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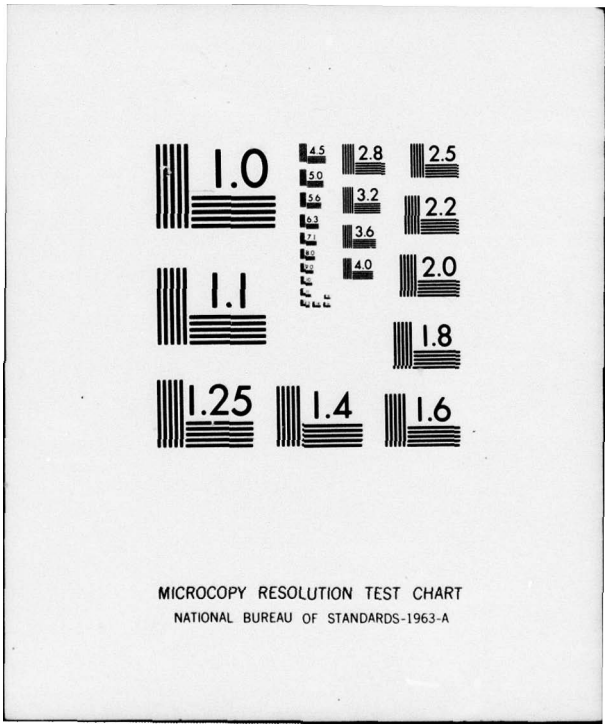
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Force Structure and Manpower Management Study

FINAL REPORT

Submitted to:

PROBE Steering Committee
Office of the Chief of Staff, US Army
The Pentagon
Washington, D. C. 20310

Attention:

Colonel W. H. Krueger
Work Group Chairman

October 1976

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OPERATIONS ANALYSIS DIVISION

GENERAL RESEARCH CORPORATION
WESTGATE RESEARCH PARK, McLEAN, VIRGINIA 22101

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

The Force Structure and Manpower Management Study conducted for the Department of the Army by the General Research Corporation during the period from November 1975 through October 1976 had overall objectives of: --

a. Recommending and assisting in implementing near-term improvements to the Army manpower management system, and

b. Recommending long-term improvements to that system.

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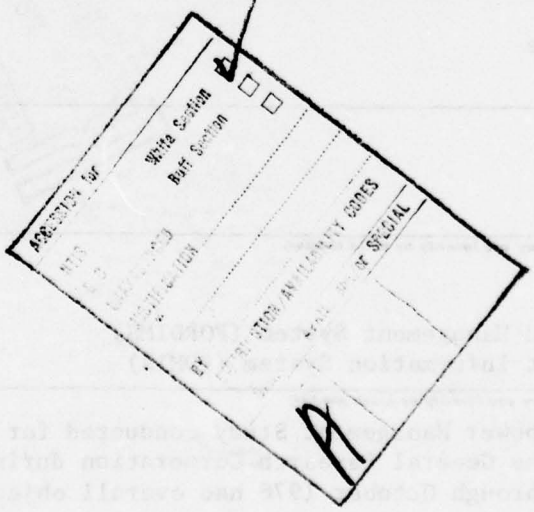
Block 19 continued:

The Army Authorization Documents System (TAADS)
Command Plan
Manpower Guidance Tracking
Program and Budget Guidance (PBG)

Block 20 continued:

This one-volume Final Report also constitutes the Phase IV Report of the study. Phase IV was devoted to monitoring and assisting in implementing approved Phase III recommendations for near-term improvements, and continued research to develop recommendations concerning long-term measures for improving HQDA manpower management functional procedures, MIS capabilities, and organizational structures. Section 1 of the Final Report provides background information on the study as a whole. The remaining sections of this report address accomplishment of Phase IV tasks, as follows:

Task	
A	MONITOR AND AID IMPLEMENTATION OF MEASURES AIMED AT NEAR-TERM IMPROVEMENTS;
B	ASSIST IN PLANNING FOR FORDIMS IMPLEMENTATION AND SUBSEQUENT USE;
C	DEVELOP CONCEPTUAL METHODS FOR TRACKING MANPOWER ACTIONS FROM HQDA TO FIELD LEVEL AND BACK; and
D	RECOMMEND LONG-TERM IMPROVEMENT MEASURES.



Force Structure and Manpower Management Study

FINAL REPORT

by

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Jasper M. McCurdy
Rodney D. Mundy
James M. Stoy

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ATTN: COL W.H. Krueger
Work Group Chairman

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1 INTRODUCTION

1.1 PROJECT OBJECTIVES

The Force Structure and Manpower Management Study conducted for the Department of the Army by the General Research Corporation during the period from November 1975 through October 1976 had overall objectives of:

- Recommending and assisting in implementing near-term improvements to the Army manpower management system, and
- Recommending long-term improvements to that system.

1.2 SCOPE

The word "manpower" as used in this study pertains specifically and exclusively to the number of military and civilian personnel spaces allocated to commands; reflected in the PBG, Manpower Vouchers, the M Force, and in MTOE/TDA; and to other quantitative employment limitations. It does not pertain to personnel management or personnel strength accounting.

1.3 PROJECT PHASES

This one-year study project was divided into the following four phases, all under the guidance of an Army Staff PROBE Steering Committee Working Group:

Phase I - Functional Research

A 60-day effort which included collection and abridgement of pertinent directives, in-depth interviews with HQDA manpower managers, and documentation of the day-to-day activities involved in programing and budgeting military and civilian manpower.

Phase II - MIS Research

A second 60-day effort which included documentation of three recent examples of typical manpower programing and budget actions, and a detailed examination of the eight automated systems which support

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manpower management at HQDA.

Phase III - Near-Term Analysis and Recommendations

A third 60-day phase which involved an analysis of Phase I and II findings and the development and presentation of 14 specific problem areas with recommendations for near-term improvements in each.

Phase IV - Long-Term Improvements

This phase was allotted 180 days for monitoring and assisting in implementing approved Phase III recommendations for near-term improvements, and continued research to develop recommendations concerning long-term measures for improving HQDA manpower management functional procedures, MIS capabilities, and organizational structures.

1.4 HISTORY OF THE STUDY

Phase I

The first phase of the study was completed on schedule and findings were submitted to the Work Group Chairman in a two-volume Phase I Report on 16 January 1976. See Table 1.1 for a listing of report volumes and an indication of their contents.

Phase II

The second phase of the study was completed on schedule and findings were submitted in a three-volume Phase II Report on 16 March 1976. (See Table 1.1.)

Phase III

The third phase of the study was completed on schedule and recommendations were submitted in a one-volume Phase III Report on 14 May 1976. (See Table 1.1.)

Phase IV

The last phase of the study was completed on schedule and the Final Report (this volume) was delivered on 28 October 1976. In addition, the following documents were delivered in response to Phase IV tasks:

Table 1.1 - INDEX OF FORCE STRUCTURE AND MANPOWER MANAGEMENT STUDY REPORTS AND CONTENTS

Phase	Volume	Report Title	Date	Indication of Contents
I	I	CURRENT FUNCTIONAL PROCEDURES FOR MANPOWER MANAGEMENT	Jan 76	Describes HQDA organization and procedures for managing military and civilian manpower.
	II	HANDBOOK OF REGULATORY AND DIRECTIVE AUTHORITIES ASSOCIATED WITH ARMY PROGRAMMING AND BUDGETING OF MILITARY AND CIVILIAN MANPOWER	Jan 76	Contains abridgements of 75 public laws, DOD Directives, CSRs, ARs, and other OMB, OSD, JCS, and DA documents. Retains as much of each document as contributes materially to an understanding of Army manpower management.
	IIA	APPENDIXES TO VOLUME II (bound separately)	Jan 76	Traces authorities and responsibilities, and identifies inconsistencies in directives.
II	I	MANPOWER MANAGEMENT ACTION CASE STUDIES	Mar 76	Contains sequential descriptions and chronological records of 3 manpower actions processed by the HQDA Staff.
	II	MANAGEMENT INFORMATION SYSTEMS SUPPORT OF MANPOWER MANAGEMENT	Mar 76	Describes principal MIS supporting HQDA manpower management (FAS, TAADS, SACS, AFP, CBS, CSFOR-76, SAMS Control-Military, and FYDP).
	III	HQDA STANDARD MANPOWER MANAGEMENT REPORTS	Mar 76	Provides an index, description, and example of 99 standard MIS reports used at HQDA.
III		NEAR-TERM ANALYSIS AND RECOMMENDATIONS	May 76	Identifies 14 specific manpower management problems and provides facts, discussion, and recommendations for each.
Mid-Project Report		STATUS OF PHASE IV TASKS	Aug 76	Covers work completed, in process, and planned during Phase IV thru July 76.
IV		FINAL REPORT	Oct 76	This report. See CONTENTS.

- A short study entitled Manpower Guidance Tracking Concepts.
- A proposed Army regulation (AR) entitled The Army Force Program.
- A proposed DCSOPS Force Programs and Structure Directorate SOP entitled Standing Operating Procedure For the Preparation and Processing of Army Force Program Transaction Sheets (OPS Form 2).

1.5 ORGANIZATION OF THIS REPORT

1.5.1 Phase IV Tasks

This one-volume Final Report constitutes the Phase IV Report. Section 1 provides background information on the study as a whole. The remaining sections of this report are organized by Phase IV tasks, as follows:

Task		Sections
A	MONITOR AND AID IMPLEMENTATION OF MEASURES AIMED AT NEAR-TERM IMPROVEMENTS	2 & 3
B	ASSIST IN PLANNING FOR FORDIMS IMPLEMENTATION AND SUBSEQUENT USE	4,5, & 6
C	DEVELOP CONCEPTUAL METHODS FOR TRACKING MANPOWER ACTIONS FROM HQDA TO FIELD LEVEL AND BACK	7,8, & 9
D	RECOMMEND LONG-TERM IMPROVEMENT MEASURES	10

1.5.2 Task A

Recommendations for near-term improvements were published in the Phase III Report. Inasmuch as those recommendations fell into two broad categories:

- Management Information System Improvements, and
- Management and/or Functional Procedure Improvements,

Final Report comments are organized under the same two headings in Sections 2 and 3, respectively.

1.5.3 Task B

As approved during the 9 July IPR, Task B specified that the Study Team would assist in planning for FORDIMS implementation and use by:

- Clarifying and coordinating functional requirements;
- Developing a plan for reconciliation of FDMIS data bases associated with FORDIMS; and
- Developing a plan for transition from use of current FDMIS systems to FORDIMS, to include parallel operations.

Final Report comments are organized under three similar headings in Sections 4, 5, and 6, respectively.

1.5.4 Task C

A very important Phase IV task was to develop conceptual methods for obtaining an auditable record of manpower transactions from HQDA to field level and back. The Study Team developed three methods which range from the very general to the very discrete. Final Report comments are organized in Sections 7, 8, and 9 under the following headings:

- The Need for Manpower Guidance Tracking,
- Three Concepts for Manpower Guidance Tracking, and
- Actions Required Prior to Implementation of Guidance Tracking.

1.5.5 Task D

A principal Phase IV objective was the development of recommendations for long-term improvements in functional procedures, organizational structure, and MIS support.

- It should be noted that the Work Statement makes a distinction between "near-term" and "long-term" improvements in Phases III and IV, respectively. For the purposes of this study, near-term improvements were defined as those requiring "no regulatory changes external to HQDA, requiring no major reallocation of spaces between agencies (i.e., not exceeding 10 spaces), and/or requiring no more than 3 man years of ADP development effort per discrete MIS change." It was envisioned that the Study Team would concentrate on early payoff (near-term) recommendations

during Phase III and would wind up the study (Phase IV) with the type of recommendations that would require a considerable amount of time/money/reorganization to implement. Although this distinction was observed during Phase III, as of the end of Phase IV it no longer has any meaning. In other words, all of the Study Team's current recommendations are included in Section 10, without regard to their near or long-term implications.

- With particular reference to MIS improvements, most of what the Study Team intended to be near-term MIS recommendations ultimately turned out to be long-term inasmuch as only 3 of the 12 new or improved reports that were recommended in Phase III could be developed by USAMSSA with the initial FORDIMS (see Section 2). Inasmuch as the results of these recommendations are still pending and considering the imminent transition from FDMIS to FORDIMS (projected for the March 1977 time frame), major additional long-term MIS recommendations are not considered appropriate at this time.

2 MANAGEMENT INFORMATION SYSTEM IMPROVEMENTS

2.1 NEW OR IMPROVED MIS REPORTS

2.1.1 Background

The Study Team's Phase III recommendations included proposals that 12 new or improved MIS reports be produced to assist functional personnel involved with manpower management. These 12 MIS reports will increase their capabilities and permit a reduction in the manual efforts presently devoted to manpower management functions. Background and details concerning MIS recommendations are included in the Phase III Report (Sections 3 thru 9). The reports are listed in the first column of Table 2.1.

2.1.2 Phase IV Actions

In accordance with guidance received from the Work Group Chairman, the recommendations pertaining to the 12 new or improved MIS reports were translated by the Study Team into Requests for Data Processing Support (RFDPS) (DAS Form 56), coordinated with affected functional personnel, and forwarded to USAMSSA to determine their capabilities to produce the reports. The USAMSSA response is summarized in columns two through five of Table 2.1. As shown in the table, USAMSSA indicated that none of the reports could be produced from current MIS, three could be developed concurrently with the FORDIMS initial development effort, and the remaining nine would have to be developed after March 1977 as a follow-on effort.

Information pertaining to these Phase III recommendations, to include the proposed new or improved reports and the USAMSSA response to the request for an impact analysis, was presented at the Force Structure and Manpower Management Study IPR held on 9 July 1976. Following that IPR, the Director, Force Programs and Structure Directorate, ODCSOPS,

Table 2.1 - AUTOMATED REPORTS REQUIRED TO SUPPORT MANPOWER MANAGEMENT

REPORT TITLE	USAMSSA DEVELOPMENT CAPABILITIES			
	Is Capability In Current MIS?	Develop Concurrent With FORDIMS?	Calendar Weeks Required Beyond Mar 77	Man Weeks Required Beyond Mar 77
1. Manpower Ledger by Appropriation, Program, or Subprogram	NO	YES	N/A	N/A
2. Manpower Audit Trail by Appropriation, Program, or Subprogram	NO	NO	8	6
3. Manpower Ledger by MCOMD	NO	YES	N/A	N/A
4. Manpower Audit Trail by MCOMD	NO	NO	4	2
5. Manpower Audit Trail by Transaction	NO	NO	4	3
6. Military Manpower-Budget	NO	NO	9	6
7. Military Manpower-FYDP	NO	NO	4	3
8. DPPC Report	NO	NO	14	9
9. AMHA Manpower Ledger	NO	NO	8	6
10. AMHA Manpower Audit Trail	NO	NO	6	4
11. Revised Section 2 of PBG	NO	YES	N/A	N/A
12. Manpower Voucher	NO	NO	2	1

forwarded a DF through DMIS to USAMSSA formally requesting development of the 12 new or improved MIS reports as FORDIMS products, with a completion date of 31 May 1977.

2.2 USE OF THE MILITARY SAMS CONTROL SYSTEM

2.2.1 Background

As a result of discussions at the 9 July IPR (comments by Ms. Jean Rogers concerning capabilities of the Military SAMS Control System) and guidance from the Director, Force Programs and Structure, ODCSOPS, correspondence was prepared requesting further action by USAMSSA in connection with the MIS recommendations discussed in paragraph 2.1. This correspondence requested that, as an interim measure, USAMSSA determine the feasibility of utilizing the recently created AFP AMSCO data base and the Military SAMS Control System to produce three MIS reports (i.e., Military Manpower Budget data, the Military Manpower FYDP Update, and a DPPC Summary) in time to support development of the next Army Budget and the FYDP Update (i.e., in August 1976).

2.2.2 Phase IV Actions

The following actions were taken in response to the above request:

- A procedure was developed for transferring the AFP Military Manpower AMSCO data base to the Military SAMS Control System for use in producing the desired reports.
- A program was developed to produce the required Military Manpower FYDP Update Report and test reports were provided to DAMO-FDP in August for review. The test reports were found to be acceptable. The desired interim automated capability to produce the Military Manpower FYDP Update is now available to ODCSOPS.
- An existing program to produce a DPPC report was checked out and found to be usable for producing this required report.

- The programing effort necessary to develop the required military manpower budget report was too extensive to permit its completion in time to support development of the next budget in August 1976.

In view of the scheduled completion of FORDIMS in March 1977 and the anticipated development of the 12 new or improved MIS reports (discussed in paragraph 2.1, above) by 31 May 1977, further use of resources to develop improved interim capabilities using the Military SAMS Control system does not appear to be warranted.

3 MANAGEMENT AND/OR FUNCTIONAL PROCEDURE IMPROVEMENTS

3.1 THE ARMY FORCE PROGRAM AR

Section 11 of the Phase III Report includes background, discussion, and a recommendation that a new Army Regulation entitled The Army Force Program be published. The Study Team has prepared a draft version of this proposed AR and delivered it under separate cover to the Work Group Chairman. Figure 3.1 shows the "Contents" of the proposed AR.

3.2 REGULATORY INCONSISTENCIES

Thirteen instances where HQDA Staff responsibilities for manpower management are omitted, not clearly stated, or are improperly assigned in current DA regulations were identified during Phase I and recommendations were made in the Phase III Report. ODCSPER, being intimately involved, commented on each specific discrepancy noted in Appendix B to Volume II of the Phase I Report. ODCSPER nonconcurred in four instances, concurred in five, and concurred in part in four.

