

**Navy Manpower Analysis Center  
Shore Manpower Requirements Determination  
Business Requirement (SMRD BURT)**

**Version 1.0**

**29 March 2013**



**Prepared By:**

**NAVMAC Code 20 Manpower Programs**

**Navy Manpower Analysis Center  
5722 Integrity Drive  
Millington, Tennessee 38054-5057**



## Table of Contents

<b>1.0</b>	<b>General Information</b> .....	<b>1</b>
1.1	Purpose .....	1
1.2	Scope .....	1
1.3	Structural Representation .....	2
1.4	Approvals .....	3
1.5	Change Management Process .....	4
1.5.1	Major Change.....	4
1.5.2	Minor Change.....	4
1.5.3	Change Process.....	4
1.5.4	Document Version Control.....	5
1.6	Record of Changes .....	6
<b>2.0</b>	<b>Business Requirements</b> .....	<b>7</b>
BF	Business Functions .....	7
BF1	SMRD Study Procedures .....	7
BF2	Workforce Classification .....	13
BF3	Organizational Management .....	13
BF4	Manage Data .....	14
<b>RA</b>	<b>Reporting &amp; Analytics</b> .....	<b>15</b>
RA1	Packaged Reports.....	15
<b>BP</b>	<b>Business Process Management</b> .....	<b>16</b>
BP1	User Security Administration.....	16
BP2	Workflow Administration.....	16
BP3	Business Rule Administration .....	16



<b>IF</b>	<b>Interfaces</b> .....	<b>18</b>
IF1	User Accessibility.....	18
IF2	User Presentation .....	18
IF3	Internal System .....	18
IF4	External System.....	18
<b>UA</b>	<b>Usability Aids</b> .....	<b>19</b>
UA1	Instruction.....	19
UA2	Assistance.....	19
UA3	Training and Job Aids .....	19
<b>Appendix A</b>	<b>Glossary of Terms</b> .....	<b>20</b>
<b>Appendix B</b>	<b>Acronyms</b> .....	<b>22</b>



## **1.0 General Information**

### **1.1 Purpose**

The Shore Manpower Requirements Determination (SMRD) program is managed by the Chief of Naval Operations, Total Force Requirements Division (CNO (N12)), and is supported by Navy Manpower Analysis Center (NAVMAC). The primary agent for determining shore manpower requirements is the Budget Submitting Office (BSO). Shore manpower requirements are based on valid, approved workload drivers. The primary driver of shore workload is the approved Mission, Functions and Tasks (MFT) of the activity which are translated into position-level staffing requirements in the Activity Manpower Document (AMD). Other common drivers are: OPNAVINST 5450 which contains the MFT for each shore activity; CNO (N1) approved staffing standards; and manpower determination tools. BSOs determine and validate peacetime and mobilization manpower requirements based on peacetime MFTs, workload, Operational Order (OPORD), and mobilization workload. BSOs review manpower requirements on a continuous basis to ensure they reflect the current MFT. A new Statement of Manpower Requirements (SMR) and Mobilization Statement of Manpower Requirements (MSMR) are primarily triggered by: Major MFT revision; corrective fleet issues; technology adjustments to workflow, significant changes and new equipment installs; Support services adjustments (memorandum of understanding (MOU), memorandum of agreement (MOA), status-of-forces agreement (SOFA) and Inter-Service Support Agreements (ISSA)); supported Type Commander (TYCOM) or enabler direction; and CNO (N1) direction.

The SMRD process is predominately conducted on-site with primary focus on ensuring the work is linked to a valid MFT statement; measuring and quantifying the work using industrial engineering techniques (need not all be the same); developing consistent, accurate and programmable models to fully depict the relationship between manpower and workload; recommending the best manpower mix and organization for accomplishing the workload; and providing a view into the analysis behind these steps that can be audited by outside sources and which facilitates connection to Navy Program and Budgeting efforts.

The purpose of this document is to capture validated business requirements as they exist (“as is”) for shore activities not governed by Required Operational Capability/Projected Operational Environment (ROC/POE) documents. This document will also be used as a baseline for BSOs to review, assess, measure performance and readiness for shore activities workload drivers required by directed MFTs. NAVMAC collaborated with the Navy's BSOs to capture the varied processes employed during the development of shore manpower requirements. The SMRD BURT (ver 1.0) focuses on documenting principal BSO processes. Future versions of the SMRD FMRD BURT will translate the operational-level processes into fundamental business requirements. This will ensure that the SMRD BURT is aligned with Navy's other Manpower Management Business Requirements Documents (e.g., AMM BURT, FMRD BURT, etc.). Finally, it will serve as a framework for the Position Management Functional Review Board (PM-FRB) to begin integrating BSO manpower business requirements with MPT&E business requirements to deliver a comprehensive Navy manpower program and help establish priorities to improve all manpower processes and deliver new solutions.

