of the Joint Chiefs of Staff on adding and/or deleting individual positions on the JDAL.MPS solicits applications for each board as required. A performance report (OER/OPR/FITREP) must accompany each application.

C5.4.5 **JDA Revalidation Board.** As part of the semiannual validation board process, the Joint Staff is required to review and revalidate all of the Agency's JDA billets every five years. (The first Agency revalidation was conducted January 2010.) Supervisors should continually review field grade officers (O4-O6) position descriptions and performance reports to ensure joint matters type work is captured.

C5.4.6 **Joint Duty Credit.** Upon completion of an officer's tour who is assigned to one of the Agency's JDAL billets, he/she will receive full joint duty credit. Full joint duty credit is the joint credit designation granted for the completion of a tour of duty in a S-JDA that meets all statutory requirements or the accumulation of 36 joint experience points accrued from Experience-based Joint Duty Assignments (E-JDAs) and discretionary points from joint training and exercises. Such credit may also be awarded to RC officers who meet the established tour length criteria. In the event that a billet receives its JDAL designation during the course of the officer's tour, he/she

will receive partial credit starting from the approval date of the JDAL billet. In rare cases, as determined by the Services, officers who are not able to complete a full tour may be granted a waiver and receive full joint duty credit.

C5.4.7 **Joint Experience Points.** Officers who are not assigned to positions designated as JDAs may achieve Joint Duty Credit through the accumulation of joint experience points. Points must be applied for through the officer's Service Joint Officer Management Office and are derived from a combination of the duration and intensity of the a joint experience. Combat, noncombat, and steady-state are all intensity factor multipliers used to compute points. Further information on submitting these points, which is an individual responsibility, can be found in Department of Defense Instruction 1300.19, Joint Officer Manpower Instruction.

C5.5 **Advanced Degree Validation Program (ADVP).** The ADVP documents JTD officer billets requiring an academic degree at the masters or doctorate level and is used to requisition officers qualified to fill these billets.

C5.5.1 Officer positions requiring an advanced degree (due to essentiality to achieve optimum performance or due to direct technical supervision over personnel, who are required to have advanced degrees) will be annotated in the billet notes column of the JTD. ADVP billets will not be based on an incumbent having an advanced degree, but upon a position for which an advanced degree requirement exists. The incumbent does not have to possess the corresponding educational qualifications to be accepted for the position.

C5.5.2 All requirements for adding, changing, canceling, or revalidating an advanced degree must be coordinated with Manpower and Personnel Systems Support Division (MPS4) that will coordinate with Military Personnel Division (MPS2) to ensure the advanced degree is required and the education level and discipline are appropriate. When necessary, further coordination will be made with the requesting office.

C5.6 **Other Special Programs.**

C5.6.1 **Acquisition Workforce Management Program (AWMP).** The AWMP was established in accordance with the Defense Acquisition Workforce Improvement Act (DAWIA) and its implementing DoD Directives and Manuals. The Agency must identify acquisition positions and establish a civilian acquisition workforce with personnel who meet the acquisition education, training, and experience standards specified for the positions. Military personnel performing acquisition duties must be identified and position designation must be approved by their respective military service. The AWMP will assist in the designation process and annually justify those designated positions. Requirements are coordinated with MPS4 and MPS2.

C5.6.2 **Cyber Career Manpower Program (CCMP).** DoD is establishing new policies to govern the training, certification, coding, tracking, and overall management of the cyber workforce. In accordance with these anticipated changes, the agency must establish a civilian cyber workforce, with personnel who meet the cyber education, training, and experience standards specified for the positions. These positions will be identified and coded according to DoD policy and all codes entered into DCPDs. Cyber positions consist of primarily all GS-

2210/GS-1550, GS-0855/0854, GS-0391 and those in GS-0343, and acquisition billets whose position is dealng primarily with cyber programs or cyber acquisitions. Military personnel performing cyber duties must be identified and position designation must be approved by their respective military service. The CCMP will assist in the designation process and annually justify those designated positions. Requirements are coordinated with MPS4 and MPS2.

C5.7 **Responsibilities.**

C5.7.1 **Principal Directors, Program Executive Officers, Directors, Commanders, PMs, and Chiefs of Major Organizational Elements.** These individuals will:

C5.7.1.1 Ensure budgetary implications are considered when requesting civilian special program authorizations.

C5.7.1.2 Limit use of military special program billets to critical mission areas.

C5.7.1.3 Conduct periodic evaluations of special program authorizations to ensure optimum utilization.

C5.7.1.4 Place overhire incumbents in permanent budgeted positions as soon as it is feasible.