The principal reason for the significant DCSPER nonconcurrences is a difference of opinion concerning the assignment of Army Staff responsibilities for manpower management. The GRC Study Team proposed assignment of primary General Staff responsibility for "manpower management" to DCSOPS in the January 76 Phase I Report. In April 76 ODCSPER recommended assignment of this responsibility to DCSPER (DF from DAPE-ZXM to DACS-DMS, 20 Apr 76, subject: CSR 10-5, Organization and Functions, Army Staff). However, in view of the recent findings of the CSA-directed Staff Manpower Function Responsibilities Study, ODCSPER has since recommended that all actions to amend regulations pertaining to Army Staff manpower management responsibilities be suspended until the final outcome of the CSA-directed study is known. The Study Team was directed by the Work Group Chairman to await developments growing out of the CSA study.

THE ARMY FORCE PROGRAM

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Figure 3.1 - Contents of Proposed AR on "The Army Force Program"

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3.3 THE CSFOR-78 REPORT

3.3.1 Background

One of the Study Team's Phase IV tasks was to determine whether the Manpower Utilization and Requirements Report (RCS CSFOR-78) should be continued and, if so, whether the report could be simplified and/or reformatted to make it more useful to manpower managers.

The purpose of the CSFOR-78 Report and the associated HQDA automated CSFOR-78 MIS is to provide HQDA operating officials actual personnel utilization data in terms of end-strength, man months, and dollars, and workload performance data. The report also provides a means for subordinate activities to communicate their estimates of manpower requirements.

3.3.2 Current Reporting Requirements

Basic Report. CSFOR-78 reporting instructions are published in AR 570-3, which is currently under revision. A monthly two-part report was originally required; however, the monthly submission has been changed to a quarterly submission and Part B (which addressed manpower requirements) has been suspended.

Monthly Supplement. To accommodate a Civil Service Commission (CSC) requirement for manpower current dollar expenditures by geographic location, a monthly supplement report has been instituted.

Report Content. Quarterly CSFOR-78 data element submission requirements are as follows:

- Manpower end-strength authorizations,
- Actual manpower end-strength utilization,
- Financial resource expended by element of expense (Civ only),
- Actual workload performance,
- Actual man months expended, and
- Actual borrowed military manpower (BMM).

Monthly Supplemental CSFOR-78 data element submission requirements are as follows:

- Current civilian manpower current dollar expenditures, and
- Value of accurred civilian manpower terminal leave.

The quarterly submission contains an AMSCO distribution while the Monthly Supplemental aggregates its data elements by direct hire and indirect hire in specific geographic locations.

3.3.3 Current Reporting Procedures

The quarterly CSFOR-78 report is due in HQDA by the last work day of the month following the reporting period. Punch cards and hard copy reports are received by USAMSSA from commands who have AFP capabilities. Hard copies are received from commands without ADP support. USAMSSA prepares punched cards from these commands' reports and updates the HQDA automated CSFOR-78 MIS. Copies of the hard copy reports are furnished DCSOPS and COA. Late submissions and reconciliation problems delay the automated system update and preclude efficient usage of MIS outputs by command/program force planners. The Monthly Supplement Report is received in letter format and is forwarded to MILPERCEN by DCSOPS personnel who maintain a record of reports received.

3.3.4 HQDA Users and Uses

The principal users and usage of CSFOR-78 report data were determined to be:

- OCA, costing civilian salaries and base operation functional programing;
- DCSLOG, productivity measurement;
- Appropriation/Program Directors, PPBS;
- DCSOPS, manpower allocations and force structure planning; and
- MILPERCEN, feeder data to the Monthly Report of Federal Civilian Employment (SF 1113A).

3.3.5 Similar Reports

A number of other reports contain personnel, manpower, and/or financial data; however, each attempt to substitute data from other reports for the data provided by the CSFOR-78 report proved infeasible for one of two reasons.

First, and most important, the data elements and data aggregation levels are not identical or can not be completely "cross-walked" between reports, systems, or data bases. For example, STANFINS, although producing the Installation Feeder CSFOR-78, accumulates all indirect hire disbursements in element of expense (EOE) 2500. The installation manpower analysts must allocate the total EOE 2500 costs to seven possible types of indirect hire manpower classifications.

The second reason lies in the basic intent when designing and implementing a reporting requirement, MIS, or data base. For example, the CIVPERSINS-I data base originally consisted of 42 data elements intended to provide CSC with a means of aggregating Federal civilian employee data by various management indices or groupings which attract Congressional interest and therefore demand managerial attention. The original intent of the CIVPERSINS-I data base design was not to provide financial data aggregations or workload/performance measurements currently provided by the CSFOR-78.

The reports surveyed as possible sources for manpower utilization data are shown in Table 3.2.

Table 3.1 - MANPOWER UTILIZATION DATA SOURCE CANDIDATES

Budget Development & Review Reports	STANFINS Reports	CIVPERSINS Reports
BER	Feeder DD Comp 710	CSGPA-969
COBE	Feeder CSFOR-78	DCSPER-322
PYR	Budget 1088	CSGPA-1347
	CSCFA-218	
	CSCAB-242	

Budget Development and Review (CSCAB-205). This report system consists of the Command Operating Budget Estimate (COBE) and the Budget Execution Review (BER). The Prior Year Report (PYR), a previous CSCAB-205 submission requirement, will now be generated by USAFAC from the command's Status of Approved Operating Budget Report (CSCFA-218). The CSCAB-205 reporting system is generally obligation rather than expenditure oriented. It is regarded as a resource consumption planning system which can contain requests for additional manpower resources, rather than being limited, as is the case of the CSFOR-78, to reflecting only manpower authorizations and utilization.

STANFINS. The Standard Finance System data base is not implemented Army-wide, does not produce data at the required manpower utilization level of detail, and lacks compatible report cycles of various expenditure reports.

CIVPERSINS-I. The Civilian Personnel Information System - Model I data base is currently being modified to include an AMSCO distribution base and foreign national personnel data, contains no military personnel or financial data, and does not include authorization (allocation) data. When two systems attempt to report identical data (actual end-strenght as in the case of the CSFOR-78 and the DCSPER-322), report reconciliation becomes a necessity and often proves most difficult. Currently, the two systems are "balanced"; i.e., the CSFOR-78 is forced into agreement with the CIVPERSINS reports. Although the end-strengths of the CSFPR-78 are changed, the financial (salary) data remain unchanged, which leads to a distortion of "average salary" as computed by the Civilian Budget System (CBS). The addition of an AMSCO distribution to the CIVPERSINS-I data base will result in: (a) increased reconciliation difficulties, if AMSCO "balancing" is required, and (b) an increase in man-hours associated with the analysis of the expanded CIVPERSINS-I report.

SCIPMIS. Army-wide implementation of the Standard Civilian Personnel Management Information System (recently approved by the SA)

will greatly complicate the data reconciliation problem. The major feature of this new MIS that affects reconciliation is the SCIPMIS system's ability to account for actual civilian personnel by TAADS authorization. The assigned AMSCOs reflected in a unit's TAADS document will then be the AMSCOs in which personnel expenditures are accumulated and reported. While, from an automated systems point of view, it is desirable to charge expenditures against the authorized structure, current practice is that (1) Army operating officials generally ignore the AMSCOs shown in the unit's TAADS document, and (2) present procedures permit acceptance and overlay of the unit's FAS position with a TAADS document by AUTS without a FAS AMSCO edit. Couple these two conditions with the dynamic programing, budgeting, and documenting environment in which operating officials are involved and the result could be resource trails that defy audit and conflicting data which cannot be reconciled.

3.3.6 Findings

Having determined what data the CSFOR-78 Report contained, who is using or could use it, and the substance of similar reports, three general findings were developed.

- First, obtaining civilian manpower utilization data from other sources is impractical. This was substantiated by exploration of the feasibility of consolidating the CSGPA-969 and DCSPER-322 Reports with the CSFOR-78 Report. The data aggregation levels and basic purposes of these reports made such a consolidation infeasible.

- A second finding, that personnel authorization data will be available from FORDIMS files, stems from the FORDIMS development effort. Once FORDIMS is operational, MACOM manpower authorizations will be readily available from the FORDIMS data base. The point, of course, is that field command workloads will be reduced if field reporting of information already available at HQDA is eliminated.

- A third finding, that the CSFOR-78 report can be simplified, is based on the difficulty an individual encounters in attempting to

read the hard copy report, which includes three lines of data for each AMSCO distribution.

3.3.7 Improvements That Could be Made

Based on the general findings, literature search, and discussions with various HQDA staff operating officials, it appears that the following improvements could be made in the CSFOR-78 reporting system.

- Eliminate authorization reporting. FORDIMS, with a viable guidance tracking scheme, will enable HQDA to keep track of the actual distribution of manpower authorizations, including command-approved actions, through the submission of monthly Command Plans.
- Develop an automated CSFOR-78 system interface with FORDIMS. The automated interface would eliminate manual preparation of Transaction Sheets for data entry. (OCA has already forwarded a DPR to USAMSSA requesting an automated interface between CSFOR-78 and CBS.)
- Adopt a revised HQDA Manpower Utilization Report format (Figure 3.2) and two revised field reporting card formats (Figure 3.4 and 3.5) developed by the GRC Study Team. These changes could be implemented in conjunction with the automated CSFOR-78/FORDIMS interface. The revised report format is envisioned as a three-part FORDIMS output consisting of: Part I, Civilian Manpower Data; Part II, Military Manpower Data; and Part III, Summary Data (which is a combination of Parts I & II). An explanation of the data to be entered in columns (a) through (k) of Figure 3.2 is provided in the figure. An example of a filled-in report is provided in Figure 3.3.

The advantages of the revised report format (Figure 3.2) are:

- Improves readibility of HQDA manpower utilization data by segregating military and civilian manpower data and by providing a vertical data roll-up according to the AMS by commands and Total Army.
- Provides manpower management indices (such as, percent utilization (actual vs allocated) and efficiency ratios (actual vs

DEPARTMENT OF THE ARMY
FOURTH QUARTER FY 76
MANPOWER UTILIZATION REPORT

PART I, CIVILIAN MANPOWER
PART II, MILITARY MANPOWER
PART III, SUMMARY

ACTIVITY (a)	MGT STRUCTURE (b)	EMPLOYEE TYPE (c)	NUMBER OF EMPLOYEES (d)	PERCENT UTILIZATION (e)	CUMULATIVE MAN-MONTHS (f)	EFFICIENCY RATIO (g)	BASIC COMPENSATION (h)	OVERTIME & HOLIDAY PAY (i)	BENEFITS (j)	AVERAGE DAILY SALARY (k)
List each submitting command and Total Army.	List AMSCOs, programs, and appropriations. Aggregation begins at lowest AMSCO level and rolls to Total Army through the various program/appropriation aggregations.	List applicable CTYPE (see Table 4.2) plus entry codes OF= Officer, WO= Warrent Officer, and EN= Enlisted.	Actual on-board employee strengths as of the last day of the quarter.	Shows actual strengths as a percentage of allocated strengths.	Actual man-months expended as reported by the reporting commands.	Actual workload accomplished vs standard workload (source of standard performance factors (PF) is the automated AMSCO file).	List element of expense 1100, 1600, and 2500 less overtime and holiday pay. EOE depends upon CTYPE (EOE 1100=DHUS, EOE 1600=DHFN, and EOE 2500=IDH).	List as reported by reporting commands.	List element of expense 1200 & 1700 depending upon CTYPE.	Computed by the FORDIMS Program/Budget module.

Figure 3.2 - Proposed FORDIMS Manpower Utilization Report Format

DEPARTMENT OF THE ARMY
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MANPOWER UTILIZATION REPORT

(EXAMPLE)

ACTIVITY (a)	STRUCTURE (b)	EMPLOYEE TYPE (c)	NUMBER OF EMPLOYEES (d)	PERCENT UTILIZATION (e)	CUMULATIVE MAN-MONTHS (f)	EFFICIENCY RATIO (g)	BASIC COMPENSATION (h)	OVERTIME & HOLIDAY PAY (i)	BENEFITS (j)	AVERAGE DAILY SALARY (k)
PART I - CIVILIAN MANPOWER										
P8	202496D100	1A	3	60	25	87	40,000	2,000	10,000	66.67
A11 Army	202496D100	1A	14,404	92	172,848	90	145,801,600	2,000,000	35,400,000	49.40
PART II - MILITARY MANPOWER										
P8	202496D100	EN	4	133	44	87	N/A	N/A	N/A	N/A
A11 Army	202496D100	EN	20,100	91	250,800	90	N/A	N/A	N/A	N/A
PART III - SUMMARY										
P8	202496D100	AA	7	87	69	87	N/A	N/A	N/A	N/A
A11 Army	202496D100	AA	34,504	92	423,648	90	N/A	N/A	N/A	N/A

Figure 3.3 - Example of Proposed FORDIMS Manpower Utilization Report

standard work performances)).

- Provides current financial data (such as, current civilian manpower salary expenditures, and current average daily salaries by CTYPE).
- Provides an opportunity to reduce current MIS outputs (such as, the CSFOR-78 MIS-produced Civilian Activity Reported by Command and Military Activity Reported by Command and the CBS-produced Analysis of Civilian Personnel Costs, Appropriation Workpapers).

With regard to the last advantage listed above, eight CSFOR-78 MIS outputs and 18 CBS outputs are currently programed. If the proposed report is adopted, elimination of some of these reports and modification of others are possible. In the initial FORDIMS development effort, USAMSSA plans to use existing Report Generator Packages (RGP). This decision has been made to accommodate the March 1977 delivery date and to minimize the operational changes that must be learned by the various MIS users. However, in order to maximize computer efficiencies, data element and output report redundancies should be eliminated as soon as practicable. An example of redundancey which should be corrected by a FORDIMS output modification is the requested automated manpower managers' ledgers, the HQDA CSFOR-78 MIS-produced Manpower Changes by Program Report, and the CBS produced AUDITRT Reports. These three MIS reports are similar. Once FORDIMS is operational, a system's review should be conducted to evaluate required automated outputs.

The two proposed CSFOR-78 field reporting card formats developed by the GRC Team (Figures 3.4 and 3.5) have been forwarded to DCSOPS for possible inclusion in the next revision of AR 570-3. The proposed card formats reduce the current requirement for three cards per AMSCO distribution to two cards per AMSCO distribution. A further reduction can be accomplished by discontinuing reports of activity totals. That is, field commands should be required to submit cards which contain data only at the lowest detail level; HQDA automated systems can provide the totals. The two-card format has been designed to allow discontinuance of the authorization card when FORDIMS is operational.

PROPOSED CSFOR-78 AUTHORIZATION CARD FORMAT

Data Entry	Field Length	Card Position
Command Code	2	1-2
AMSCO	11	3-13
Type Card	1	14
Civilian Direct Hire Authorization	6	15-20
Full Time Permanent (FTP) Authorization	6	21-26
DHUS Authorization	6	27-32
DHFN Authorization	6	33-38
IDH Authorization	6	39-44
Officer Authorization	6	45-50
Warrent Officer Authorization	6	51-56
Enlisted Authorization	6	57-62
DH Man-Year Authorization	6	63-68
IDH Man-Year Authorization	6	69-74
Blank	7	75-80

Figure 3.4 - Proposed CSFOR-78 Authorization Card Format

PROPOSED CSFOR-78 UTILIZATION CARD FORMAT

Data Entry	Field Length	Card Position
Command Code	2	1-2
AMSCO	11	3-13
Type Card (1 = Civilian; 2 = Military)	1	14
Employee Entry Code	2	15-16
Operating Strengths	6	17-22
Cumulative Man-Months (Type Card 1) Cumulative Man-Hours (Type Card 2)	8	23-30
Basic Compensation (Type Card 1) Officer Operating Strength (Type Card 2)	12	31-42
Overtime and Holiday Pay (Type Card 1) WO Operating Strength (Type Card 2)	8	43-50
Salary Benefits (Type Card 1) Enlisted Operating Strength (Type Card 2)	8	51-58
Workload A	4	59-62
Workload B	4	63-66
Workload C	4	67-70
Workload D	4	71-74
Reporting Period	2	75-76
Blank	4	77-80

Figure 3.5 - Proposed CSFOR-78 Utilization Card Format

3.4 THE AFP TRANSACTION SHEET SOP

3.4.1 During Phase I and II the Study Team identified a requirement for comprehensive, up-to-date instructions covering the development of AFP Transaction Sheets. Subsequently, one of the approved Phase III recommendations provided that an ODCSOPS (DAMO-FD) SOP be published covering the preparation and processing of AFP Transaction Sheets to include:

- Instructions for completing the form,
- All coding information required by an action officer to complete the form, and
- Procedures for coordinating and processing completed AFP Transaction Sheets.

3.4.2 Accordingly, during Phase IV the Study Team drafted a proposed SOP. This draft SOP discusses the policies pertaining to the development of the Transaction Sheet, defines responsibilities of each DAMO-FD element concerned with the preparation and processing of these key documents, and provides a detailed, step-by-step procedure for their preparation and processing. Figure 3.6 shows the "Contents" of the proposed SOP.

3.4.4 This SOP has been developed for use as FORDIMS becomes operational in order to:

- Insure the existence of a clear set of instructions for all involved with AFP Transaction Sheets, and
- Provide a means for orienting personnel on new procedures associated with processing the sheets following FORDIMS implementation.

3.4.4 The Study Team envisions the continued need for a document such as the current AFP Transaction Sheet; however, as input terminals come into use in the manpower management process, it may be feasible to develop such a document using a terminal and thereby reduce the manual work and record-keeping presently involved.

3.4.5 The draft SOP developed by the Study Team has been submitted to the Work Group Chairman for Army Staff coordination.