### **1.2 Scope**

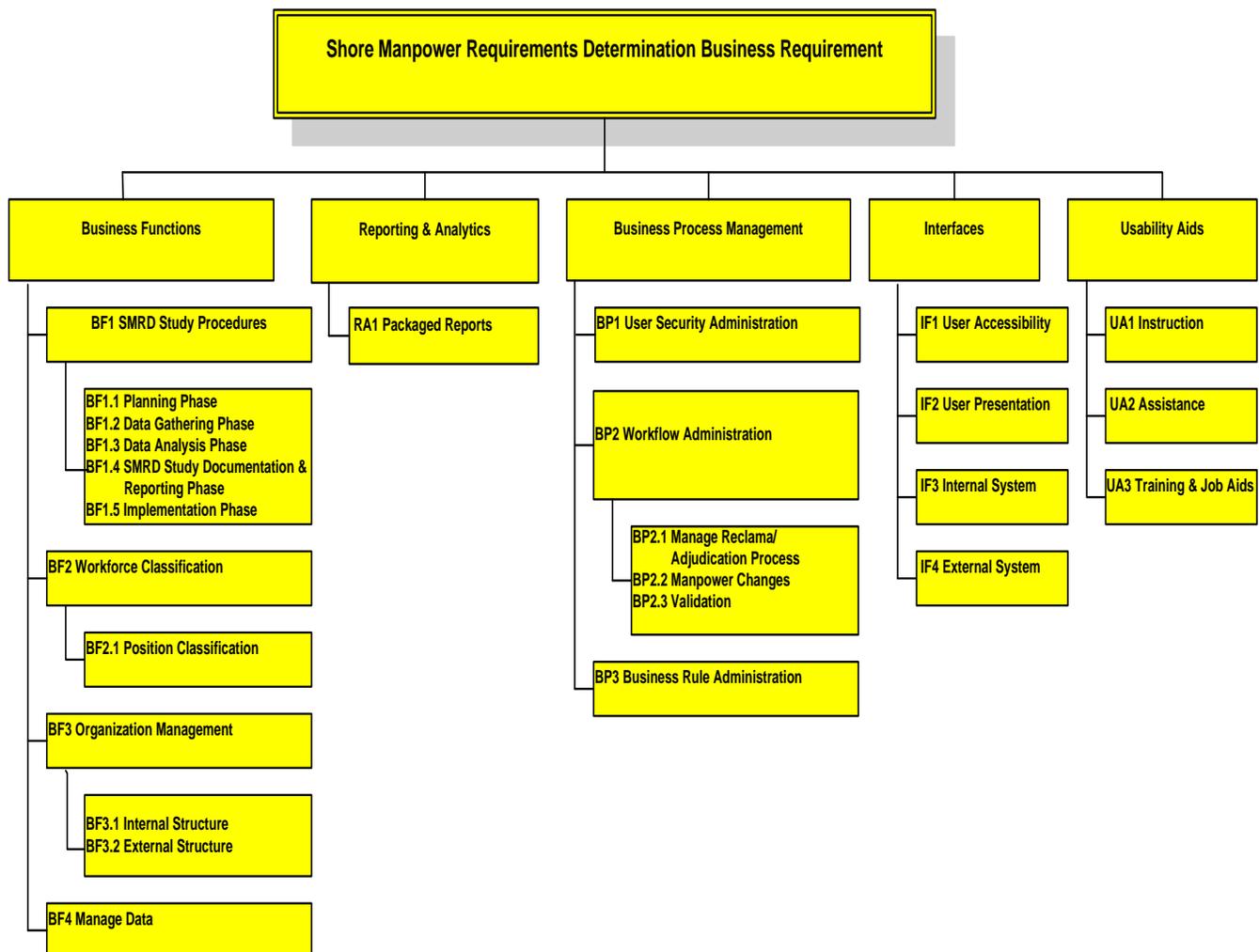
The requirements in this document have been developed in support of analyzing mission, capabilities and configurations. Analysis is performed by collecting and allocating workload to develop staffing standards and shore manpower requirements. The requirements in this document



do not apply to all BSOs or functional areas. The manpower requirements validation process and documentation or workload drivers vary among BSOs based on mission. The Shore Manpower Requirements Determination Process serves a wide spectrum of business requirements that are provided in the structure representation shown in section 1.3. The functionality is divided into five types of business requirements:

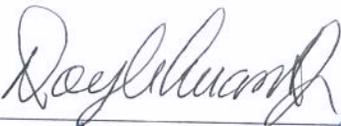
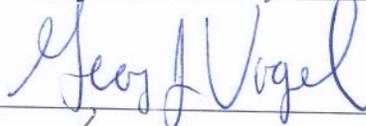
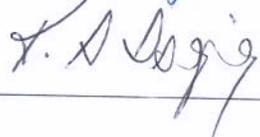
- Business Functions (BF)
- Reporting & Analytics (RA)
- Business Process Management (BP)
- Interfaces (IF)
- Usability Aids (UA)

### 1.3 Structural Representation





1.4 Approvals

Name	Signature/Date
<b>Doyle Avant</b> <b>Code 20 - Manpower</b> <b>Programs</b> <b>NAVMAC</b>	 8 MAR 2013
<b>George Vogel</b> <b>Technical Director</b> <b>NAVMAC</b>	 29 MAR 2013
<b>CAPT Kathy A. Isgrig</b> <b>Commanding Officer</b> <b>NAVMAC</b>	 29 MAR 2013



## 1.5 Change Management Process

Business requirements will change as business processes, policies and procedures evolve. Change management ensures that all business requirement changes are reviewed at the appropriate level before authorizing a revision to the business requirement (BURT) document. A change is defined as anything that is introduced and alters the content of a requirement or impacts the functionality or its process. The Position Management Functional Review Board (PM FRB) voting members will carefully evaluate and determine if changes are appropriate and deemed as major or minor changes based on relevant information provided by the originator and the definitions provided below. Major changes to the requirements will require formal approval of the PM FRB voting members prior to a revision being implemented. Minor changes to the requirements will be reviewed and implemented by the Functional Management Office (FMO) and presented to the PM FRB membership to ensure concurrence. Current business requirements will remain in effect until the recommended changes are incorporated into the next revision of the BURT document.

### 1.5.1 Major Change

A major change exists when a business requirement is added, deleted, or an existing requirement is modified in a manner that changes the intended meaning. This will most likely result from a change to a governing instruction or directive. A major change will require approval by the PM FRB voting members prior to implementation.

### 1.5.2 Minor Change

A minor modification will not alter the intended meaning of the business requirement. Minor changes to business requirements are intended to clarify the requirement without changing the meaning (i.e., format or composition, correcting typographical errors, punctuation and spelling, or to update a field). Recommendations for minor changes do not need approval of the entire PM FRB voting membership.

### 1.5.3 Change Process

Recommendations for changes to business requirements shall be submitted to a voting PM FRB member. The following detailed guidance is provided for requesting business requirement changes:

- The **originator** shall include the following pertinent information:
  - Command Name
  - Department
  - Phone Number (DSN and/or commercial)
  - Name of originator submitting the recommendation(s)
  - If the recommendation is to modify or delete an existing requirement:
    - Indicate the current requirement identification number (e.g., BF 1.3.1.)
    - The recommended modification
    - Justification for the change
  - If the recommendation is to add a new requirement:
    - Indicate the recommended business requirement identification number (e.g., BF 1.3.1.1) where the requirement should be inserted
    - The recommended new business requirement
    - Justification for the change
- The **PM FRB voting member** will:
  - review each recommendation to determine if the recommended change is appropriate and minor or major in accordance with the provided definitions



- forward the change recommendation with their determination as major/minor and endorsement/rejection to the FMO
- **FMO** will ensure the following actions occur for each change recommendation forwarded for action:
  - communicate to the originator the determination (outcome) of their recommendation
  - coordinate with the originator to present endorsed major change recommendations to the PM FRB voting members
  - ensure all PM FRB members (voting and non-voting) are informed of the requested change(s) and the outcome
  - ensure the appropriate change page annotations are made within the BURT documentation (when approved)

#### **1.5.4 Documentation Version Control**

Minor changes will be annotated in the BURT change pages and may be published for stakeholder use without change to the version of the document. Major changes will also be annotated in the BURT change pages; however, these changes will require a change to the version number of the document and will not be published for stakeholder use until routed for PM FRB Chairperson signature approval.