C5.7.1.5 Ensure minimal use of overhires.

C5.7.2 **Director for Manpower, Personnel, and Security (MPS).** The Director, MPS, will:

C5.7.2.1 Evaluate requests for temporary overhire authorizations and only approve those with legitimate requirements.

C5.7.2.2 Provide policy and procedures to activities concerning the establishment of civilian special program authorizations.

C5.7.2.3 Maintain a current approved JDAL and prepare and submit JDAL update requests.

C5.7.2.4 Ensure joint officers are placed against the correct JDA billet.

C5.7.2.5 Serve as the DISA point of contact to the JDA Validation Board.

C6. CHAPTER 6. STUDIES AND AUDITS

C6.1 **General.** Manpower management studies and audits are used to optimize personnel utilization and to accomplish missions with a minimum amount of manpower. All studies and other management improvements will specifically review opportunities to reduce infrastructure.

C6.2 **Organizational Studies.** The Chief Financial Executive/Comptroller (CFE) conducts independent organizational studies that analyze resource utilization and management controls. The Manpower, Personnel and Security Directorate (MPS) Manpower and Personnel Systems Support Division (MPS4) Organization and Manpower Branch (MPS43) studies and analyzes the mission, functions, and manpower utilization.

C6.2.1 Validation of the mission certifies the work performed by the activity is valid and falls within the "over-arching" strategic plan of the Agency. A valid mission is one assigned to the Agency by current directives, policies, or other authority.

C6.2.2 Review of the functions is essential to identify opportunities to improve resource utilization.

C6.3 **Inherently Governmental and Commercial Activities (IGCA) Inventory Data Call.** The inventory is an audit required by DoD and serves as the data set used to respond to various reporting requirements, including, but not limited to, the Annual Report to Congress. All authorizations in the JTD are coded with function and criteria codes as part of the ongoing desire to contract out work not considered inherently governmental.

C6.3.1 In the inventory, each manpower authorization (military and civilian) is placed into one of three categories:
(1) inherently governmental - core manpower, (2) commercial exempt from private sector performance, or (3) commercial subject to review for divestiture or private sector.

C6.3.2 The criteria code identifies whether the position is inherently governmental, subject to contractor support performance, or exempt. The review submitted must match the end strength of the prior year budget.

C6.3.3 The function code accounts for the type of work authorized to be performed regardless of whether the position is vacant or filled.

C6.3.4 The IGCA codes may be updated by the respective DISA activity. Once this data is reviewed and updated by the activity, MPS43 will analyze the information, make necessary adjustments, and, subsequently, forward the information to the Chief Financial Executive/Comptroller (CFE) Analysis and Acquisition Support Division (DC4) that has overall responsibility. DC4 performs the final analysis and prepares the package for the signature of the Director, DISA, prior to transmittal to the OSD.

C6.4 **Responsibilities.**

C6.4.1 **Chief Financial Executive/Comptroller (CFE)**. The CFE will:

C6.4.1.1 Serve as the Agency POC for all matters concerning the IGCA inventory.

C6.4.1.2 Ensure MPS4 is notified when the data call is received from OSD.

C6.4.2 **Principal Directors, Program Executive Officers, Directors, Commanders, PMs, and Chiefs of Major Organizational Elements**. These individuals will designate a POC within the activity to provide updated data for all studies and audits.

C6.4.3 **Director for Manpower, Personnel, and Security (MPS)**.
The Director, MPS, will:

C6.4.3.1 Create and complete the IGCA inventory.

C6.4.3.2 Establish a timeline for the completion of the IGCA inventory.

C6.4.3.3 Ensure the coding of all budgeted authorizations meet current guidelines.

C6.4.3.4 Maintain historical data on all previous studies or audits.

C7. CHAPTER 7. MANPOWER BUDGET DOCUMENTATION

C7.1 **General.** Manpower budget documentation provides input to the DISA budget, incorporates approved external changes, and details internal adjustments of the Agency's distribution of resources by program element (PE).

C7.1.1 Authorized billets will be reported in the DISA Program Objective Memorandum (POM) and other budget submissions for the budget year and future years. Prior years and the current year use the number of on-board personnel at the end of the fiscal year.

C7.1.2 Civilian full-time equivalents (FTEs) will be reported in the DISA POM and budget submissions. Prior years and the current year will reflect the number of civilian hours worked divided by the number of compensable hours for the specific fiscal year (FY).

C7.1.3 Accounting reports from the DISA payroll system are used to determine and audit civilian FTEs.