CONTENTS OF SOP

Paragraph

1 PURPOSE AND SCOPE

2 BASIC POLICY

3 DEFINITIONS

a. Manpower
b. Transaction Number (TRNUM)
c. AFP Transaction Sheet (OPS Form 2)

4 DEVELOPING AND PROCESSING THE AFP TRANSACTION SHEET

5 DETAILED RESPONSIBILITIES

a. DAMO-FDP
b. DAMO-FDP-H-M
c. DAMO-FDP-H-C
d. DAMO-FDP-I
e. DAMO-FDP-E, FDP-J, and FDP-T
f. DAMO-FDP Action Officers
g. DAMO-FDA

Figure

1 Steps in Processing a Manpower Change Action at HQDA

Appendix

A INSTRUCTIONS FOR PREPARING AFP TRANSACTION SHEETS (OPS FORM 2)

B FUNCTIONAL CATEGORIES (FNCATs)

C COMMAND/OPERATING AGENCY TABLE BY OPAGY

D COMMAND/OPERATING AGENCY TABLE BY MCOMD

E LOCATION CODES (LOCCO)

F USE OF THE MANAGEMENT UIC

G VALID AMSCOs IN CIVILIAN BUDGET SYSTEM (CBS)

H CIVILIAN MANPOWER CLASSIFICATION CODES (CTYPE)

Figure 3.6 - Contents of Proposed AFP Transaction Sheet SOP

4 CLARIFY AND COORDINATE FUNCTIONAL REQUIREMENTS

4.1 GENERAL

During Phase IV, Army Staff personnel involved with manpower management functions and USAMSSA personnel engaged in FORDIMS design identified a number of problems to the Study Team that had to be resolved to permit FORDIMS planning and development to proceed on schedule. The Study Team then became involved in defining these problems, determining their impact on functional procedures and the FORDIMS integration concept, and in developing the best solutions possible considering the interests of all concerned. Several of the more significant problem areas addressed by the Study Team are described below.

4.2 CIVILIAN MANPOWER CLASSIFICATION CODES

4.2.1 Background

This problem concerned the level of detail (i.e., type or category) at which civilian manpower should be identified in FORDIMS files and the impact this would have on producing the PBD, certain other MIS reports, and "audit trailing" civilian manpower. Current DA MIS employ seven different civilian manpower classification code systems as shown in Table 4.1.

Table 4.1 - COMPARISON OF CIVILIAN MANPOWER CLASSIFICATION CODES

MANAGEMENT INFORMATION SYSTEM	ADP FORMAT	FIELD LENGTH	NUMBER OF CIVILIAN CLASSIFICATIONS
		Current Systems	
FAS	Alpha	1	3
TAADS	Alpha	2	14
CIVPERSINS-I	Alpha	2	24
CSFOR-78	Alpha	2	55
STANFINS	Numeric	3	21
CBS	Alpha	3	29
AFP	Numeric	3	29
		Proposed System	
FORDIMS	Alpha/Numeric	2	77

Civilian pay categories are established by the Civil Service Commission. The pay-schedule level of civilian manpower aggregation is called CTYPE. Manpower planning, budgeting, and program execution rely heavily on cost data aggregated at the CTYPE-level of detail.

Table 4.1 shows civilian manpower classification data characteristics of the MIS listed. Different codes were designed for each of these systems depending upon the purpose of the system. For example, TAADS documents show required and authorized permanent personnel positions; whereas, CSFOR-78 is used to cost permanent and temporary civilian manpower actually employed.

4.2.2 Discussion

The concept that every system should incorporate only those codes needed for that particular system (i.e., the approach depicted for the first seven MIS listed in Table 4.1) is acceptable -- provided that each system is to remain independent - i.e., there is no interaction with any other system. However, there is considerable interaction among these seven systems and it will increase under FORDIMS; and VFDMIS; hence some standardization is desirable.

From a data processing point of view, the current differences between the several systems would be permissable if definitive crosswalks could be developed. The current interrelationship among the Table 4.1 systems is the fact that each set of civilian manpower codes can be aggregated to the category (i.e., DHUS, DHFN, & IDH) level of detail; however, this level of detail does not always satisfy user requirements.

Operating problems are being experienced because of these civilian manpower coding differences. For example, STANFINS provides dollar expenditures for all indirect hire positions by a single element of expense in its feeder CSFOR-78 Report. Installation manpower personnel must manually distribute these costs to seven possible indirect hire civilian manpower actual end strength aggregations.

This manual manipulation of automated data increases the required report preparation time and results in many cases in delayed CSFOR-78 submissions.

4.2.3 Proposed Solution

The Study Team developed a coding scheme that includes every identified CTYPE code used by each management system listed in Table 4.1. If the GRC coding scheme is adopted, FORDIMS will recognize 77 unique alpha/numeric CTYPE codes. The inclusion of each CTYPE used in all of the current systems eliminates the need for a mass reprograming effort and facilitates systems crosswalks by providing the full number of authorized codes in the FORDIMS look-up tables.

GRC-developed coding scheme is outlined in Table 4.2. It consists of a two-position alpha/numeric code in which the numeric digit is significant for programing purposes. That is, the PBG is produced showing allocations of Direct Hire, US Citizens; Direct Hire, Foreign Nationals; and Indirect Hire Personnel. In this case, the CTYPEs coded with a digit 1 or 2 would produce the allocations of DHUS, those with the number 3 would produce the allocation of DHFN and, of course, indirect hire allocations would be the CTYPEs with numeric 4s and 5s. The alpha character identifies the different manpower classifications within the major categories.

Automated sorting and accumulations based on this coding scheme can produce responses to inquiries such as, "How many full time US Citizens (by command/location) does the Army employ?" Similarly, management indicators (ratios) can be obtained using the CTYPE codes; for example, the ratio of graded-to-wage-grade employees in total as compared to the ratio of Panamanian-graded-to-Panamanian-wage-grade. This type of information can be very useful in the manpower programing cycle.

It should be noted that while the initial operation of FORDIMS does not require the GRC-developed CTYPE coding scheme-

Table 4.2 - PROPOSED FORDIMS CIVILIAN MANPOWER CLASSIFICATION CODES

	Candidate FORDIMS Codes
Direct Hire US Citizens, Non-Wage Grade/Non-Exempt	1Ø
US Citizens, Graded	1A
US Citizens, Graded, Temporary and Part-Time	1B
US Citizens, Graded Intermittent (WAE)	1C
US Citizens Paid From Deutschemark (DM)	1D
US Citizens Pd DM, Temporary & Part-Time	1E
US Citizens Pd DM, Intermittent (WAE)	1F
Auxiliary Civilian Clergymen	1G
US Dependent Hire	1H
Executive Schedule	1I
AID Foreign Service	1J
Positions Under Schedule A213, 3102(2), Classified Under and Paid At GS Rate	1K
Statutory Rates	1L
Scientific and Professional (Formerly PL 313)	1M
Canal Zone Special Category	1N
Contract Surgeons	1O
Experts and Consultants	1P
Administrative Determined	1Q
Direct Hire US Citizens, Wage Grade	2Ø
Nonsupervisory Regular Wage Schedule Not Converted to FWS and Other Non-FWS Systems	2A
Scheduling, Nonsupervisory	2B
Nonsupervisory Federal Wage Schedule	2C
Supervisory Hopper Dredge Schedule	2D
Nonsupervisory Hopper Dredge Schedule	2E
Federal Wage Grade Leader	2F
Maritime Pay Schedule	2G
Scheduling, Supervisory	2H
Printing and Lithographic Pay Schedule	2I
Federal Wage Schedule Supervisor	2J
US Citizens, Wage Board, Temporary and Part-Time	2K
US Citizens, Wage Board, Intermittent (WAE)	2L
Direct Hire Foreign National	3Ø
Panamanians, Graded	3A
Panamanians, Graded, Temporary and Part-Time	3B
Panamanians, Graded, Intermittent (WAE)	3C
Panamanians, Wage Grade	3D
Panamanians, Wage Grade, Temporary and Part-Time	3E
Panamanians, Wage Grade, Intermittent (WAE)	3F
Korean	3G
Korean, Temporary and Part-Time	3H
Korean, Intermittent (WAE)	3I
Korean Labor Service	3J

Table 4.2 Continued

	Candidate FORDIMS Codes
Italians	3K
Other DHFN Paid by US	3L
Other DHFN Paid by US, Temporary and Part-Time	3M
Other DHFN Paid by US, Intermittent (WAE)	3N
Other DHFN Paid by Foreign Governments	3O
Indirect Hire Foreign Nationals	**4⌀**
German National	4A
German National Paid From Deutschemark	4B
Japanese	4C
Other	4D
Indirect Hire Labor Service	**5⌀**
German Labor Service	5A
German Labor Service Paid From Deutschemark	5B
Exempt Personnel	**6⌀**
Graded Youth Opportunity Back to School	6A
Graded Summer Employment Youth	6B
Wage Grade Summer Employment	6C
Federal Junior Fellowship Program	6D
Special Categories	**7⌀**
Special Foreign Activities	7A
Departmental Personnel	7B
Personnel In The National Capital Region	7C
Personnel in Foreign Countries	7D
Contractor	7E
Borrowed Military Manpower Categories	**8⌀**
TOE Units Used in MOS-Related Support Activities	8A
TOE Units Used in Non-MOS-Related Support Activities	8B
TOE Personnel Used in MOS-Related Support Activities	8C
TOE Personnel Used in Non-MOS-Related Support Activities	8D
Other Borrowed Military Manpower	8E
Prior Year Categories	**9⌀**
Vietnamese	9A
Thai	9B
PL 86-91 Dependent School Teachers	9C
Ryukyuan	9D
PL 86-91 School Teachers Paid from Deutschemark	9E
Substitute School Teachers	9F
Para-Professionals	9G
ROTC Instructors	9H

because manpower data can be aggregated at the category level (i.e., DHUS, DHFN, & IDH) using current CTYPE codes - future operations would be greatly facilitated by the establishment of efficient crosswalks between FORDIMS and those manpower-related operating systems which are not included in FORDIMS but may be included in VFDMIS - such as CSFOR-78 and CIVPERSINS-I.

4.3 COMMAND CODES

4.3.1 Background

The Study Team was asked to examine the several sets of command codes currently used in the separate FDMIS systems to determine which of those codes needed to be preserved in FORDIMS. In so doing, it was hoped that the confusion being caused by having multiple sets of command codes would be reduced or eliminated.

Table 4.3 lists the command codes examined by the Study Team along with their mnemonics and the MIS in which they occur. Command codes used in systems peripheral to FDMIS (i.e., SAMS Control, SACS, and CSFOR-78) were included in the study because of their possible impact on determining which codes should be used in FORDIMS. The codes in these peripheral MIS will not be further discussed except to say that the codes recommended for FORDIMS are believed to be compatible with those in the peripheral systems.

Table 4.3 illustrates some of the confusion associated with the codes. There are codes with the same title but different mnemonics and, conversely, others with the same mnemonics but different titles. A list of the codes together with their mnemonics, definitions, and references is provided in Table 4.4. A review of this table discloses instances wherein codes with different titles and mnemonics (FCOMD, ASGMT, and MACOM) have a common reference and thus identify the same commands.

Table 4.3 - COMMAND CODES USED BY MANPOWER MIS

	AFP	CBS	SAMS CONTROL	FAS	SACS	TAADS	CSFOR-78
OPERATING AGENCY CODE	OPAGY	OPAGY	OPAGY	OPAGY	OPAGY		
MANX COMMAND CODE	MCOMD	MCOMD					
COMMAND CODE							CMD
FORCES COMMAND CODE	FCOMD						
COMMAND ASSIGNMENT CODE		FCOMD	ASGMT	ASGMT	ASGMT		
MAJOR COMMAND CODE						MACOM	
MAJOR COMMAND CODE					MGCMD		
CONTROL FIELD			CONT				
CIVILIAN CONTROL NUMBER				CIVCN	CIVCN		
MILITARY CONTROL NUMBER				MILCN	MILCN		

Table 4.4 - COMMAND CODE DEFINITIONS AND REFERENCES

TITLE	MNEMONIC	DEFINITIONS	DEFINITION SOURCE	CODE REFERENCE
Operating Agency Code	OPAGY	OPAGY include general and special operating agency codes which are defined as follows:	AR 37-100	AR 37-100 CSR 11-3
		(a) "A general operating agency consists of major commands, headquarters, or agencies and is funded by allocation from the Comptroller of the Army, or suballocation from a special operating agency with authority to further distribute funds by means of allotment, as distinguished from suballocation."		
		(b) "A special operating agency is a headquarters receiving allocations from the Comptroller of the Army, empowered with limited authority to allocate funds to designated agencies under their command jurisdiction."	AR 37-100	AR 37-100 CSR 11-3
MANX Command Code	MCOMD	AFP: "MCOMD codes are a breakout of field operating agencies assigned to an FCOMD."	DAFD=MFP Memo of 4 Feb 74	AFP/CBS MCOMD List
		CBS: "Identifies the Army command or staff agencies to a greater level of detail than FCOMD."	CBS Documentation	AFP/CBS MCOMD List
Command Code	CMD	CSFOR-78: For civilian manpower reporting purposes, identifies those commands "for which Department of the Army manpower guidance documents and Manpower Vouchers are issued."	AR 570-3 w/change 3 (proposed)	AR 570-3
Control Field Code	CONT	SAMS Control: CONT is defined by the MCOMD codes in AFP and CBS.	USAMSSA	AFP/CBS MCOMD List

Table 4.4 - COMMAND CODE DEFINITIONS AND REFERENCES (Continued)

TITLE	MNEMONIC	DEFINITIONS	DEFINITION SOURCE	CODE REFERENCE
Forces Command Code	FCOMD	AFP: "Refer to CBS definition of Command Assignment Code."	USAMSSA	AR 680-29
Command Assignment Code	ASGMT and FCOMD	AR 680-29: "Identifies the command proponent of a unit's authorization document (MTOE or TDA), to include JCS, OSD, OCSA, Army Staff elements, major Army commands, major Army sub-commands, field operating agencies and staff support agencies."	AR 680-29 w/change 7	AR 680-29 w/change 7
		CBS: "Identifies the Army command and DA staff agencies using the FAS M-Force Summary Command/Assignment code."	CBS Documentation	AR 680-29
		SAMS Control: Values in the ASGMT field in SAMS are defined by the FCOMD field in AFP/CBS.	USAMSSA	AR 680-29
		FAS and SACS: "Major command or DA staff agency to which the unit is assigned."	FAS User's Guide	AR 680-29
Major Command Code	MACOM	TAADS: "A two position code which identifies a proponent (major command) or a sub-command."	AR 310-49	AR 310-49 AR 680-29
Civilian Control Number	CIVCN	FAS and SACS: "Grouping of selected units at summary level for application against the command's civilian employment limitation."	FAS User's Guide	Not currently used
Military Control Number	MILCN	FAS and SACS: "Grouping of selected units at the summary level for application against the military strength position of a command's manpower ceiling."	FAS User's Guide	Not currently used
Major Command Code	MGCMD	SACS: Identifies groupings of commands for PERSACS reporting purposes. The MGCMD values are derived from logical combinations OPAGY and ASGMT codes in FAS.	USAMSSA	SACS "Command Grouping" list dtd 28 Feb 75

The various codes used in the FDMIS systems (AFP, CBS, FAS, and TAADS) can be organized into two categories: First, those codes that identify commands to which either monetary or manpower resources are separately assigned or monitored by HQDA; and secondly, those codes used to identify the organizational or command relationships between units and parent commands. The codes belonging to these categories are shown in Table 4.5. The two categories are separately discussed in paragraphs 4.3.2 and 4.3.3, respectively.

Table 4.5 - CATEGORIES OF CODES

RESOURCE ASSIGNMENT	COMMAND RELATIONSHIP 1/
OPAGY	FCOMD
MCOMD	ASGMT
	MACOM

4.3.2 Manpower Resource Assignment Codes

The OPAGY and MCOMD codes are included in this category.

The OPAGY Codes. The definition of a general operating agency differs from that of a special operating agency (see Table 4.4). However, the OPAGY codes currently used in five different MIS identify a mixture of both general and special operating agencies as defined in both AR 37-100 and CSR 11-3. Table 4.6 compares the OPAGY codes used in FDMIS systems with the codes specified in the two references for several commands designated as general operating agencies. The FDMIS codes are formed from the first three characters of the CSR 11-3 code. However, the codes in AR 37-100 are the last two characters of the FDMIS codes.

1/ CIVCN and MILCN are also included in this category, but they are not currently used in FAS or planned for inclusion in FORDIMS.

Table 4.6 - OPAGY CODES IN DIFFERENT SYSTEMS AND REFERENCES

AGENCY	FDMIS	AR 37-100	CSR 11-3
Office of the Surgeon General	906	06	9060
Office of the Asst. C of S, Intelligence	912	12	9120
USA Military District of Wash.	940	40	9400
US Army Security Agency	925	25	9250

No justification has been found for preserving in FORDIMS the three-character OPAGY code currently used in the FDMIS systems. The first character of the FDMIS code (the single character which differentiates it from the AR 37-100 code) is unnecessary to FDMIS or to any other system examined. The two-character general operating agency code specified in AR 37-100 can, with one exception, be used to correctly identify both general and special operating agencies in FORDIMS. The exception involves those organizations to which Army military manpower is programed, but which receive no funds from the Army and, therefore, are not included in AR 37-100 (which is published by the Army Comptroller). These organizations are funded by the other military services. The problems posed by this exception are addressed in the discussion of Table 4.10, below.

The MCOMD Codes. The AFP and CBS definitions of MCOMD shown in Table 4.4 do not clearly define MCOMD codes either in terms of their purpose or of their relationship to the OPAGY codes. In both AFP and CBS, the MCOMD is used to identify those organizations to which manpower is separately programed and budgeted by HQDA because: (1) the organization is designated as a general or special operating agency receiving funds directly from HQDA; (2) civilian manpower costs in the organization are presumed to be different and are therefore computed separately from all other organizations; or (3) the type of organization (e.g., joint activities or field operating agencies)

makes it desirable for HQDA to separately control the manpower resources of the organization.