## 2.0 Business Requirements

### Business Functions

RQMT ID	Category	Requirement	Requirement Description	Source
BF1	SMRD Study Procedures	Conduct a SMRD Study	Phases of the SMRD Study Process.	Navy Total Force Manpower Requirements Handbook, April 2000
BF1.1	Planning Phase	Plan to conduct an SMRD Study	Receive and distribute activity data requested by announcement email –e.g., current organizational structure, list of contracts, list of concerns, Mission, Functions, & Tasks (MFT).	Navy Total Force Manpower Requirements Handbook, April 2000
BF1.1.1		Develop SMRD Study Schedule	Establish study date.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.1.2		Notify Activity of Scheduled Study	Inform the appropriate activity or functional area of the upcoming study.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.1.3		Select Study Team	Assemble study team of qualified analysts	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.1.4		Conduct Research	Assembled reference documents to become familiar with the activity's mission, organization structure, and operating procedures (e.g., manpower studies, current manpower documents, command standard operating procedures (SOPs, governing directives, etc).	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.1.5		Make Planning Visit	Complete background research necessary to plan the study.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.1.6		Develop POA&M	Conduct a study strategy along with the initial Plan of Action and Milestones (POA&M).	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2	Data Gathering Phase	Gathering data for SMRD Study	The necessary documentation to complete the study is collected using a variety of data collection forms and data gathering techniques that will provide knowledge of the activity.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.1		Begin On-Site Orientation/Planning	Commence on-site study at activity by implementing tools and	Navy Total Force Manpower



RQMT ID	Category	Requirement	Requirement Description	Source
			<p>techniques that require direct observation of workers or access to work records and supervisors and conducting an orientation session covering the following points:</p> <ol style="list-style-type: none"> <li>1) Purpose of the study.</li> <li>2) Procedures to be followed.</li> <li>3) General theory of technique(s) being used.</li> <li>4) Planned disposition of gathered data.</li> <li>5) Potential effect on those being studied.</li> </ol>	Requirements Handbook, April 2000
BF 1.2.2		Authenticate Mission contained in the approved MFT	Validate the activity's mission and organization to ensure all taskings used in determining manpower requirements are supported in writing by higher authority.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.3		Evaluate Organization Structure	<p>The element of administration which entails the orderly arrangement of materials and personnel by functions in order to attain the objective of the activity for effectiveness with respect to the mission. An effective organization will exhibit three basic features:</p> <ol style="list-style-type: none"> <li>1) Carry out the goals and objectives in the most effective and efficient way possible;</li> <li>2) Delineate as to specific responsibilities for appropriate segments of the organization;</li> <li>3) Define clear definition of individual duties, responsibilities for appropriate segments of the organization.</li> </ol>	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.4		Performance Work Statement (PWS)	Review and refine PWS indicators to reflect the output required of the organization.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.5		Identify Current Resources	Forms and resources available to assist in the development of the Statement of Manpower Requirements (SMR) and tradeoffs to enhance mission performance, quality, efficiency, and effectiveness (e.g., Contract Manpower, TAD Personnel, Temporary/Transient Personnel, and Civilian Resource)	Navy Total Force Manpower Requirements Handbook, April 2000



RQMT ID	Category	Requirement	Requirement Description	Source
BF 1.2.6		Evaluate Staffing Standards	Determine whether the existing standard generates manpower requirements that are appropriate for an efficient operation and the need to perform prescribed tasks at varying levels of workload. Depicts the quantitative and qualitative manpower required to accomplish a specific function (s) from the lowest to highest workload values.	OPNAVINST 1000.16 (series); Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.7		Review Other Studies	Include other manpower considerations that might impact the development of an SMR and conduct top-down studies at selected sample sites to validate the Performance Work Statement (PWS) and provide current Workload Indicator (WI)/generic data that may be reviewed, analyzed, and corrected prior to a computer assisted statistical analysis to determine the best (model) and poorest performing activity/work centers (e.g., previous studies such as audit reports, Commercial Activities (CA) Program status, etc.).	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.8		Determine Potential for Efficiencies	A condensed/macro level PWS used in areas where little or no methods improvement or detailed work measure is considered necessary (i.e., the current methods and procedures and staffing appear to be efficient and the cost of detailed analysis might outweigh the potential for efficiencies to be gained).	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.9		Conduct Work Measurement and Methods Study	Ensure and validate that personnel are fully productive and to provide unit times necessary in conducting methods improvement and predicting future workload and the performance of an operation used to obtain work-hour data for establishment of manpower requirements baseline and/or development of staffing standards and the analysis of methods and equipment used in job performance, design of an optimum method, and standardization of proposed	Navy Total Force Manpower Requirements Handbook, April 2000