C7.1.4 Military End Strength (ES) in the DISA POM and budget submissions will reflect the current allocation levels by service and type. Future years may be adjusted due to Resource Management Decisions (RMDs) or other official documents.

C7.1.5 Military FTEs are equivalent to military ES.

C7.1.6 PEs are used by the Agency to track manpower and allocate resources by functional areas.

C7.2 **Responsibilities.**

C7.2.1 Management Headquarters (MH) manpower is a controlled account that must be closely tracked to comply with DoD Directive 5100.73, Major Department of Defense Headquarters Activities.

C7.2.2 **Chief Financial Executive/Comptroller (CFE).** The CFE will provide required budget guidance and accounting reports to MPS4 yearly, usually in the April time-frame, to ensure accurate, timely submissions of manpower budget exhibits.

C7.3.3 **Principal Directors, Program Executive Officers, Directors, Commanders, PMs, and Chiefs of Major Organizational Elements.** These individuals will:

C7.3.3.1 Report billet usage by function through the use of PE codes in the JTD.

C7.3.3.2 Report personnel gains and losses to ensure correct ES is annotated in the JTD.

C7.3.4 **Director for Manpower, Personnel, and Security (MPS).** The Director, MPS, will:

C7.3.4.1 Collect and analyze all ES and FTE data and provide correct, concise, and traceable manpower information.

C7.3.4.2 Provide all requested manpower budget exhibits, and, as required, provide manpower reports and analysis throughout DISA, OSD, and other DoD Components.

ENCLOSURE 1:

Procedures and Considerations for Requesting a Reorganization

All reorganizations must be approved by the Director, MPS, after coordination with the Chief, MPS4, DFAS, and CFE.

To initiate a reorganization, the Principal Director, Director, Commander, or Chief must submit an interoffice memorandum (IM) to the Director, Manpower, Personnel, and Security Directorate (MPS), with an attention line to the Chief, Manpower and Personnel Systems Support Division (MPS4).

The IM must provide the following information:
(1) assessments of benefits to be derived; (2) summary of organization changes (including functional realignments, deletions, and additions; (3) changes in existing high-grades with justification(s); (4) new activity codes and titles or changes and/or additions to the Unit Identification Codes (UICs) identified by inclusion in the Defense Civilian Personnel Data System (DCPDS) and the Defense Civilian Payroll System.

The IM must include following items: (1) new JTD including both authorized and unauthorized billets with any changes to series, grades, and program element (PE) codes sourced back to the most current JTD highlighted; (2) new or revised organization chart; (3) new or revised M&F; (4) list of new acronyms or abbreviations used in the new M&F that are not identified in the current or approved JMP, if applicable; and (5) listing of timekeepers and certifiers to include a list of project codes as a result of the reorganization.

The requesting activity may not take any personnel actions to realign, reassign, and recruit personnel after the IM is submitted to request and coordinate a reorganization. All necessary Requests for Personnel Actions (RPAs) will be completed by MPS4 and the requesting activity in accordance with the approved reorganization after a reorganization is approved. Organizations may not operate "unofficially" under a proposed new structure until the reorganization is approved.

Realignment. A realignment is the movement of authorizations (vacant or encumbered) from one Dcode to another. A realignment does not generally require prior Director, MPS, approval; however, it does require MPS4 coordination and approval. If this realignment involves senior grades (GS 14/15), DISA Director approval is required. In some instances, several realignments within a short span of time may constitute a reorganization which will invoke the requirements of C2.3.2.

Internal. If the billet to be realigned within a directorate is "encumbered" or "filled," the division chief, branch chief, section chief, or designated manpower point of contact (POC) submits a request for personnel action (RPA) to MP43 detailing the realignment and describing the management purpose of the realignment. If the billet is vacant, the directorate submits their request to MP43 via e-mail.

The billet grade and series of a vacant civilian position is coded "to be determined" (TBD) until such time the position is formally reviewed by the Defense Finance and Accounting Service (DFAS) position classification unit.

The incumbent's grade and series of an encumbered billet will remain unchanged; however, the billet grade and series are subject to change based on MPS4 review of the organizational structure where the position is being placed.

External. To request an external realignment from one directorate to another, the losing division chief, branch chief, section chief, or designated POC submits a request for personnel action (RPA), as outlined in C2.4.1. The external realignment is by agreement and at the discretion of the losing and gaining Dcodes.

The grade and series of a vacant civilian position is coded "to be determined" (TBD) until such time the position is formally reviewed and, if necessary, classified by the DFAS position classification unit.

If the billet is "encumbered" or "filled" and the move is external, an RPA must be routed through both activities and submitted to MPS4.