In many instances, the MCOMDs are the same as the general and special operating agencies. In other instances, the MCOMDs are subdivisions of the general or special operating agencies. In this later case, it is important that the relationship of the MCOMD to the OPAGY be maintained. Even though the OPAGY may be subdivided into many MCOMDs for manpower programing and budgeting purposes, it is the OPAGY which receives the funds from HQDA.

Proposed Solution. The GRC Team proposes that the OPAGY and MCOMD codes currently used in FDMIS be replaced in FORDIMS by an "RCOMD" code. This RCOMD code is suggested in order to accomplish the objectives of (1) eliminating the redundancy of the MCOMD and OPAGY codes, and (2) creating a code which would give an indication of the relationship between MCOMDs and OPAGYs.

The RCOMD code would be a 4-character code consisting of two data elements: The first data element would be the general operating agency code (OPAGY) defined in AR 37-100 and would comprise the first two characters of the RCOMD code. The second data element would be referred to as the "OPAGY modifier" (OPMOD) and comprise the third and fourth characters of the RCOMD code. This OPMOD would be used to identify subdivisions of the general operating agency.

Discussion and Examples. Tables 4.7 thru 4.10 present examples of different RCOMD derivations to meet special requirements.

- Table 4.7 provides examples of RCOMD codes to illustrate how they accomplish the objectives of eliminating redundancy and highlighting the MCOMD/OPAGY relationship. The table includes examples of organizations designated by COA as general operating agencies and also as MCOMDs. There are no further subdivisions of these organizations; that is, they do not contain subordinate units to which manpower resources are directly assigned by HQDA. Additionally, these organizations are not themselves subordinate to a special operating agency.

The point is that these organizations can be uniquely identified using either the OPAGY or the MCOMD codes; using both codes is redundant.

Table 4.7 - RCOMDs FOR ORGANIZATIONS IDENTIFIED BY BOTH OPAGY AND MCOMD

ORGANIZATION	OPAGY	MCOMD	RCOMD
The Surgeon General	Ø6	MD	Ø6ØØ
Chief of Engineers	Ø8	CE	Ø8ØØ
US Military Academy	17	MA	17ØØ
Criminal Investigation Cmd	21	CB	21ØØ
National War College	24	85	24ØØ
Computer Systems Command	73	15	73ØØ
Health Services Command	74	HS	74ØØ

The right hand column in Table 4.7 illustrates the RCOMD code which could be used to identify the same commands. The first two characters of the RCOMD codes are the general operating agency codes. In each case, the second two characters, the OPMODs, are coded "ØØ" to designate the "headquarters" of the organization.[2/] Since the organizations contain no other MCOMDs, all manpower resources would be assigned to the RCOMD with the ØØ OPMOD.

- Table 4.8 provides an illustration of a general operating agency that is subdivided for manpower programing and budgeting purposes (the US Army Finance and Accounting Center). Other examples which could have been used include USASA, SAFECOM, FORSCOM, and USAEIGHT. All of these general operating agencies include DOD joint activities or agencies, or Army field operating agencies for which manpower is separately programed and budget. As can be seen from the table, even though the subordinate organizations all belong to one general operating agency, they are designated as separate MCOMDs for manpower programing and budgeting purposes. The RCOMD codes proposed to identify

2/ This should not be confused with units designated as AMHAs.

these organizations all have the same OPAGY. However, the OPMODs are all different, thereby preserving the unique identification of each organization. The ØØ OPMOD is used to identify the parent or headquarters part of the general operating agency.

Table 4.8 - RCOMDs FOR MULTIPLE MCOMDs WITHIN A SINGLE OPAGY

ORGANIZATION	OPAGY	MCOMD	RCOMD
US Army Finance and Accounting Center	32	FI	32ØØ
Army Audit Agency	32	AU	32Ø1
CINCPAC Support Group	32	CG	32Ø2
USA Memorial Agency	32	S1	32Ø3
USA Military History Center	32	ØU	32Ø4
USMA Prep School	32	Ø2	32Ø5
DA Liaison Group	32	27	32Ø6

• Table 4.9 illustrates use of the RCOMD code for a special operating agency, DARCOM. It shows that even though DARCOM is a special operating agency, all of the organizational components of DARCOM, including DARCOM's headquarters, are designated general operating agencies and are assigned unique general operating agency codes. In this instance, however, there is only one MCOMD code for all the commands except for the joint Tri-Tac activity which has a unique MCOMD code. The situation presented in Table 4.9 is the opposite of the one illustrated in Table 4.8 where the MCOMD represented a subdivision rather than an aggregation of the general operating agency.

Since none of DARCOM's subordinate commands are uniquely identified as MCOMD's for manpower programing and budgeting purposes, the general operating agency code for the headquarters has been assigned

to all subordinate commands. The OPMOD would be "ØØ" in all cases except for the joint activity which could be uniquely designated "01." If it were ever decided to discontinue using the special operating agency or, alternatively, if it were desired to assign and budget manpower individually to each of these subordinate commands, the "6A" in the RCOMD code would simply be replaced by the individual general operating agency codes.

Table 4.9 - RCOMDs FOR SPECIAL OPERATING AGENCIES

ORGANIZATION	OPAGY	MCOMD	RCOMD
DARCOM	6ØØ	M1	-
Headquarters, DARCOM	6A	M1	6AØØ
Tri-Tac Office	6A	88	6AØ1
Troy Support Cmd	6B	M1	6AØØ
Avn. Materiel Cmd	6C	M1	6AØØ
Tank Automotive Cmd	6D	M1	6AØØ
Electronics Cmd	62	M1	6AØØ
Missile Cmd	63	M1	6AØØ
Armament Cmd	65	M1	6AØØ
Test and Eval. Cmd	67	M1	6AØØ

• Table 4.10 lists OPAGY codes which are not included in AR 37-100. The total list of general operating agencies designated by COA does not include <u>all</u> organizations to which Army manpower spaces are programed. It lists only those receiving funds directly from COA and <u>not</u> those which receive their funds from other than Army sources.

The OPAGY codes in Table 4.10 can be found only in CSR 11-3. As previously noted, the codes in CSR 11-3 have an "Ø" as a fourth character and no instances were found wherein the first character was functionally significant. However, if the first character of the OPAGY

code (the "5") in the table were dropped, the remaining two characters would, in some instances, duplicate two-character codes assigned in AR 37-100 to designate other general operating agencies.

Table 4.10 - RCOMDs FOR ORGANIZATIONS NOT RECEIVING FUNDS FROM HQDA

ORGANIZATION	OPAGY	MCOMD	RCOMD
Office, JCS	542	JC	Z1ØØ
Def. Comn Agency	543	DC	Z2ØØ
Def. Intelligence Agency	544	DI	Z3ØØ
Def. Nuclear Agency	545	DE	Z4ØØ
Def. Supply Agency	547	DN	Z5ØØ
Office, Sec. of Def.	541	DG	Z6ØØ
USA Ele. HQOCHAMPUS	541	DM	Z6Ø1
Uniformed Svs. Univ.	541	HC	Z6Ø2

It is proposed that the RCOMD code be used in these cases. The two-character OPAGY data element in the RCOMD code should be assigned by DCSOPS. The rule to be followed in creating the OPAGY code is that it must not duplicate any code in AR 37-100.

Summary. To summarize the proposal concerning OPAGY and MCOMD codes in FORDIMS, the commands currently identified as MCOMDs can be logically and more understandably identified using a 4-character RCOMD code composed of the 2-character general operating agency code and a 2-character modifier. With one exception (illustrated in Table 4.10), COA is responsible for the designation of commands as general operating agencies and the assignment of their codes in AR 37-100. DCSOPS, in coordination with COA, should be responsible for designating the subdivisions of the general operating agencies.

4.3.3 Codes Identifying Parent Command-UIC Relationships

The second of the two major command code categories shown in Table 4.5 is that of the codes used to identify the organizational or command relationships between units and their parent commands.

Discussion. These codes include the FCOMD codes in AFP and CBS; the ASGMT codes in FAS, SACS and SAMS Control; and the MACOM codes in TAADS. Inasmuch as AR 680-29 is the source for all three of these codes (Table 4.4) it follows that basically they all represent the same commands. Several different definitions of the codes are shown in Table 4.4; however, the definition in AR 680-29 is considered to be the most authoritative and explicit. By definition, these codes identify the proponent of a unit's TAADS authorization document (i.e., the commands identified in TAADS' TDA and MTOE numbers).

Proposed Solution. It is proposed that only the single code, MACOM, be used in FORDIMS and that use of the FCOMD and ASGMT codes be discontinued.

4.3.4 Relationship of RCOMD to MACOM and UIC Codes

The proposed RCOMD code is the command code which would be entered on the proposed FORDIMS' Transaction Sheet (OPS Form 2) discussed in paragraph 3.4. The RCOMDs are, of course, the commands to which manpower resources are separately programed and budgeted. However, anticipating the implementation of guidance tracking in FORDIMS, the Command Plans (especially those being communicated through VFAS) and the TAADS documents will identify the MACOM and UIC codes, not the RCOMDs. Then, it is necessary to be able to establish a relationship among the RCOMD, MACOM, and UIC codes.

Commands identified as RCOMDs will often also be MACOMs. (There are many examples of this including TRADOC, MTMC, USMA, CE, and MDW.)

However, when an organization is a DOD joint activity or agency, or an Army Field Operating Agency, MACOM codes by themselves are insufficient to uniquely identify an organization. In this case, the unique identity must be established by the UIC number (see Table 4.11).

Table 4.11 - JOINT ACTIVITIES UNDER FORSCOM

ORGANIZATION	RCOMD	MACOM	UIC
USMILGP Paraguay	76Ø1	JA	W12E
USMILGP Chile	76Ø2	JA	W115
USMILGP Nicaragua	76Ø3	JA	W12C
USMILGP Panama	76Ø4	JA	W12D
USMILGP Brazil	76Ø5	JA	W114
USMILGP Bolivia	76Ø6	JA	W113
USMILGP El Salvador	76Ø7	JA	W119

Proposed Solution. FORDIMS will require a special table that defines the RCOMD, MACOM, and UIC codes in terms of one another. This table would define RCOMD in terms of the combination of MACOMs and UICs comprising the RCOMD. It would be used specifically for identifying the RCOMD to which incoming Command Plans and TAADS documents belong, and as an edit criteria whenever entering RCOMD, MACOM, or UIC codes. The resulting table would, in fact, be a master list of correct RCOMD, MACOM, and UIC codes to be used in FORDIMS.

5 PLAN FOR RECONCILIATION OF FDMIS DATA BASES

5.1 GENERAL

The reconciliation plans outlined in this section should be viewed as components of the overall plan for transition from current FDMIS systems to FORDIMS. The transition plan is presented in Section 6 of this report.

5.1.1 Assumptions

The objective of reconciling data in the FDMIS systems is to repare that data for initial entry into FORDIMS in order to establish the FORDIMS data base. In this context, the data to be reconciled, the time frame for reconciliation, and the sequence of events required to perform the reconciliation are all completely or partially dependent upon the FORDIMS systems design and delivery schedule. Inasmuch as FORDIMS design is not yet completed, it has been necessary to make certain assumptions regarding that design. (A list of those assumptions follows.) At this point in time, they represent what the GRC Team considers to be the most likely design of the initial FORDIMS system and its scheduled enhancements (based on informal discussions with concerned USAMSSA personnel). It is assumed that -

- A Program/Budget Subsystem [1/] (consisting of single and multiple entry DBMS files) will be created to store both military and civilian structured and authorized strengths. This subsystem will replace the currently separate AFP and CBS systems.

[1/] The titles of the indicated subsystems have been assumed by GRC for discussion purposes and are not necessarily the titles which may be used by USAMSSA.

- Data in the Program/Budget Subsystem will exist at the RCOMD,[2/] EDATE, AMSCO, and either civilian type or military identity level of detail.[3/]

- Data in the Program/Budget Subsystem will be entered via a FORDIMS version of the Army Force Program Transaction Sheet (OPS Form 2).

- A Force Structure Subsystem will be created which maintains, at a minimum, the current capabilities of FAS.

- The Force Structure Subsystem will contain both structured and authorized strength positions at the UIC, EDATE, AMSCO, and either civilian category or military identity level of detail.[3/]

- The Force Structure Subsystem will include Management UICs (i.e., "dummy" UICs) for the storage of strength changes awaiting allocation to real UICs.

- There will be a common update of the Program/Budget and Force Structure Subsystems from data entered via the FORDIMS AFP Transaction Sheet. However, there will also be a capability to separately update strength data in these two subsystems.

- The initial design of FORDIMS will not include automation of the manually maintained ledgers supporting the military manpower FYDP Update and military manpower Budget submissions, but this capability will be established a few months after March 1977 (approximately May 77 for the FYDP and June 77 for the Budget per Table 2.1).

- The initial design of FORDIMS will not include a capability for manpower guidance tracking. However, DAMO-FDA may be able to accomplish guidance tracking through the substitution of manual procedures for the proposed automated capabilities (see Section 8). Automated support for guidance tracking will be provided as a FORDIMS enhancement

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[2/] If the RCOMD coding system recommended by GRC (paragraph 4.3) is not implemented, substitute MCOMD for RCOMD.

[3/] There will be a capability for storing structured strengths at the AMSCO level of detail, but this capability may not be used.

at a date subsequent to March 1977.

5.1.2 Reconciliation Requirements

Based on a FORDIMS design embodying the above assumptions, Figure 5.1 illustrates the sources of data at the MCOMD and unit level of detail which will be used to initiate FORDIMS files. The only case where reconciliation of data in different MIS is required initially is that involving the authorized civilian strength data which exists in both the AFP and CBS systems. These two data sets will be merged into a single data set in FORDIMS. In no other instances is such a merger required. Structured civilian strengths at the AMSCO level of detail are contained only in AFP, and the FORDIMS Program/Budget Subsystem will be initiated directly from it. The same is true for both authorized and structured military strengths, which exist at the MCOMD level of detail only in AFP. Strengths at the unit level of detail are contained only in the FAS system, and it alone will be used to initiate FORDIMS' Force Structure Subsystem files. A plan for accomplishing the required AFP/CBS reconciliation is presented in paragraph 5.2, below.

STRENGTH DATA	FDMIS SYSTEMS AFP	CBS	FAS	FORDIMS P/B	FS
MCOMD level of detail:					
Structured civilian (by type)	X		→	X	
Structured military	X		→	X	
Authorized civilian (by type)	X	X	→	X	
Authorized military	X		→	X	
Unit level of detail:					
Structured civilian (by category)			X →		X
Structured military			X →		X
Authorized civilian (by category)			X →		X
Authorized military			X →		X

Figure 5.1 - Sources of Data for FORDIMS Data Base Initiation

Subsequent enhancements to the FORDIMS initial design will require additional data reconciliation. Two such reconciliations are anticipated:

- First, when the manual ledgers are automated, the manpower portion of the FYDP Update and Budget produced from FORDIMS will have to be consistent with previously submitted versions. This will entail reconciling the FORDIMS' AMSCO/PECOD translation with the automated translation currently in CBS/SAMS CONTROL. 4/
- Second, when manpower guidance tracking is implemented, the authorized (perhaps also structured) military and civilian strengths for the RCOMDs in FORDIMS' Program/Budget Subsystem must be reconciled with the strengths obtained by summing the same RCOMD's UIC positions contained in the Force Structure Subsystem.

Plans to accomplish these two reconciliations are outlined in paragraphs 5.3 and 5.4, respectively.

The time frame during which reconciliation will take place is important. As a general rule, reconciliation should occur as close as possible to the point in time when FORDIMS will require the reconciled data. The objective is to minimize the length of time during which the systems might have to be "forcefully" held in balance awaiting the establishment of FORDIMS files.

The reconciliation plans presented herein are designed so that the AFP/CBS reconciliation will occur prior to the FORDIMS' Program/Budget Subsystem being delivered. This will permit that subsystem to be initiated and become operational in a minimal period of time. The time frame for the RCOMD/UIC reconciliation is more flexible. It is

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4/ It is assumed that FORDIMS will use the new AMSCO Data Base to perform all AMSCO edits and to identify AMSCO-related data elements such as program, sub-program, and appropriation. It is also assumed that SAMS Control will be used to produce the DAS Form 51 for the military FYDP Update by the time this reconciliation is required.

conditioned on the development of an automated guidance tracking capability in FORDIMS. If automated guidance tracking is delivered with FORDIMS' initial design, this reconciliation must be moved forward, perhaps even being performed concurrent with the AFP/CBS reconciliation.

5.2 RECONCILIATION OF AUTHORIZED CIVILIAN STRENGTHS IN AFP AND CBS DATA BASES

5.2.1 General Procedure

Figure 5.2 illustrates the general procedures recommended to accomplish the AFP/CBS reconciliation.

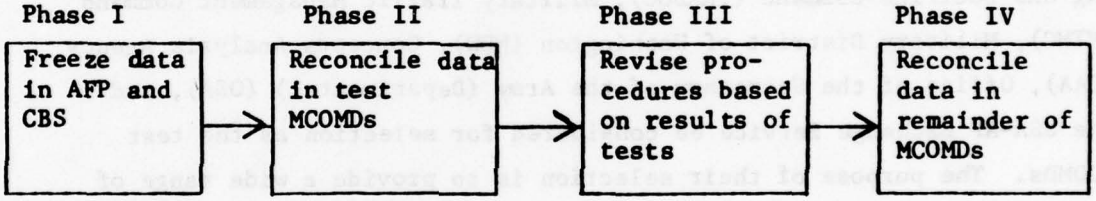

Figure 5.2 - General Procedure for Reconciling AFP and CBS

Phase I. The "frozen" data referred to in Phase I of the procedure would be as of the October 1976 PBG. Both strength positions and transactions would be frozen. Since the AFP and CBS must continue to function during the reconciliation process, the freezing of data will be accomplished by creating copies of the appropriate files. There would be a clear delineation of transactions included in the frozen files from those processed in AFP and CBS subsequent to the freeze copies being made. The transactions not included in the frozen files will ultimately be used to update FORDIMS (after reconciliation) to the then current positions in AFP and CBS.