RQMT ID	Category	Requirement	Requirement Description	Source
			methods.	
BF 1.2.10		Conduct Risk Analysis	Assess the risk associated with reducing or eliminating a tasking. Risk analysis is also used for developing and presenting the key arguments often needed by the decision-maker in deciding whether to eliminate or reduce low priority tasking.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.2.11		Summarize and Validate Data	Manpower Budget Submitting Office (BSO) determines how the activities are to ensure accurate interpretations of data, summarize, and report the outcome of the study. Collected data should be examined prior to departing from the activity to ensure that all data needed during analysis (such as cost, man-hours, and task frequency) had been collected in sufficient detail.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.3	Data Analysis Phase	Analyze data collected during Data Gathering phase	Data gathering and data analysis go hand-in-hand and are generally done during the same time frame that ensure consistency of data collection at each site is gathered using standard PWS and work measurement, and methods study tools and techniques.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.3.1		Complete Methods Study Analysis	The analysis of the actual work processes and work flows in order to identify work or methods which may be non-essential, duplicative, or otherwise inefficient; methods and equipment used in job performance, design of an optimum method, and standardization of proposed methods.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.3.2		Finalize PWS and Performance Indicators	Prepare the final PWS and Workload Indicators (WI) prior to writing the shore manpower requirements determination study report. The PWS and associated performance indicators should be described at the highest level of detail which is consistent with the study procedure(s) used, as they provide a measurable management tool for monitoring the stability of the component's workload.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.3.3		Develop SMR	Calculate quantitative and	OPNAVINST 1000.16



RQMT ID	Category	Requirement	Requirement Description	Source
			qualitative manpower requirements based on work measurement and methods improvement data. The SMR will reflect the skill and manpower mix requirements needed to support the activity's directed Mission Functions and Tasks (MFT) and associated workload.	(SERIES); Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.3.4		Verify Programmed Baseline	The impact of the completed SMRD study that is necessary to establish a current resource baseline or benchmark as the comparison reference for the SMR and identifying the tools in resource management and reprogramming issues/decisions.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.3.5		Validate Mobilization Requirements	Manpower BSOs shall determine and validate mobilization manpower requirement using the SMR document from Phase I as a baseline and by calculating quantitative and qualitative manpower requirements based on work measurement and methods improvement data.	OPNAVINST 1000.16 (SERIES), Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.4	SMRD Study Documentation and Reporting Phase	Document and report findings of SMRD Study.	Out-brief activity/ ISIC. Use backup data, including narratives of study findings and recommendations, to support SMR/Mobilization Statement of Manpower Requirements (MSMR) study.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.4.1		Shore Manpower Requirements Determination (SMRD) Study Documentation	The Shore Manpower Requirements Determination (SMRD) documents the final results of an SMRD Study which includes an activity's mission functions, tasks, and workload and to evaluate alternative combinations of manpower, material, facilities, procedures, methods, and organization structures to determine the manpower resources required to achieve specified output performances. The result of an SMRD study shall be documented in the SMR for an activity. Manpower requirements data files will be adjusted based on approved programming actions and as changes occur to workload, work processes, and contingency plans.	Navy Total Force Manpower Requirements Handbook, April 2000



RQMT ID	Category	Requirement	Requirement Description	Source
BF1.4.2		Submit SMRD Study Report for Approval	Obtain approval from authorizing official	
BF 1.4.3		Document Study Findings	Maintain a project file with all working papers, data collection forms, computer listings, and other data used and/or developed during the study to support the SMR and provide an audit trail of the findings of the study that will greatly enhance future study efforts.	Navy Total Force Manpower Requirements Handbook, April 2000
BF1.5	Implementation Phase	Implements results of SMRD Study	Distribute approved SMRD study to initiate implementation of results.	Navy Total Force Manpower Requirements Handbook, April 2000
BF1.5.1		Submit BCR	If required, complete and submit a billet change request (BCR) reflecting validated changes to the activity's SMR/MSMR.	OPNAVINST 1000.16 (SERIES); OPNAV N12 BCR Decision Matrix
BF 1.5.2		Submit MCR	Upon BCR approval, complete and submit a manpower change request (MCR) reflecting validated changes to the activity's SMR/MSMR.	OPNAVINST 1000.16 (SERIES); Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.5.3		Implement SMR Manpower Changes	Approved SMR and MSMR requirements are loaded into an authoritative manpower database and will reflect on the Activity Manpower Document (AMD).	OPNAVINST 1000.16 (SERIES); Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.5.4		Implement Non-manpower Efficiencies	The necessary changes that should be made to equipment, systems, methods, organizations, procedures, processes, rules, regulations, staffing, and labor standards, personnel, and other resources to achieve the SMR.	Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.5.5		Monitor Changes to Study SMR	Identify changes made to the peacetime baseline and justification for the changes (e.g., base realignment and closure (BRAC)). All changes to SMR must be justified/supported by a SMRD Study or other approved methodology.	OPNAVINST 1000.16 (SERIES); Navy Total Force Manpower Requirements Handbook, April 2000
BF 1.5.6		Monitor Performance of SMRD Study Process	The examination of study procedures used to determine the basis for the performance work statement (PWS) and workload indicator (WI) that serve as a basis for work measurements, accuracy of workload data, methods improvement and the output of a	Navy Total Force Manpower Requirements Handbook, April 2000