Considerations. Careful consideration of all operational factors will produce a cost and operationally effective activity. The following must be considered when changing manpower resources:

A manpower change may affect organizational and Dcode structures and program element (PE) and project codes and should be reviewed with the activity's resource manager before being initiated.

Personnel changes may require activities to initiate Requests for Personnel Action (RPAs).

The Automated Time and Attendance Payroll System (ATAAPS) may require a change.

A facility change may require movement of personnel, furniture, and telephone lines and supply and equipment accounts.

Physical relocation of office personnel may require information system hardware changes for computers, printers, fax machines, and other local area network (LAN) equipment.

ENCLOSURE 2:

Indicators of Effective Position Management

There is no overlap in functions, unnecessary organizational levels, or fragmentation.

Alignment of the organization is consistent with current mission and staff resources approved in the budget process.

The series within an activity are appropriate for the functions performed.

Positions are designed or restructured to be consistent with the kinds and levels of work assigned to the activity. (In some cases, these reviews will include a comprehensive position classification review of all positions by the Defense Finance and Accounting Service [DFAS].)

Positions are necessary for mission accomplishment, evidenced in written justifications, or they are eliminated.

Special appointment authorities or short-term assignments are used only when necessary.

Position management responsibilities are included as a factor in evaluating the performance of supervisors and managers.

Determinations are made as to whether positions can be recruited at lower grade levels or if duties can be transferred to higher or lower grade level employees without sacrificing efficiency and effectiveness.

There is a clear career path from every level to Directorate head.

The number of layers of team leaders, deputies, supervisors and other leaders between the front line employees and the Director of the Agency are the minimum necessary to meet mission.

ENCLOSURE 3:

Definitions and Glossary of Terms

Acquisition. The planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or support of, military missions.

Acquisition Positions. Civilian positions and military billets that are in the DoD acquisition system, have acquisition duties, and fall in an acquisition position category established by the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)).

Acquisition Workforce. The personnel component of the acquisition system. The acquisition workforce includes permanent civilian employees and military members who occupy acquisition positions, who are members of an acquisition corps, or who are in acquisition development programs.

Authorization. This is a billet that is resourced.

Billet. This may be a resourced or unresourced authorization/position that allows an activity to recruit personnel.

Defense Civilian Personnel Data System (DCPDS). A human resources information system that supports civilian personnel operations in DoD.

Dcode. An Alpha or Alpha Numeric code, also known as the "activity code," that represents the elements and subelements of the activity. (Dcodes are located in the DCPDS.)

Effectiveness. The degree to which an activity is accomplishing its mission and meeting its objectives.

Efficiency. Minimum resources required to effectively execute a task or series of tasks successfully.

Full Performance Level. Previously identified grade level to which the incumbent of a position can be promoted without further competition. This level is established by sound position management and classification methodology.

Full-Time Equivalent (FTE). Applies to the total number of regular straight time hours worked by an employee during a given fiscal year. (This definition and authority for using the term FTE is found in Office of Management and Budget (OMB) Circular A-11.)

General Schedule (GS) Civilians. U.S. Classification Act employees primarily engaged in administrative, clerical, fiscal, professional, or scientific duties (e.g., administrative clerk, engineer).

High-Grade Positions. Civilian positions that have an authorized full performance level of GS-14 and above, to include Senior Executive Service (SES) positions.

Joint Manpower Program (JMP). The process that defines the Agency mission, functions, internal structure, current manpower authorizations, projected manpower requirements, and mobilization augmentation plan (resources required during wartime).

Joint Specialty Officer (JSO). An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff (CJCS), who is educated and trained in joint matters and has completed the requirements for "JSO" designation.

Joint Table of Distribution (JTD). The JTD is an output/product of the Joint Manpower Program (JMP). The JTD identifies positions and enumerates the spaces that have been approved for each organizational element of an activity for a specific fiscal year (manpower authorization year) and those that have been accepted for planning and programming purposes for the four subsequent fiscal years (program years).

Joint Table of Mobilization Distribution (JTMD). The JTMD is the process to provide select reserve augmentation in time of mobilization. National Guard and reserve billets are allocated to provide peacetime training and wartime supplements.

Manage-to-Pay (M2P). M2P is a system that manages the payroll budget using Full-time Equivalent (FTE) rather than end strength (ES) to administer the payroll budget.

Manpower Authorization. A DoD budgeted position listed on a JTD authorizing the recruitment of personnel to perform required tasks.

Position. This is a billet, authorized or unauthorized, with a specific set of duties as described by a position description (PD).