Phase II. The objectives of the Phase II test reconciliations are (a) to determine the extent of mismatched data in AFP and CBS, and

(b) to ascertain the specific automated reports which must be obtained from the frozen data to support the reconciliation process. Regarding the first objective, tentative results of the AFP/CBS interface currently in progress indicate that: the reconciliation problem in the program years will be greater than in the current and budget years, the reconciliation of manyear data will pose a greater problem than the reconciliation of strength data, and reconcilation will have to occur using less than the full 11-character AMSCO. Because of using data frozen as of the October PBG, the strength data for the current, budget, and BY+1 years may already be reconciled.

It is recommended that organizations such as the US Army Training and Doctrine Command (TRADOC), Military Traffic Management Command (MTMC), Military District of Washington (MDW), Concepts Analysis Agency (CAA), Office of the Secretary of the Army (Departmental) (OSA), and the USA-AF Exchange Service be considered for selection as the test MCOMDs. The purpose of their selection is to provide a wide range of types of organization (Army commands, field operating agencies, joint activities), FYDP programs/subprograms and appropriations.

Phase III. This phase of the reconciliation process will be used to develop the automated support considered necessary to efficiently continue the reconciliation. The form and extent of the required support will be determined from the results of reconciling the test MCOMDs. It is anticipated that currently non-existent automated reports which compare the data in the AFP and CBS in detail will be required.

Phase IV. During this phase of the reconciliation process the remainder of the MCOMDs will be reconciled. This phase is described in detail in paragraph 5.2.2, below.

The AFP/CBS reconciliation process should begin on 1 November 1976. Reconciliation of all MCOMDs should be completed coincident with the scheduled completion of the FORDIMS software required to build the necessary files and to process transactions.

5.2.2 Expanded Explanation of Reconciliation Phase IV

Figure 5.3 illustrates the steps to be followed in Phase IV of the reconciliation procedures.

Step 1. The reports indicated as being obtained in Step 1 must compare the strength and manyear values of the AFP and CBS data elements illustrated in Table 5.1. These values will be organized by fiscal year within the MCOMD. The table also illustrates the FORDIMS' data elements that will receive the reconciled data.

Table 5.1 - AFP/CBS STRENGTH DATA ELEMENTS TO BE RECONCILED

AFP	CBS	FORDIMS b/
AMSCO	AMSCO	AMSCO
CTYPE	CTYPE a/	CTYPE
AUCEP	EDSTR	EDSTR
FPERM	FPERM	FPERM
MYEAR	MYEAR	MYEAR

a/ Derived from ETYPE and ECATG in CBS.

b/ The FORDIMS data element list was obtained from an early concept paper and is subject to change.

Step 2. Analysis of comparable data held in the AFP and CBS will be next. Ideally, the software creating the aforementioned reports will facilitate the comparison by printing out all values associated with the MCOMD and EDATE, identifying the mismatches, and calculating the numerical differences.

Step 3. Presuming that mismatches are found, Step 3 provides for searching both AFP and CBS transactions to try to find the reasons for the mismatches. Transactions covering preceding months back to the June 76 PBG will be searched in both AFP and CBS, as required.

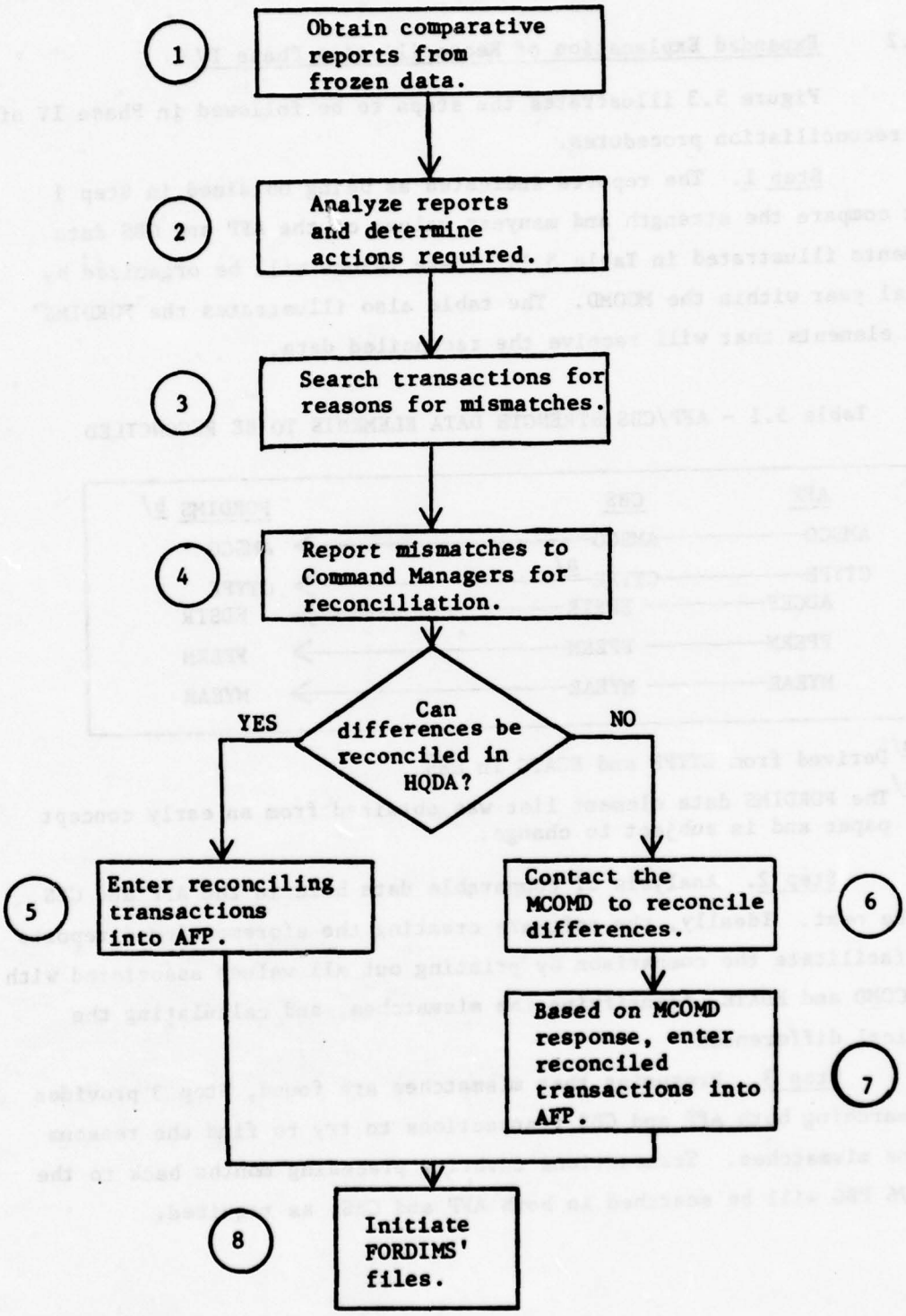

Figure 5.3 - Phase IV of AFP/CBS Reconciliation Procedure

Step 4. In Step 4, the results of Steps 1, 2, and 3 will be presented to the responsible Command Manager for determination of the appropriate reconciliation action.

Step 5. If the Command Manager is able to accomplish the reconciliation by coordinated action within the HQDA Staff, reconciling transaction will be entered into the AFP data base using the current AFP Transaction Sheet. These transactions will be specially coded to identify them as transactions accomplishing reconciliation.[5/]

Step 6. If the Command Manager must go outside of HQDA to reconcile mismatched data, contact will be made with the MCOMD concerned.

Step 7. Based on the MCOMD's response, and after further consideration by the HQDA Staff, appropriate reconciling transactions will be entered into the AFP data base (Step 7).

Step 8. The reconciled AFP data base will be used to initiate FORDIMS' files.

As Steps 1 through 7 are completed for each MCOMD, the previously frozen AFP data base will be corrected. Ultimately, it will contain the reconciled data to be used to initiate FORDIMS. If FORDIMS' software is ready prior to completing the reconciliation of all MCOMDs, consideration should be given to initiating FORDIMS operations with the available data, rather than waiting until all MCOMDs are completed.

5.2.3 Issue Requiring Resolution - Quarterly End Strengths

Current AFP and CBS systems contain (or compute in the base) only fiscal year end strengths. The data elements exhibited in Table 5.1 presume that only these year end strengths will be maintained in FORDIMS. However, it was suggested in GRC's "Mid-Project Report" (see Table 1.1) that quarterly strength position be maintained in FORDIMS (instead of only end-year positions) in order to facilitate retrieval of quarterly positions. If it is decided that quarterly positions will be maintained

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[5/] AFP data elements UTILT, TRPUR, and DAGUD are candidate data elements to be used to identify the transaction as a reconciliation action.

in FORDIMS, they will have to be constructed by applying AFP transactions (including the reconciling transactions) to the reconciled AFP/CBS end strengths. This would constitute an additional step in the Phase IV reconciliation.

5.3 RECONCILIATION OF FORDIMS MANPOWER FYDP AND BUDGET REPORTS WITH PREVIOUSLY SUBMITTED REPORTS

5.3.1 General Procedure

A procedure for reconciling the manpower data in the FYDP Update and Budget Reports produced from FORDIMS with ones previously submitted is illustrated in Figure 5.4. This reconciliation will occur after March 1977; that is, after FORDIMS' Program/Budget Subsystem has been initiated with reconciled AFP/CBS data and after the development of FORDIMS' reports to support the FYDP Update and military manpower budget submissions. In the post-March time frame, it is envisioned that the reconciliation will be made as of the President's Budget submitted in December 1976 and the January 1977 FYDP update. However, because FORDIMS is expected to contain transactions back to the PBG issued in June 1976,[6/] it would be possible to accomplish the reconciliation as of the June 1976 FYDP Update and the OSD Budget of September 1976.

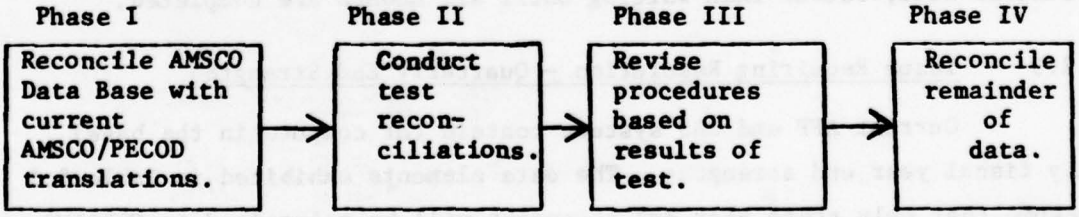

Figure 5.4 - General Procedure for FYDP Update/ Budget Report Reconciliation

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6/ The AFP/CBS reconciliation procedure includes searching transactions back to the June 1976 PBG. It is recommended that the FORDIMS transaction file be initiated by entering those transactions.

5.3.2 Phase I

The initial phase of the procedure, reconciling the AMSCO Data Base with the current partially manual AMSCO/PECOD translations, is considered key to effecting reconciled FYDP and budget submissions. It is presumed that the AMSCO Data Base developed by GRC will be used in FORDIMS to effect the AMSCO/PECOD translation and, as a function of the AMSCO, assign the values of other data elements such as appropriation, sub-program, program, and DPPC. It is also presumed that the translation from AMSCO to PECOD will occur during the data entry and editing process. This implies that the strength data in FORDIMS is AMSCO/PECOD unique. Before implementing the AMSCO Data Base in FORDIMS, the differences between it and the current translation in CBS/SAMS CONTROL will be thoroughly examined and documented. Discovering these differences early in the reconciliation process should help to explain any subsequent mismatches of FYDP and budget manpower data.

5.3.3 Phases II thru IV

Phase II of the procedure involves the conduct of test reconciliations for selected programs, sub-programs, and appropriations. As in the AFP/CBS reconciliation, the purpose of the test is to uncover problems and to anticipate the need for further development of automated reports (Phase III) to support the full scale reconciliation to be performed in Phase IV.

5.3.4 Data Aggregations

In the test reconciliation in Phase II as well as the full scale reconciliation in Phase IV, the following aggregations of strength data will be obtained from FORDIMS and SAMS Control and compared: For

each fiscal year, the military strengths by identity or civilian strengths by category -

- by appropriation,
- by MCOMD,
- by program,
- by sub-program, and
- by program element.

If reconciliation is achieved using the above aggregations, any other aggregations of the same data elements (specifically, those aggregations contained in the automated ledgers and new reports) should be automatically reconciled.

The primary report supporting the reconciliation procedure will contain the previously described aggregations of strength data obtained from SAMS Control and FORDIMS. Ideally, that report should not only display the strength data from each system, but also perform the comparison and report the differences.

Any discrepancies in the data will be reported to the appropriate Appropriation/Program Coordinators for resolution. Transactions correcting the mismatches will be entered into FORDIMS citing "FYDP reconciliation" as the reason for the transaction.

5.4 RECONCILIATION OF RCOMD AND UIC AUTHORIZED STRENGTHS

5.4.1 General Procedure

Figure 5.5 illustrates the general procedure recommended to be followed to reconcile the RCOMD's authorized strengths in FORDIMS' Program/Budget Subsystem with the authorized UIC strengths in the Force Structure Subsystem. This reconciliation procedure assumes (1) that the initial design of FORDIMS is operational and (2) that guidance tracking (with its attendant FORDIMS enhancements) would be implemented for each RCOMD upon completing that RCOMD's reconciliation. Thus, the time frame

in which the reconciliation should be performed is subsequent to FORDIMS beginning operation (approximately March 1977) and preceding the date when it is desired to implement guidance tracking.

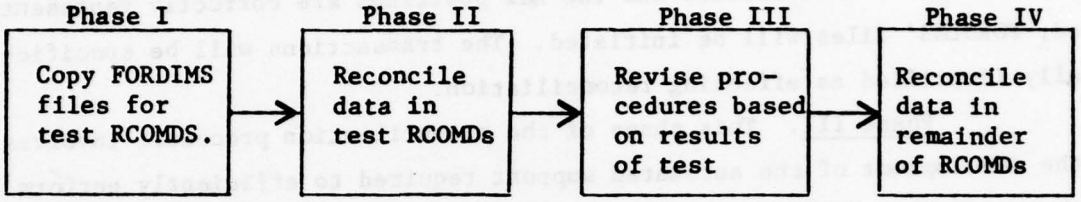

Figure 5.5 - General Procedure for Reconciling RCOMD and UIC Authorizated Strengths

Phase I. The first step in this reconciliation operation will be to copy FORDIMS' files (authorized strength positions only) for selected RCOMDs to test the procedures. The RCOMDs selected for the test may be the same as those used in the AFP/CBS reconciliation.

Phase II. Reconciling the RCOMD's strength positions during the test phase as well as in Phase IV will require translating the UIC strength position represented in FAS by the Phase Codes (it is assumed that these codes will be preserved in FORDIMS' initial design) into "types" of positions suited to guidance tracking. These new positions will probably be identified as (1) command plan, (2) assumed, (3) directed UIC, and (4) undistributed. Other types of positions may be created; however, the important criteria for establishing any further types is that they clearly distinguish approved positions (i.e., postions that would be accounted for in the FYDP, PBG, and budget) from unapproved positions.

The "command plan" and "directed UIC" positions will be defined as approved programed positions for the designated real UICs. The "undistributed" positions will represent approved changes to a Management UIC (not a real UIC). The "assumed" UIC position will not be defined as an approved programed position for the real UIC. However, the transaction creating the assumed position would represent an approved programed change to the RCOMD and thus would be recorded as an undistributed transaction for guidance tracking purposes.

Transactions to effect the reconciliation in Phase II will be developed and entered first into the frozen (copied) data files in order to ensure that the reconciliation was in fact accomplished. Once the copied files are reconciled and the new positions are correctly represented, FORDIMS' files will be initiated. The transactions will be specifically identified as effecting reconciliation.

Phase III. This phase of the reconciliation procedure involves the development of the automated support required to efficiently perform the reconciliation. As a minimum, the following three automated reports are envisioned: (1) a report of the individual and aggregated UIC strengths prior to reconciliation; (2) a report of the results of creating the aforementioned programed, assumed, directed UIC, and undistributed strength positions and of the transactions created by that process; and (3) a report comparing the aggregated programed UIC strengths (in the Force Structure Subsystem) with the RCOMD's programed strength

Phase IV. The last phase consists of proceeding through the remainder of the RCOMDs reconciling the data as necessary. This portion of the procedure is described in detail in paragraph 5.4.2, below.

5.4.2 Expanded Explanation of Reconciliation Phase IV

Figure 5.6 illustrates the various steps comprising Phase IV of the reconciliation procedure. Unlike the AFP/CBS reconciliation (paragraph 5.2) wherein strength data and transactions for all MCOMDs were simultaneously copied and thereby frozen, strength data for the RCOMD/UIC reconciliation can be copied at intervals in the sequence in which the RCOMDs will be reconciled.

Step 1. Once copied, reports will be obtained of the UIC's strengths (those UICs belonging to the RCOMD) in the following detail:

- Military strengths: by EDATE and within AMSCO, authorized officer (AUOFF), authorized warrant officer (AUWOF), and authorized enlisted (AUENL) strengths.