RQMT ID	Category	Requirement	Requirement Description	Source
			work process that can measure against standards of performance in terms of production or service and can be used in measuring the effect of process improvement, in order to identify the validity of the final output and the activity's mission.	
BF 1.5.7		Report SMRD Study Impact in Budget Submissions	The Planning, Programming, Budgeting System (PPBS) uses SMRD reports to support Program Objective Memorandum (POM) submissions.	Navy Total Force Manpower Requirements Handbook, April 2000
BF2	Workforce Classification	Document workforce classification elements	Requirements are defined on the manpower document with sufficient information to allow the Navy human resource processes to work, e.g., recruiting, accessing, training, educating, and distributing.	OPNAVINST 1000.16 (SERIES)
BF2.1	Position Classification	Manage position classification elements	Identify workforce career fields and skill levels for requirements.	
BF2.1.1		Identify manpower type	Defines the category of manpower used to establish the position (officer, enlisted, civilian, or contractor).	OPNAVINST 1000.16 (SERIES); Activity Manpower Management Guide,
BF3	Organizational Management	Establish organization structure	Organization is the element of administration which entails the orderly arrangement of materials and personnel by functions to attain the objective of the unit.	OPNAVINST 3120.32D
BF3.1	Internal Structure	Identify an activity's organizational hierarchy	Internal organizational hierarchy consists of departments, divisions, branches, and work centers. Every position shall be assigned to an internal structure.	OPNAVINST 3120.32D; Activity Manpower Management Guide (AMM-G)
BF3.2	External Structure	Maintain DON activities for purposes of manpower, personnel, and financial management	Develop and maintain proper relationships between functions, personnel, and material assets for the accomplishment of desired objectives with maximum economy and effectiveness. An activity is a unit, organization or installation performing a specific mission or function and established under a CO, OIC, etc. A detachment is a physically distinct but functionally related and administratively dependent unit of an established naval activity.	OPNAVINST 1000.16 (SERIES), OPNAVINST 5400.44; SNDL



RQMT ID	Category	Requirement	Requirement Description	Source
BF4	Manage Data	Maintain workload and position data	Provide a standardized format to archive and retrieve current, historical, and associated reference data.	
BF4.1		Maintain workload data	Archive workload and position data.	
BF4.2		Maintain final document support data	Archive and retrieve manpower documents.	



## Reporting & Analytics

RQMT ID	Category	Requirement	Requirement Description	Source
RA1	Packaged Reports	Generate Shore Manpower Requirements Document	Provides in detail, the quantitative and qualitative manpower requirements of a shore activity's minimum manpower positions based on the activity's Mission, Function and Tasks statement.	OPNAVINST 1000.16 (SERIES)



## Business Process Management

RQMT ID	Category	Requirement	Requirement Description	Source
BP1	User Security Administration	Manage security of data	Policies and procedures enforced to ensure security of data.	
BP1.1	Profiles	Establish security policy	Define user profiles to access data (view or modify); transactions (create or approval/disapprove); report creation/generation.	
BP1.1.1		Create user profile	Assign a user's access and abilities to change data.	
BP1.1.2		Update user profile	Make changes to a current user's profile.	
BP1.1.3		Delete/deactivate user profile	Remove a current user or retain user profile but suspend access.	
BP2	Workflow Administration	Define and control workflow	Processes to modify manpower data.	
BP2.1	Manage Reclama/ Adjudication Process	Maintain process to support redress of manpower issues	Provide activity, ISIC and stakeholders the opportunity to review and provide feedback. Resolve issues and provide adjudication comments and manpower document for approving official signature.	OPNAVINST 1000.16 (SERIES)
BP2.2	Manpower Changes	Manage changes to manpower data	Review changes to manpower brought about by official directive or request for change for the following reasons: 1) adding, changing or deleting requirements due to an official change in MFT or Navy policy, 2) changing skill data, 3) implementing manpower documents, 4) realigning billet sequence codes (BSCs).	
BP 2.3	Validation	Validate data elements and data element combinations	Data elements that can be assigned to a position must be verified as accurate and applicable. Validation tables contain usable data elements.	
BP 2.3.1		Provide alerts and notifications	An alert or notification must be presented to users when a code other than that listed in the validation tables is entered.	
BP 2.3.2		Maintain valid data tables	A user with appropriate permissions must be able to maintain values in tables for validation purposes.	
BP 3	Business Rule Administration	Rules-based capability/ensure administered by user	Incorporate policy rules into the business process.	