Position Management. The structuring of positions, functions, and activities in a manner that optimizes economy, efficiency, and effectiveness.

Program Years. The fiscal years (as mandated by the Joint Staff) that follow the authorization year of a Joint Table of Distribution (JTD). The Joint Staff accepts requirements for program years for planning and programming purposes only.

Program Element (PE). Represents a major mission area and related resources and are the building blocks of the programming and budgeting system.

Realignment. The movement of an authorization, billet, or position with the incumbent.

Reassignment. The movement of an incumbent from authorization, billet, or position into another.

Reorganization. Reorganization constitutes a change to the organizational structure, mission, and/or authorized strength, not administrative changes (i.e., name and grade changes).

Request for Personnel Action (RPA). Electronic form associated with DCPDS for requesting promotions, realignments, reassignments, hiring actions, etc.

Senior Champion. Individual who serves as the overall approval authority for workforce development and human capital strategic planning for DISA. The members of the Senior Champions' Council consist of a Senior Executive Service (SES) representative for each of DISA's major civilian career fields to include acquisition, logistics, procurement, information technology, Cyber Security, engineering, telecommunications, finance, and the select specialties series and two senior military representatives who serve as the Senior Champions for DISA's military personnel. There may be more than one Senior Champion for any given career field.

Senior Executive Service (SES). Include positions classified above GS-15 that include executive or managerial duties involving one or more of the functional criteria identified in law.
A position meets the SES functional criteria if its incumbent engages in any of the following activities:
-directs the work of an organizational unit;
-is held accountable for the success of one or more specific programs or projects;
-monitors progress toward organizational goals and periodically evaluates and makes appropriate adjustments to such goals;
-supervises the work of employees (other than personal assistants); or
-otherwise exercises important policy-making, policy-determining, or other executive functions.

Staffing Standards. Expression of the quantitative and qualitative manpower requirements for the performance of a given set of functionally homogenous tasks at varying levels of workload.

Student. An individual who is enrolled or accepted for enrollment in a curriculum leading to a degree, diploma, certificate, etc., and is taking at least a half course load in a high school, accredited technical or vocational school, 2-year or 4-year college or university, graduate or professional school.

Supervisory Ratio. The ratio representing the number of supervisory to nonsupervisory personnel.

Transformation. Organization change where two or more DISA activities are affected.

Work Year Ceiling. A limitation on the cumulative number of scheduled work hours divided by 2087 to obtain equivalent workers.
ENCLOSURE 4:

Glossary of Terms

AC   Active Component

AWMP	Acquisition Workforce Management Program
ADVP	Advanced Degree Validation Program
ATAAPS	Automated Time and Attendance Payroll System
CJCS	Chairman, Joint Chiefs of Staff
CMIS	Corporate Management Information System
DAWIA	Defense Acquisition Workforce Improvement Act
Dcodes	DISA Codes
DCPDS	Defense Civilian Personnel Data System
DFAS	Defense Finance and Accounting Service
DWCF	Defense Working Capital Fund
E-JDA	Experience-based Joint Duty Assignment
ES	End Strength
FTE	Full-Time Equivalent
FY	Fiscal Year
GS	General Schedule
HGUMP	High Grade Upward Mobility Program
HQE	Highly Qualified Expert
IGCA	Inherently Governmental and Commercial Activities
IM	Interoffice Memorandum
IPA	Intergovernmental Personnel Act
JDA	Joint Duty Assignment
JDAL	Joint Duty Assignment List
JMP	Joint Manpower Program
JTD	Joint Table of Distribution
JTMD	Joint Table of Mobilization Distribution
LAN	Local Area Network
LR	Long-term Reimbursable
M&F	Mission and Functions
MH	Management Headquarters
M2P	Manage-to-Pay
O&M	Operations and Maintenance
OPR	Office of primary responsibility
OSD	Office of the Secretary of Defense
OSCMIS	Open Source Corporate Management Information System
PBD	Program Budget Decision
PD	Position Description
PE	Program Element
PEC	Program Element Code
PEO	Program Executive Office
PM	Program Manager
PMO	Program Management Office
POC	Point of Contact
POM	Program Objective Memorandum
PDUSD (P&R)	Principal Deputy Under Secretary of Defense for Personnel and Readiness
R&D	Research and Development
RC	Reserve Component

RPA	Request for Personnel Action
SCEP	Student Career Employment Program
SES	Senior Executive Service
S-JDA	Standard-Joint Duty Assignment
STEP	Student Temporary Employment Program
TBD	To Be Determined
UIC	Unit Identification Code