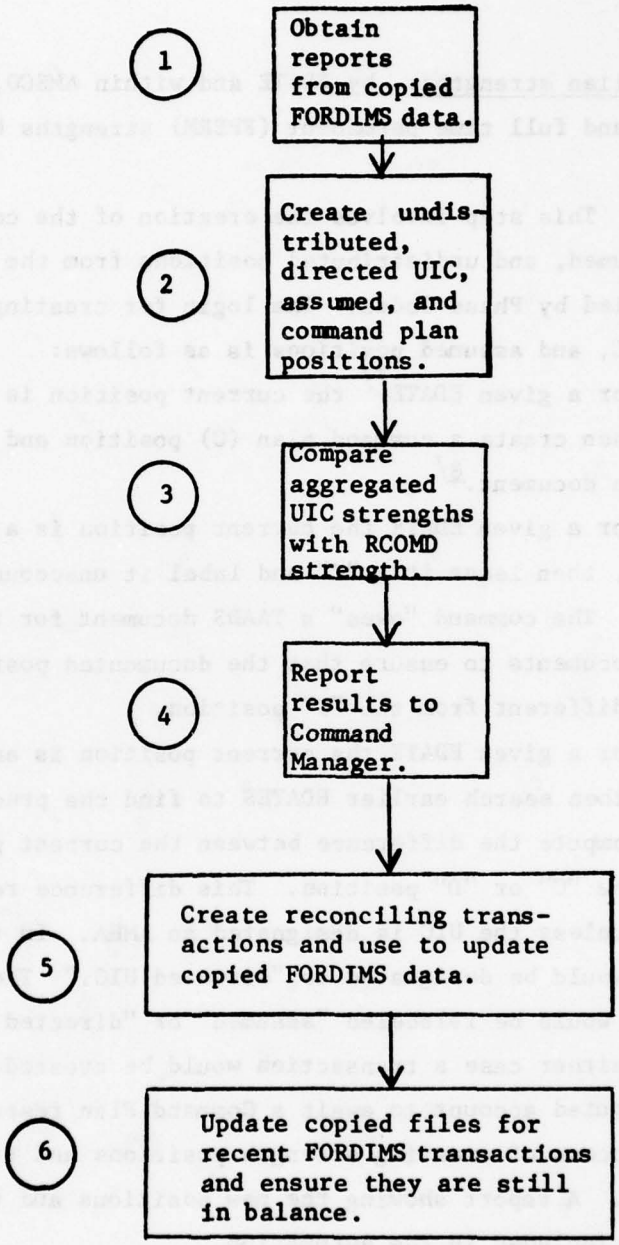

Figure 5.6 - Phase IV of RCOMD/UIC Reconciliation Procedure

• Civilian strengths: by EDATE and within AMSCO, the authorized civilian (AUCIV) and full time permanent (FPERM) strengths by civilian category.

Step 2. This step involves the creation of the command plan, directed UIC, assumed, and undistributed positions from the current positions identified by Phase Codes. The logic for creating the command plan, directed UIC, and assumed positions is as follows:

• If for a given EDATE[7] the current position is documented (Phase Code D), then create a command plan (C) position and label it as accounted for by a document.[8]

• If for a given EDATE the current position is a command plan "C" position, then leave it a "C" and label it unaccounted for by a TAADS document. The command "owes" a TAADS document for this position. Check the TAADS documents to ensure that the documented position for that EDATE is in fact different from the "C" position.

• If for a given EDATE the current position is anything other than "C" or "D," then search earlier EDATES to find the preceding "C" or "D" positions. Compute the difference between the current position (not "C" or "D") and the "C" or "D" position. This difference represents an "assumed" change unless the UIC is designated an AMHA. In this later case, the change would be designated as "directed UIC." The current strength position would be relabeled "assumed" or "directed UIC" as appropriate. In either case a transaction would be created and entered into the undistributed account to await a Command Plan response.

This process of creating strength positions and transactions must be automated. A report showing the new positions and the transactions should be included in the automation.

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[7] Refer to paragraph 5.4.3 for a discussion of EDATES as a problem requiring resolution.

[8] Guidance tracking requires that TAADS documents respond to Command Plans. Therefore, to initiate FORDIMS, a command plan position will be created corresponding to the documented positions.

Step 3. The next step in the Phase IV procedure will be to aggregate the command plan, directed UIC, assumed, and undistributed positions (for the real or Management UICs as appropriate), and compare that aggregated position to the RCOMD's authorized strength obtained from the Program/Budget Subsystem. This comparision will be conducted at the same level of detail as described in Step 1 except that the Program/Budget Subsystem will contain only end-year (or, at best, end-quarter) strengths.

Step 4. The results of the comparisions obtained in Step 3 and of the created positions and transactions in Step 2 will be reported to the Command Manager for review and decision regarding the reconciliation action to be taken.

Step 5. Presuming that the Command Manager is able to accomplish the reconciliation, the appropriate "reconciling" transaction will be created and used to update the copied FORDIMS' files.

Step 6. The last step is to obtain from FORDIMS all transactions affecting the RCOMD processed after the files were copied for reconciliation purposes, and update the copied files for these transactions. After ensuring the files are still in balance, the reconciled strength positions from the copied files will be used to initiate FORDIMS' redesigned files.

5.4.3 Issue Requiring Resolution - EDATES

FAS currently has the capability to distinguish daily EDATES, in contrast to the AFP which distinguishes only quarterly changes in strengths. This daily EDATE capability of FAS is used by the Command Managers seemingly because of the overlaying feature of FAS which allows only a single strength position (a single Phase Code) to exist for a given EDATE. Since FORDIMS will have an audit trail to explain UIC strength changes much the same as the present AFP, the requirement to maintain daily EDATES in FORDIMS' Force Structure Subsystem probably does not exist. The recommendation has been made that FORDIMS' Program/Budget Subsystem contain end-quarter (in lieu of end-year) strengths.

The corollary to this in the Force Structure Subsystem is that the UIC strengths be programed to change quarterly (in lieu of daily). If this is operationally feasible, efficiencies in FORDIMS' design and in implementing guidance tracking could result.

6 PLAN FOR TRANSITION FROM CURRENT MIS TO FORDIMS

6.1 GENERAL

During Phase IV the Study Team was tasked to develop a plan for transition from the use of current MIS to the use of FORDIMS for supporting manpower management. Work proceeded on this plan concurrently with FORDIMS planning and development. While general provisions of this plan have been formulated, certain details cannot be completed until FORDIMS plans are more clearly defined than at present. It should also be noted that this transition plan has been developed to date (October 1976) based on the same assumptions concerning FORDIMS design that are outlined in paragraph 5.1.1. Parts of this plan will have to be revised if any of these assumptions are incorrect.

6.2 OVERVIEW OF TRANSITION PLAN

In general, the Transition Plan provides for establishing the FORDIMS data base using reconciled data developed as described in Section 5. This will be followed by systems testing; a period of parallel operation of FORDIMS and current FDMIS systems; and, finally, full FORDIMS operations. The plan provides for initiating this phased transition from the use of current MIS to FORDIMS as soon as FORDIMS development has progressed to a point that will permit accomplishment of the following tasks:

- Establish initial data files in FORDIMS' subsystems on a phased basis using data from reconciled data bases in AFP, CBS, and FAS.
- Conduct functional systems test by obtaining common standard reports from present MIS and the same reports (reprogramed) from FORDIMS, comparing them, identifying differences, determining reasons for differences, and taking necessary corrective actions.
- Initiate parallel operations. This task will necessitate translating all applicable manpower transactions (i.e., those processed by Army Staff manpower managers as part of the official DA manpower program) into FORDIMS transactions for entry into FORDIMS in order to update and maintain the initial FORDIMS data base.

- Determine the point in time when maintenance of data in the current MIS can be discontinued and FORDIMS can be accepted as the single, official MIS supporting manpower management.

- As they are developed, obtain the 12 new/improved FORDIMS reports recommended in the Phase III Report (see paragraph 2.1) and compare these reports with corresponding current MIS reports or, in most cases, with the manually maintained/prepared ledgers, audit trails, and manpower management submissions which they are designed to replace. Identify and determine reasons for differences and take necessary corrective actions.

While these tasks will be initiated sequentially in the order discussed above, two or more of them may be in progress at any given time as illustrated in Figure 6.1. Each of these tasks is described in greater detail in the paragraphs that follow.

6.3 ESTABLISH INITIAL FORDIMS SUBSYSTEMS

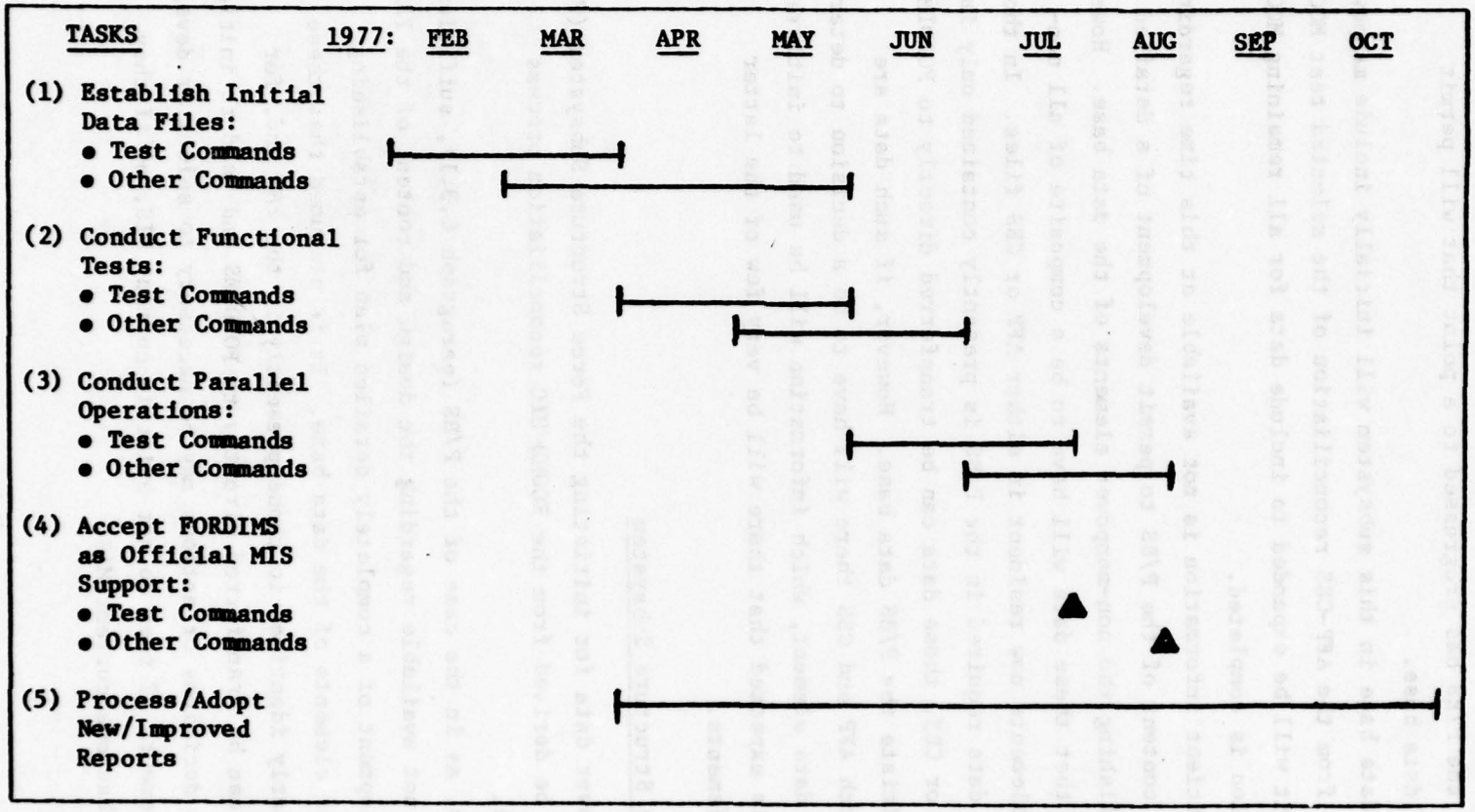
The actions involved in completing this task will be accomplished in the same order as those outlined for reconciliation (in paragraph 5) with regard to both the sequence in which data bases will be established in each subsystem and the content of each of the data bases. That is:

- The FORDIMS Program/Budget Subsystem (P/BS) data base will be established first using manpower and manpower-related data resulting from the AFP-CBS reconciliation process (paragraph 5.2).

- Subsequently, the Force Structure Subsystem (FSS) will be established using manpower data resulting from the RCOMD-UIC reconciliation (paragraph 5.4) and the transfer of other non-manpower data presently in the FAS.

6.3.1 Program/Budget Subsystem

Action to establish the P/BS data base will begin as soon as the data reconciliation (paragraph 5.2) has been completed and USAMSSA



NOTE: The bars in this figure are illustrative. They indicate the relationship between the tasks but do not represent firm starting and completion dates for the tasks which are dependent upon FORDIMS system development). This also applies to the indicated FORDIMS operational dates (Task 4).

Figure 6.1 - Time Phasing of Tasks During Transition from Use of Current MIS to FORDIMS Initial System

development of the P/BS has progressed to a point that will permit initiating the data base.

The data base in this subsystem will initially include manpower data resulting from the AFP-CBS reconciliation of the selected test MCOMDS. Subsequently, it will be expanded to include data for all remaining MCOMDS as reconciliation is completed.

Sufficient information is not available at this time regarding the design and content of the P/BS to permit development of a detailed plan for establishing the non-manpower elements of the data base. However, it is presumed that these data will have to be a composite of all non-manpower data elements now resident in either AFP or CBS files. In those cases in which data required in the P/BS is presently contained only in either the AFP or CBS, those data can be transferred directly to FORDIMS and used to initiate the P/BS data base. However, if such data are presently in both AFP and CBS there will have to be a decision to determine, for each data element, which information will be used to initiate the P/BS. It is expected that there will be very few of the latter type of data elements.

6.3.2 Force Structure Subsystem

Manpower data for initiating the Force Structure Subsystem (FSS) data base will be derived from the RCOMD-UIC reconciliation process (paragraph 5.4).

Again, as in the case of the P/BS (paragraph 6.3.1), sufficient information is not available regarding the design and content of the FSS to permit development of a completely detailed plan for establishing the non-manpower elements of the data base. It is presumed that these data will be nearly identical to those presently in the FAS and, for the most part, can be transferred directly to FORDIMS and used to initiate the P/BS. Some decisions or actions may be necessary to select or develop certain data elements if they do not exist in current MIS, or if they exist in more than one current MIS.

6.4 CONDUCT FUNCTIONAL SYSTEMS TESTS

6.4.1 Procedure

Functional systems tests will be conducted for the P/BS and FSS after the data bases have been initiated as described in paragraph 6.3, above, and when USAMSSA systems development has progressed to a point that will support the tests. These tests will be accomplished by:

- Obtaining standard reports from the current AFP, CBS, and FAS, and the same type of reports (reprogramed) from the appropriate FORDIMS Subsystem.
- Comparing these reports, identifying differences, determining reasons for the differences, and taking corrective action if required.

6.4.2 Scope

The tests will be as broadly based as the status of systems development and data reconciliation will permit (i.e., initially limited to selected test commands and later expanded to encompass the total Army). The specific details of these tests (timing, number of tests, and standards to be achieved) will be established based on the final design and development schedule for FORDIMS.

6.5 CONDUCT PARALLEL OPERATIONS

This task will be initiated after FORDIMS Subsystem data bases have been established and tested (paragraphs 6.3 and 6.4). Actions required to complete this task will be carried out on the same phased or sequential basis used for the earlier tasks (i.e., the P/BS followed by the FSS; test commands initially followed by all other commands). This task will involve the actions described below.

- Translate all official Army Force Program transactions subsequent to the time that current MIS data bases are frozen, at the beginning of reconciliation (paragraph 5.2), into FORDIMS transactions to keep the FORDIMS data base current.

- Obtain comparable reports from FORDIMS for comparison with all reports obtained from current MIS.

- Compare these reports, identify differences, determine reasons for differences (e.g., due to data discrepancies or programing errors) and recommend or initiate corrective actions as appropriate.

6.6 DETERMINE POINT WHEN FORDIMS BECOMES THE OFFICIAL SYSTEM

6.6.1 Scope

This task involves determination of the point in time when FORDIMS will be accepted as the single, official MIS supporting management of the Army's manpower at HQDA. This determination will be based on the results of parallel operations. Although seemingly simple, this is an important task that must be given very careful attention.

6.6.2 Procedure

As is the case in the transition tasks already described, the process of certifying FORDIMS as the official HQDA MIS supporting manpower managers will take place on a phased basis, command by command. when the Command Manager is satisfied with the results of parallel operations (paragraph 6.5). As this occurs, MIS products affecting one or more of these commands, could be obtained solely from FORDIMS. However, the data bases for these same commands must continue to be maintained in current FDMIS files until FORDIMS is accepted as the official MIS for supporting manpower management for all commands/ elements of the Army. This overlap is necessary to permit the continued output of MIS reports containing "Total Army" data from current MIS until that capability is attained in FORDIMS.