RQMT ID	Category	Requirement	Requirement Description	Source
BP3.1		Use Navy Standard Workweek	Apply appropriate workweek as outlined in an authoritative directive.	OPNAVINST 1000.16 (SERIES)
BP3.1.1		Use allowances	Apply appropriate delay allowance, productivity allowances, utility tasking, preventive maintenance/corrective maintenance (PM/CM) ratio, facilities allowance and applicable additives.	
BP3.1.2		Use breakpoints limitation	Apply workload optimization tolerances to optimize manpower requirement processing.	
BP3.1.3		Use MFT parameters	Apply MFT statements.	
BP3.1.4		Use higher-level authority directives and instructions	Apply guidance outlined in authoritative directives and instructions.	Signed Authoritative Letters/N12 approved Staffing Standards
BP3.1.5		Use an organizational structure to outline the activity and/or workload to determine manpower requirements	Apply watch positions and workload within the confines of an approved organizational structure to facilitate a most efficient organization (MEO).	OPNAVINST 3120.32D
BP3.1.6		Use established Occupational Standards	Use enlisted and officers' skills, qualifications, and certifications as defined in Navy Enlisted Occupational Classification System (NEOCS) and Navy Officer Occupational Classification System (NOOCS) publications.	NAVPERS 18068F, NEOCS; NAVPERS 158391, NOOCS
BP3.1.7		Use established Navy Occupational Standards	Use enlisted skills, qualifications, and certifications as they apply to non-rating specific watches and workload.	NAVPERS 18068F, NEOCS



## Interfaces

RQMT ID	Category	Requirement	Requirement Description	Source
IF1	User Accessibility	Provide world-wide access	Users of manpower data are positioned world-wide.	
IF1.1		Provide access to real-time data	The authoritative manpower data contains the most current information. Users need the ability to access that information.	
IF2	User Presentation	Provide a common method of operation to maintain manpower data	Provide the user a single series of procedures/steps for performing requirement management functions.	
IF3	Internal System	Provide proper handling and storage of manpower data	Ensure appropriate procedures are enforced for handling and storage of classified and unclassified manpower data.	OPNAVINST 5239.1C; DoD 5200.1-R; SECNAVINST M-5510.36
IF4	External System	Manage external exchanges of data	Provide an exchange of data between the manpower database and other systems.	



## Usability Aids

RQMT ID	Category	Requirement	Requirement Description	Source
UA1	Instruction	Provide software enabled user manuals	Provide users written instruction as applicable to successfully complete processes within requirement management.	
UA2	Assistance	Provide users assistance in problem resolution	Provide a "help desk" users may contact to resolve procedural issues.	
UA3	Training and Job Aids	Provide training/job aids	Provide on-the-job training (OJT) classroom training and job aids.	



## Appendix A Glossary of Terms

---

**Activity Manpower Document (AMD)** - The qualitative and quantitative expression of manpower requirements (military, civilian, and contractor) and authorizations (military) allocated to a naval activity to perform the assigned Mission, Functions and Tasks (MFTs).

**Baseline** – A point of reference which is used as a benchmark for comparing manpower requirements / authorizations to present conditions. For example, the officer and enlisted manpower authorizations reflected in the most recent AMD will serve as the baseline for military manpower.

**Department of the Navy (DON)** – DON is composed of SECNAV; CNO; the Headquarters, Marine Corps; the entire operating forces, including Naval Aviation, of the Navy and Marine corps, and the reserve components of those operating forces; all fields activities, headquarters, forces, bases, installations, activities, and functions under the control or supervision of SECNAV; the Coast Guard when it is operating as a Service in the Navy.

**Fleet Manpower Document (FMD)** - Displays, in detail, quantitative and qualitative manpower requirements of a sea duty activity or a sea duty activity with shore duty component(s) that are operationally dependent upon one another and include operational units other than ships or squadrons. Requirements are predicated on a Required Operational Capability (ROC) statement under a Projected Operational Environment (POE), specified operational profile, computed workload and established doctrinal constraints.

**Manpower Requirement** – The minimum quantitative and qualitative resource needed to perform a specific mission, function, or task.

**Navy Enlisted Occupational Classification System (NEOCS)** – Provides the method the Navy uses to identify enlisted personnel skills and the manpower requirements associated with these skills. The system forms the basis for actions taken concerning enlisted personnel planning, procurement, training, promotion, distribution, assignment, and mobilization. NEOCS consists of the enlisted rating structure and its supplement, NEC structure. Special qualifications further complement both the enlisted rating structure and the NEC structure.

**Navy Officer Occupation Classification System (NOOCS)** – Provides a means to identify the skills, education, training, experience, and capabilities to officer personnel and the Navy's officer requirements. The system is designed to facilitate efficient personnel and manpower planning, procurement, training, promotion, distribution, career development, and the orderly call to active duty of inactive duty personnel. NOOCS consists of four major subsystems (the designator/grade structure, the subspecialty structure (SSP), and the additional qualification designation (AQD) structure).