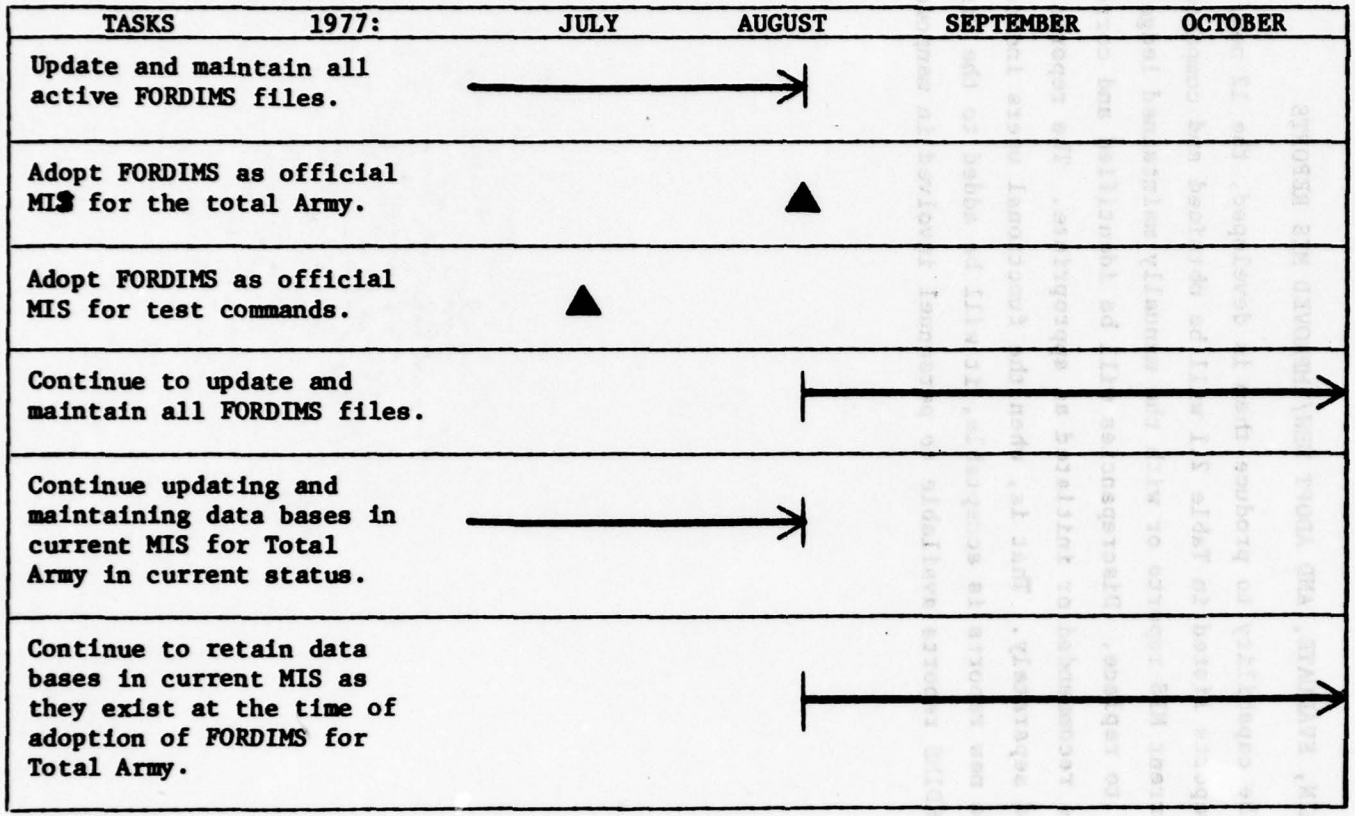
As a matter of information, after FORDIMS is adopted as the official MIS for the total Army, there will still be a requirement to retain the data bases and the data processing and report capabilities of the current MIS (as they exist at the time FORDIMS is officially accepted) for use in producing reports reflecting data for prior years and for use in trend analysis. This requirement will continue until all necessary historical data can be obtained from FORDIMS.

6.6.3 Sequence of Actions

Figure 6.2 depicts the sequence of actions within this task.

6.7 OBTAIN, EVALUATE, AND ADOPT NEW/IMPROVED MIS REPORTS

As the capability to produce them is developed, the 12 new/improved MIS reports listed in Table 2.1 will be obtained and compared with either current MIS reports or with the manually maintained ledgers which they are to replace. Discrepancies will be identified and corrective actions will be recommended or initiated as appropriate. The reports will be handled separately. That is, when the functional users indicate that one of the new reports is acceptable, it will be added to the list of standard FORDIMS reports available to personnel involved in manpower management.



NOTE: The indicated adoption dates and bar lengths are illustrative. They do not portray firm dates.

Figure 6.2 - Sequence of Actions Related to Adoption of FORDIMS as the Official HQDA Manpower MIS

7 THE NEED FOR MANPOWER GUIDANCE TRACKING

7.1 BACKGROUND

As part of the Phase IV effort, the Study Team was tasked to develop conceptual methods for obtaining "audit" control of directed manpower actions from HQDA to field level and back. In accomplishing this task, the Study Team considered several methods by which the objectives of manpower guidance tracking might be achieved. These ranged from the very general to the very discrete with each method considered having definite advantages and disadvantages. The method eventually adopted by the Army should be one that accomplishes all essential objectives of guidance tracking, is technically feasible with systems now being developed, and is supportable with available DA resources.

7.2 DEFINITION

To provide a common reference for all involved with manpower guidance tracking, the following definition was developed:

Manpower Guidance Tracking - The process of establishing and maintaining an audit trail which will permit HQDA to identify the nature of and reasons for changes in the Army Force Program (HQDA or proponent-directed) from one point in time to another, and to verify the status of implementation of directed changes at the level of detail necessary to satisfy HQDA management and higher authority reporting requirements. This may include accounting for manpower authorizations and changes in authorizations by any one or any combination of the classifications indicated below:

Reason for Change	*Funding Classification*	*Organization*	*Mil/Civ Classification*		*Location*
For example:					
PBD#____	*DPPC*	*Total Army*	*MIL*	*CIV*	*Country*
PDM	*APPN*	*MACOM*	*OFF*	*DHUS*	*State*
HQ Reduction	*P*	*OPAGY*	*WO*	*DHFN*	*Instal-*
Congressional Reduction	*SP*	*MCOMD*	*ENL*	*INDH*	*lation*
Nunn Amendment	*PE*	*UIC*	*AGGR*	*AGGR*	
etc.	*AMSCO*			*FTP*	
				MYEAR	
				CTYPE	

7.3 REASONS FOR GUIDANCE TRACKING

7.3.1 Staff Requirements

The Study Team considered why manpower guidance tracking was needed by the Army Staff and developed the following reasons (derived in part from the above definition):

- To identify the nature of and reasons for changes in manpower authorizations in the Army Force Program from one point in time to another by funding classification (AMSCO, PE, etc.), organization (UIC, MCOMD, OPAGY, etc.), military and civilian classification, and location.
- To verify the status of implementation of directed changes in the Army Force Program (implementation = inclusion in implementing instructions, MAD, PBG, Command Plan, M Force, TAADS, Budget, and FYDP).
- To identify the reasons for different values for identical data elements in FORDIMS and TAADS on the same "as of" and effective date.
- To insure consistency in submissions to OSD, OMB, Congress, and subordinate commands (e.g., FYDP, Budget, PBG, M Force) even though they are derived from different files.

7.3.2 FORDIMS Requirements

Aside from HQDA Staff needs (7.3.1, above), there are technical reasons why some form of guidance tracking is essential to the effective operation of FORDIMS. The FORDIMS concept provides for a single system input for each data element change, which would result in concurrent update of all FORDIMS files containing the same data element. However, for this concept to be workable, changes in manpower authorizations must be identified by UIC at the time they are initially entered into FORDIMS in order to update the Force Structure File (just as this must be done at present to update FAS). Therefore, Command Managers will either be required to make assumptions regarding

the UIC(s) that will be affected by each individual change in a command's manpower authorizations and update the Force Structure File based on these assumptions, or a better, more acceptable procedure must be devised. An improved procedure has been proposed for incorporation into FORDIMS, this proposal being the development and use of "Management" UICs to store undistributed changes. In general, this Management UIC would be used to hold all HQDA-directed changes to a command's manpower allocations (when the real UIC(s) to be affected by the changes are not known) until the affected command responds to HQDA guidance and reports the distribution of the directed changes to real UICs. The Study Team considers this use of Management UICs to be a major improvement and a feasible one provided that an acceptable method for audit trailing each transaction stored in each Management UIC can be implemented. A guidance tracking capability is essential in order to remove the stored transaction from the Management UIC when the command concerned reports the actual UICs affected by the transaction involved. Thus, the single system update concept envisioned for FORDIMS cannot work unless one of these alternatives is adopted: (a) Command Managers must make assumptions as to the real UIC to be affected by every individual manpower adjustment action; or (b) the Management UIC concept must be developed and implemented together with some form of guidance tracking.

7.4 SCHEMATIC DESCRIPTION

Figure 7.1 depicts in simplified form the basic "guidance track" that would be followed for all three of the guidance tracking methods developed by GRC (described in Section 8). The audit trail illustrated in Figure 7.1 is described below.

- Each element of guidance received and implemented at HQDA would be identified on a Transaction Sheet which in turn is identified by a unique transaction number (TRNUM). This transaction number is

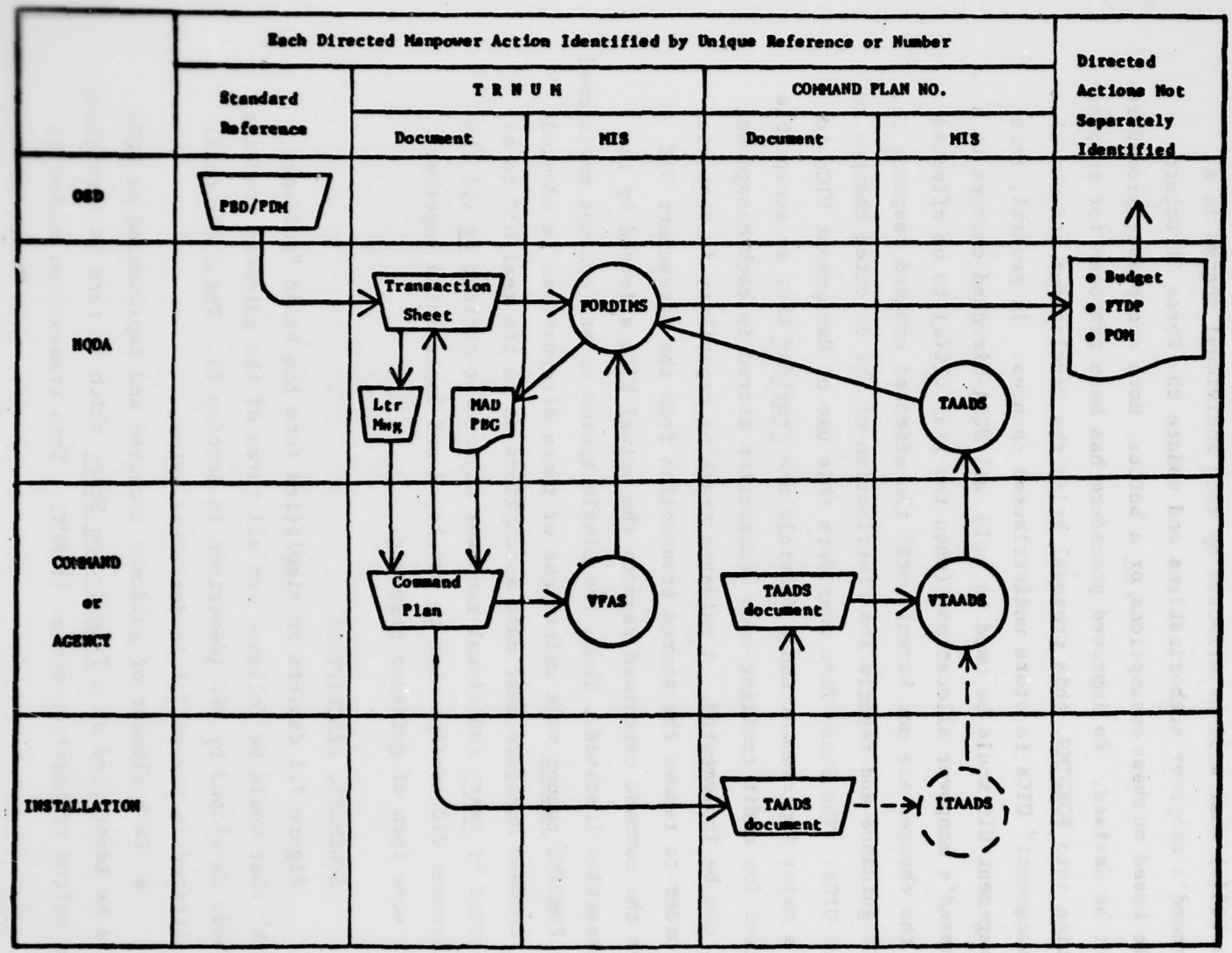


Figure 7.1 - Schematic Description of Manpower Guidance Tracking

included in guidance to the field, whether sent by MAD, PBG, letter, or message. Commands will include the same TRNUM in their Command Plan submissions, which can then be related directly to original guidance during processing at HQDA. Both VFAS and manual submissions would include the same type of information.

- When their Command Plans are accepted, commands prepare TAADS documents which reference the specific Command Plan(s) being implemented by each document. With this reference, the TAADS documents can be related to the original HQDA transaction number(s) during processing at HQDA.

- Although neither TRNUMs nor Command Plan references are included in the Budget, FYDP, or POM submissions, the "Guidance Track" established would - depending on the method adopted - provide a logical basis for defending these submissions and, particularly in the case of the Discrete Method, for explaining the nature of and reasons for changes in the Army's manpower program.

8 THREE CONCEPTS FOR MANPOWER GUIDANCE TRACKING

8.1 GENERAL

Several methods for tracking manpower guidance were considered. Concepts for three were developed by the Study Team and are discussed below. These are identified for discussion purposes as the Discrete Method, the Transaction Method, and the Bottom Line Method of manpower guidance tracking.

8.2 THE DISCRETE METHOD

8.2.1 Under this concept, HQDA would continue to issue guidance to commands/agencies providing instructions for adjusting the manpower program of the affected commands/agencies. Normally this guidance would be issued monthly in the form of a MAD (see Figure 8.1). In cases where action is urgent, guidance could be issued separately at any time; but, in these cases, it would be repeated in the next MAD and so identified. HQDA guidance would be issued by TRNUM and AMSCO and by UIC only if the UIC is known. If the real UIC to be affected is not known, HQDA would assign the adjustment to the Management UIC of the affected command or agency (MCOMD) as "undistributed" manpower (see Figure 8.2). Affected commanders must allocate this undistributed manpower to real UICs.

8.2.2 In order to maintain control over changes in the Army's manpower program and preclude a command taking some action that would result in the Army exceeding established manpower constraints or ceilings, the authority or prerogatives of commanders with respect to complying with HQDA manpower/resource program guidance and making command-initiated adjustments in the manpower program must be specifically defined. Several policy matters to be considered are discussed in paragraph 9.2, Section 9. These same policy matters are also addressed in the Army Force Program AR developed by the Study Team (paragraph 3.1).

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(EXAMPLE)

MANPOWER ADJUSTMENT DOCUMENT

AS OF_____19__

MAD NO._____

TO: COMMANDER-IN-CHIEF
US ARMY EUROPE
APO NEW YORK 09307

OPERATING AGENCY 300

TRNUM / BGDTE / THDTE	EXPLANATION / PROG/SBPROG	AMSCO	UIC	MILITARY OFF	MILITARY WOF	MILITARY ENL	CIVILIAN AUCEP	CIVILIAN FTP	CIVILIAN MYEAR	CIVILIAN CTYPE	COSTING
P2623	TRANSFER OF JAG SPACES TO USALSA										
773	02	202398		-2							
P2706	ESTABLISHMENT OF AUDIO VISUAL FACILITY										
781	75	202381		-4		+4					
		728010					+4	+3	+3	101	$_____
P2791	RESTORATION OF AMHA REDUCTION										
781	02	202398	WOAKAA	+3							
		202398	W31KAA	+2							

NAME AND TITLE OF APPROVING OFFICER: CHARLES P. GRAHAM
BG GS
DIRECTOR, FORCE PROGRAMS
AND STRUCTURE, ODCSOPS

_____
(signature)

Figure 8.1 - Proposed Manpower Adjustment Document (MAD)

(EXAMPLE)

MANAGEMENT UIC

(UNDISTRIBUTED MANPOWER RECORD)

As of: _____

UIC	TRNUM	CMD	PLAN	AMSCO	EDATE	AUTHORIZED STRENGTHS MILITARY OFF	WO	ENL	AGG	CIVILIAN AUCEP	FTP	MYEAR	CTYPE
WXXXEU					761230	0	0	0	0	0	0	0	
	P2623			202396	770630	-2			-2				
WXXXEU					770630	-2	0	0	-2	0	0	0	
	P2706			202381	771230	-4		+4					
				728010	771230					+4	+3	+3	101
WXXXEU					771230	-6	0	+4	-2	+4	+3	+3	101

Figure 8.2 - Proposed Management UIC Record - Discrete/Transaction Methods

8.2.3 Following receipt of HQDA guidance in the MAD or other separate correspondence, each affected command/agency would take action to implement the guidance. They would then report this implementation of HQDA guidance along with all command-initiated and approved adjustments, in a Command Plan which is to be submitted monthly (see Figure 8.3). The Command Plan would provide adjustments made by the command by TRNUM, AMSCO, and UIC and would also provide "reason for change" for all command-initiated adjustments. The Command Plan could address all or part of any transaction directed in the HQDA guidance; however, prompt implementation of all guidance would be encouraged. It would be the commander's responsibility to maintain appropriate records to reflect the status of implementation of HQDA-directed and command-initiated manpower adjustments within his command.

8.2.4 HQDA would update its manpower program monthly based on command submissions (more frequently in the case of urgent actions such as responses to PBDs). Where practicable, this would be accomplished using automated procedures; e.g., upon receipt of a Command Plan or other response, it would be entered in the FORDIMS Force Change File and edited to determine whether it exceeded the commander's prerogatives with respect to:

EDATE
UIC
Appropriation, program, and subprogram
Authorized strength limitations

The Command Manager would then be provided with FORDIMS reports indicating the command's proposed implementation of HQDA guidance, listing command-initiated manpower adjustments, and highlighting any problems (see Figure 8.4). The Command Plan would then be staffed by the Command Manager and either approved, or unresolved problems would be discussed with the command.