**Performance Indicator** – A measurable output of a work process that can be compared to standards of performance in terms of quality, quantity, and timeliness. Performance indicators are included in the SMRD report.

**Performance Work Statement (PWS)** – Identifies what work is required to be done to the maximum extent practicable without stating how to do it. It identifies standards of performance to be met in measurable terms of quality, quantity, and timeliness.

**Planning, Programming, and Budgeting System (PPBS)** – Assists the CNO and SECNAV in making decisions regarding the allocation of Navy resources. A formalized procedure by which strategy is developed in consideration of the threat. Force requirements are developed to support the strategy; programs are developed to provide over a period of time the ships, aircraft, weapons systems and manpower for the force requirements. Programs are reviewed for execution, estimates are refined and funds are budgeted to obtain the required manpower and



weapons systems. At the DON level the system produces inputs to the DoD planning process, the DON POM, DON budget estimates and DON input to the President's budget.

**Positional Management Functional Review Board (PM FRB)** – The purpose of the PM FRB is to evaluate Requests for Information Services (RIS) based on their alignment with strategic priorities, the business value and risk associated with implementing the requested change, and the potential return on investment for the initiative under consideration.

**Program Objectives Memorandum (POM)** - Document in which each military department and Defense agency recommends and describes biannually its total resource and program objectives. Program objectives are fiscally constrained. To allow flexibility for each service to develop balanced programs, reallocation of funds is permitted between major mission and support categories unless specifically stated otherwise in the SECDEF's Fiscal Guidance Memorandum.

**Requirement** – A specific manpower space which is assigned qualifiers that define the duties, tasks, and functions to be performed and the specific skills and skill level required to perform the delineated functions.

**Shore Manpower Requirements Determination Program (SMRDP)** - A process that implements effective and efficient operations with minimal resource consumption. The SMRD process reviews and assesses workload in terms of the activity's missions, functions and tasks; objectively reviews and determines the equipment, processes, and skills necessary for the activity to efficiently and effectively discharge those missions, functions and tasks; determines the number and defines the mix of military, civilian, and contractor manpower required; and implements a resulting plan to improve the activity's ability to accomplish its mission. The SMRD process has replaced the Efficiency Review (ER) process.

**Statement of Manpower Requirements (SMR)** – For shore activities, displays an activity's approved quantitative and qualitative peacetime manpower requirements.

**Workload Indicator (WI)** – A broad index used to measure work and establish a relationship between workload and manpower requirements.

**Work Measurement** - A technique employed independently or in conjunction with cost accounting for the collection of data on man-hours and production by work units, so that the relationship between work performed and man-hours expended can be calculated and used as the basis for manpower planning, scheduling, production, budget justification, performance evolution, and cost control.



## Appendix B Acronyms

Term	Description
AMD	Activity Manpower Document
AMM-G	Activity Manpower Management Guide
AoA	Analysis of Alternatives
AQD	Additional Qualification Designation
BCR	Billet Change Request
BF	Business Function
BP	Business Process
BRAC	Base Realignment and Closure
BSC	Billet Sequence Code
BSO	Budget Submitting Office
BURT	Business Requirement
CA	Commercial Activities
CCB	Configuration Control Board
CM	Corrective Maintenance
CNO	Chief of Naval Operations
CO	Commanding Officer
DCNO	Deputy Chief of Naval Operations
DoD	Department of Defense
DON	Department of the Navy
DSN	Defense System Network
FMO	Functional Management Office
IF	Interfaces
ISIC	Immediate Superior in Command
ISSA	Inter-Service Support Agreements
MCR	Manpower Change Request
MDS	Maintenance Data System
MEO	Most Efficient Organization
MFT	Mission, Functions, and Tasks
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPT&E	Manpower, Personnel, Training & Education
MSMR	Mobilization Statement of Manpower Requirements
NAVMAC	Navy Manpower Analysis Center
NEC	Navy Enlisted Classification
NEOCS	Navy Enlisted Occupational Classification System
NOOCS	Navy Officer Occupational Classification System
OIC	Officer in Charge
OJT	On-the-Job-Training
OPORD	Operation Order
PM	Preventive Maintenance
PM FRB	Positional Management Functional Review Board
POA&M	Plan of Action and Milestone
POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
PWS	Performance Work Statement
RA	Reporting & Analytics
SECDEF	Secretary of the Defense
SECNAV	Secretary of the Navy
SMR	Statement of Manpower Requirements



<b>Term</b>	<b>Description</b>
SMRD	Shore Manpower Requirements Determination
SMRDP	Shore Manpower Requirements Determination Program
SOFA	Status-of-Forces Agreement
SOP	Standard Operating Procedure
TAD	Temporary Additional Duty
TYCOM	Type Commander
UA	Usability Aids
WI	Workload Indicator