(EXAMPLE)

COMMAND PLAN
AS OF_____19__

CMD PLAN NO:____

TO: DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
HQDA
WASHINGTON, D. C. 20310

FROM: COMMANDER-IN-CHIEF
US ARMY EUROPE
APO NEW YORK 09307

OPERATING AGENCY 300

TRNUM BGDTE/ THDTE	EXPLANATION PROG/SBPROG	AMSCO	UIC	MILITARY OFF	WOE	ENL	CIVILIAN AUCEP	FTP	MYEAR	CTYPE
P2623	TRANSFER OF JAG SPACES TO USALSA									
773	02	202396		-2						
P2623	BALANCE			-2						
P2706	ESTABLISHMENT OF AUDIO VISUAL FACILITY									
781	02	202381		-4		+4				
	7S	728010					+4	+3	+3	101
R2706	02	202381	WOPNAA	-4		-4				
781	7S	728010	WOPNAA				+4	+3	+3	101
P2706	BALANCE			0		0	0	0	0	
P2791	RESTORATION OF AMHA REDUCTION									
781	02	202398	WOAKAA	+3						
		202398	W31KAA	+2						
R2791	02	202398	WOAKAA	+3						
781		202398	W31KAA	+2						
P2706	BALANCE			0						

Figure 8.3 - Proposed Command Plan Format - Discrete Method

CRITERIA FOR EDIT OF COMMAND PLANS
AND INFORMATION REQUIRED IN REPORT OF EDIT

1. CRITERIA:

   a. Are all AMSCOs valid?

   b. Are all UICs valid?

   c. Do authorizations reflected in Command Plan submissions plus TRNUMs not yet implemented match authorizations in the last PBG plus all TRNUMs since issuance of that PBG in the following ways:

   - By military identity or aggregate by AMSCO, SP, P, APPN, or total command, by EDATE.
   - By civilian DHUS, DHFN, IDH, or aggregate by AMSCO, SP, P, APPN, or total command, by EDATE.

   d. Was guidance pertaining to direct UIC changes (e.g., AMHA) followed?

2. REPORT OF EDIT SHOULD DISPLAY:

   a. Invalid AMSCOs w/parent UIC identified

   b. Invalid UICs

   c. AMSCOs, SPs, Ps, and APPNs in which authorizations reflected in Command Plan submissions do not match (+ or -) those in the PBG (plus appropriate TRNUMs) by:

   - Military identity and aggregate
   - Civilian category and aggregate

   d. UICs in which authorized strength has changed by military identity or civilian category by AMSCO since the last Command Plan submission.

Figure 8.4 - Criteria for Edit of Command Plans

8.2.5 Following HQDA acceptance/approval of Command Plans, commands would prepare and submit TAADS documents. In the last paragraph of Section I, each TAADS document would indicate the Command Plan(s) which it implements. Commands would insure that each TAADS document reflects the same authorized strength as is reflected in the M Force for the UIC being addressed, as of the applicable EDATE, by manpower category and AMSCO. Otherwise, the TAADS document would be rejected during processing at HQDA.

8.2.6 Upon receipt of TAADS documents at HQDA, they would be entered into the MIS and standard edit reports obtained and checked to determine the commands compliance with guidance and policy. Each TAADS document would then be staffed and approved or unresolved problems would be addressed with the command.

8.3 THE TRANSACTION METHOD

8.3.1 This represents a less detailed method of manpower guidance tracking than the Discrete Guidance Tracking procedure. Under this concept HQDA would received, act on, and issue guidance in the same manner as described above (paragraph 8.1).

8.3.2 Commands would respond to guidance monthly, submitting a Command Plan troop list of UICs (with authorized strengths by military identity and aggregate, civilian category and aggregate, by AMSCO, by EDATE) in which the authorized strength had been adjusted since the previous Command Plan, as a result of either HQDA guidance or command-initiated actions (see Figure 8.5). It would also include a statement indicating what guidance, by TRNUM, had been implemented. It would not, however, indicate the specific manner in which each TRNUM was implemented. The command would insure that the total authorizations reflected in the Command Plan troop list plus or minus adjustments required by TRNUMs not yet implemented, equalled its authorizations as reflected in the last PBG plus or minus the adjustments required by all TRNUMs since issuance of that PBG.

COMMAND PLAN

(EXAMPLE) As of: _____

COMMAND _____ PLAN NO. _____

					AUTHORIZED STRENGTHS							
					MILITARY				CIVILIAN			
UIC	AMSCO	EDATE	LOCCO	AUTHORITY	OFF	WO	ENL	AGG	DHUS	DHFN	IDH	AGG
WOPNAA	202381	760630			10	5	50	65				
	728010								20	0	10	30
WOPNAA		760630	GER		10	5	50	65	20	0	10	30
WOPNAA	202381	771230			6	5	54	65				
	728010								24	0	10	34
WOPNAA		771230	GER	P2706	6	5	54	65	24	0	10	34
WOAKAA	202398	760930	GER		10	0	30	40	0	0	0	0
WOAKAA	202398	771230	GER	P2791	13	0	30	43	0	0	0	0
W31KAA	202398	761230	GER		8	2	40	50	0	0	0	0
W31KAA	202398	771230	GER	P2791	10	2	40	50	0	0	0	0

THIS COMMAND PLAN IMPLEMENTS TRNUMS P2706 and P2791.

Figure 8.5 - Proposed Command Plan Format-Transaction Method

8.3.3 Upon receipt of the command submission at HQDA, it would be prepared for input to the supporting MIS and processed through a series of edits to determine if the command exceeded the guidance or its authority in any respect. These edit reports would then be provided to the Command Manager who would review, staff, and approve or disapprove the Command Plan. If approved, it would then be entered into the supporting MIS and all files updated accordingly. If disapproved, appropriate action would be taken to resolve the problem areas prior to updating the MIS.

8.3.4 As the supporting MIS are updated, adjustments required by TRNUMs not yet implemented by the command would continue to be reflected in the Management UIC. Others would be removed (see Figures 8.2 and 8.6).

8.3.5 Under this concept a command would report a TRNUM as implemented only when the entire action was completed. This concept does not allow for reporting partial implementation of a TRNUM (without having to account for implementation in a much more detailed manner than envisioned in this concept). Sometime after submitting a Command Plan, the command would prepare and submit TAADS documents for units which have had changes in authorizations. The TAADS submissions could be related to the implementation of guidance, and thus complete another link in the guidance tracking chain, by having the command:

- Indicate (in the last paragraph of Section I) the Command Plan(s) implemented by the TAADS document.
- Insure that the authorized strengths reflected in the document equal the strengths reflected in the M Force for the UIC being addressed as of the applicable EDATE.

8.3.6 An M-Force UIC audit trail maintained in FORDIMS Force Structure File would facilitate checking the TAADS submission at HQDA and identifying any discrepancies.

UNDISTRIBUTED MANPOWER RECORD

(EXAMPLE)

As of: _____

	UIC	TRNUM	CMD	PLAN	AMSCO	EDATE	AUTHORIZED STRENGTHS MILITARY OFF	WO	ENL	AGG	CIVILIAN AUCEP	FTP	MYEAR	CTYPE
	WXXXEU					761230	0	0	0	0	0	0	0	
(1)		P2623			202396	770630	-2			-2				
	WXXXEU					770630	-2	0	0	-2	0	0	0	
(2)		P2706	EU	CP 1-77	202381	771230	-4		+4					
					728010	771230					+4	+3	+3	101
	WXXXEU					771230	-6	0	+4	-2	+4	+3	+3	101

(1) TRNUM P2623 WOULD BE IN THE UNDISTRIBUTED MANPOWER RECORD SINCE EU CP 1-77 DID NOT IMPLEMENT IT.

(2) THIS TRANSACTION WOULD BE REMOVED FROM THIS RECORD AND PLACED IN THE AUDIT TRAIL WITH EU CP 1-77 IDENTIFIED AS THE AUTHORITY FOR CLEARING IT FROM THE UNDISTRIBUTED MANPOWER FILE.

Figure 8.6 - Proposed Management UIC Record - Removal of Transaction

8.4 THE BOTTOM LINE METHOD

8.4.1 This represents a less detailed method of guidance tracking than either the Discrete Method or the Transaction Method. Under this concept HQDA would receive, act on, and issue guidance in the same manner as described previously.

8.4.2 Commands would respond to guidance monthly, submitting a Command Plan troop list containing UICs as described in the Transaction Guidance concept (paragraph 8.3) (i.e., UICs in which the authorized strength had changed since the previous Command Plan). However, this Command Plan would not indicate what TRNUMs had or had not been implemented. Instead, the command submission would list the difference between the total authorized strength reflected in the Command Plan troop list and the authorizations in the last PBG plus or minus adjustments required by all TRNUMs issued since that PBG. This difference represents undistributed guidance, which would be listed by military identity and civilian type by AMSCO, but would not be identified with specific TRNUMs.

8.4.3 Upon receipt of the command submission at HQDA, it would be prepared for input to the supporting MIS and processed through a series of edits to determine if the command exceeded its guidance or authority in any respect. These edit reports would then be provided to the Command Manager who would review, staff, and approve or disapprove the Command Plan. If approved, it would be entered into the supporting MIS and all files updated accordingly. If disapproved, appropriate action would be taken to resolve the problem areas before entering the data into the MIS.

8.4.4 As the supporting MIS are updated, the undistributed manpower total in the Management UIC would be changed to leave only the balance reported as undistributed in the command submission (i.e., the difference between the authorized strengths shown in the Command Plan and the authorized strengths shown in the previous PBG plus or minus adjustments

required by all TRNUMs since that PBG). This difference or balance in the Management UIC would be the total of undistributed adjustments by military identity and aggregate, and civilian type and aggregate by AMSCO. It would not be related to specific TRNUMs.

8.5 ADVANTAGES AND DISADVANTAGES

8.5.1 Discrete Method

Advantages:

- Provides complete guidance tracking record (what, when, where, how, and why changes occurred in the manpower program).
- Provides capability to maintain complete UIC Audit Trail by reason for change.
- Provides a means of using a Management UIC (permitting implementation of FORDIMS without requiring Command Managers to make assumptions regarding the real UIC(s) to be affected by a manpower adjustment).

Disadvantages:

- Significant increase in workload at commands, on manpower managers at HQDA, and on MIS support elements.
- Significant change from current procedures (guidance by CTYPE; format and content of Command Plan submission).

8.5.2 Transaction Method

Advantages:

- Minimum change from current procedures.
- Maximum use of VFAS capability.
- Minimum increase in workload on all concerned.
- Provides capability to answer what, when, and where changes occurred (but not how or why in all cases).
- Provides means of using a Management UIC.

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FORCE STRUCTURE AND MANPOWER MANAGEMENT STUDY.(U)
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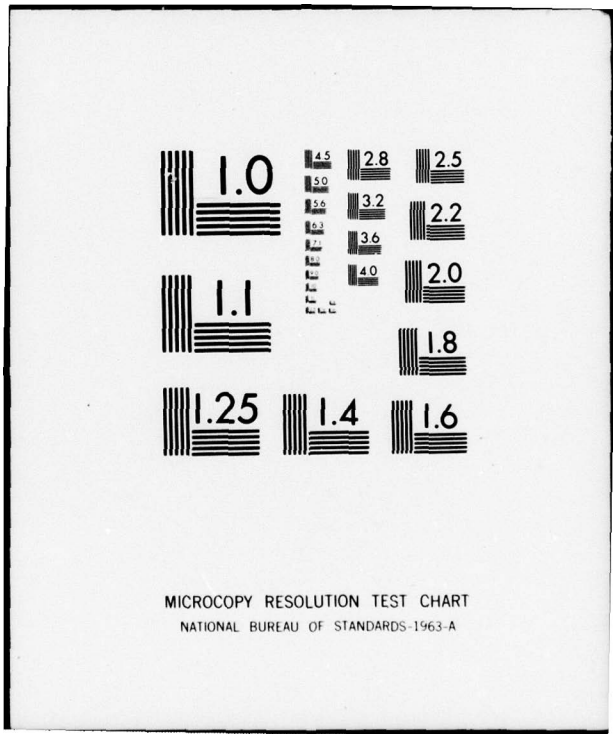
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MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Disadvantages:

- Limited capability to answer how and why changes occurred. (Does not identify specific way in which HQDA guidance was implemented nor does it identify command-initiated adjustments.)
- Requires implementation of complete TRNUM.
- Reason for change (other than by reference to a Command Plan) missing from UIC audit trail.

8.5.3 Bottom Line Method

Advantages:

- Minimum change from current procedures.
- Maximum use of VFAS capability.
- Minimum new command reporting requirements.
- Provides capability to identify what, when, and where changes occurred (but not how or why).
- Provides means of using Management UIC.

Disadvantages:

- Least complete guidance tracking record.
- No capability to identify how or why changes occurred.
- No capability to relate changes to HQDA guidance.
- No capability to determine status of implementation of HQDA guidance.
- Reason for change (other than reference to a Command Plan) missing from UIC audit trail.
- Accuracy and currency of the Army manpower program dependent upon command actions and submissions.

8.6 CAPABILITIES OF ALTERNATIVE CONCEPTS

The following tables summarize and compare the capabilities of the three alternative manpower guidance tracking concepts developed by GRC:

Table 8.1 - Comparison of Guidance Tracking Alternatives.

Table 8.2 - Capability of Alternative Guidance Tracking Concepts to Answer Typical Questions.

Table 8.1 - COMPARISON OF GUIDANCE TRACKING ALTERNATIVES

METHOD		
DISCRETE	TRANSACTION	BOTTOM LINE
Permits developing and maintaining an audit trail that will enable HQDA to identify the nature of and specific reasons for changes in the Army manpower program (HQDA or proponent-directed) from one point in time to another and to verify the status of implementation of changes by any one or any combination of the following classifications: **Reason for Change:** PBD, PDM, Hq Reduction, Congressional Reduction, Nunn Amend, etc. **Funding Classification:** DPPC, APPN, P, SP, PE, AMSCO **Organization:** Total Army, MACOM, OPAGY, MCOMD, UIC **MIL/CIV Classification:** MIL: OFF, WO, ENL, AGGR; CIV: DHUS, DHFN, IDH, AGGR, FTP, MYEAR, CTYPE **Location:** Country, State, Installation This method tracks when, where, what, why, and how changes were made.	Permits developing an audit trail that will enable HQDA to determine what specific HQDA manpower guidance (by TRNUM) have (or have not) been implemented in Command Plans and TAADS documents (but not how they were implemented), and to ascertain whether a major command has exceeded guidance or constraints by program, subprogram or appropriation in its aggregated command plan and TAADS authorizations. This method permits determining when, where, and what changes were made but not specifically why or how.	Permits HQDA to update the M Force according to the commands' distribution of its authorizations to UIC and AMSCO, and to adjust total MACOM authorizations to guidance constraints by placing total over- (or under-) allocations in a management UIC. This method permits determining when, where, and what changes occurred, but no indication of why or how.

Table 8.2 - CAPABILITIES OF ALTERNATIVE GUIDANCE TRACKING CONCEPTS TO ANSWER TYPICAL QUESTIONS

QUESTION	GUIDANCE TRACKING METHOD		
	Discrete	Transaction	Bottom Line
1. What changes occurred in end FY 78 manpower authorizations of FORSCOM between submission of the OSD Budget and the President's Budget?	X	X	X
2. Does the latest TRADOC Troop List conform to HQDA PBG manpower authorizations for end FY 77?	X	X	X
3. Why do the DHUS authorizations in the FORSCOM Troop List exceed the PBG allocation for end FY 78 in that category? What HQDA transactions have not been implemented to cause the discrepancy ?	X	X	
4. Why do the DHUS authorizations in TRADOC TAADS documents exceed the PBG allocation for end FY 78 in that category? What HQDA transactions have not been implemented to cause the difference ?	X	X	
5. How much did officer authorizations in Auxiliary Forces, Centrally Managed Communications for end FY 78 change from the POM submission in 1975 to the POM submission in 1976? Why?	X		
6. Why are the authorized civilian and military spaces shown in TRADOC TAADS documents effective 1 Oct 77 as of October 1976 different from the authorizations given TRADOC in the May 1976 PBG?	X		
7. Workload in PE 82711A is programed to decrease in FY 78; why is the manpower allocated to that PE programed to increase between end-FY 77 and end-FY 78?	X		
8. Why were 50 DHUS civilian spaces added to the TDA of HQ USA Garrison, Ft. Bragg, N.C. between 1 Jan 75 and 1 Jan 76.	X		

9 ACTIONS REQUIRED PRIOR TO IMPLEMENTATION OF MANPOWER GUIDANCE TRACKING

9.1 GENERAL

The required actions outlined below are applicable to all three guidance tracking concepts described in Section 8 unless otherwise indicated.

9.2 POLICY MATTERS

9.2.1 Manpower resource guidance should be forwarded to each affected command in a uniform manner and format (e.g., monthly via a MAD). In the case of urgent actions, guidance could be issued separately to a command and later included in a MAD. Guidance, whether issued separately or as part of a MAD, will always be identified by transaction number (TRNUM) and will specify changes by EDATE(s) and military identity and civilian type within AMSCO(s). The specific UIC(s) to be changed will be prescribed only when the UIC is managed at HQDA level.

9.2.2 Commander's prerogatives with respect to varying from HQDA manpower guidance and approving command-initiated adjustments in their manpower program must be clearly established. As a minimum, the following rules should be established:

- No variance from HQDA-directed UIC changes. HQDA would direct adjustments by UIC only when the UIC must be managed/controlled at HQDA level (e.g., in the case of AMHA).
- No variance from HQDA-directed EDATEs.
- HQDA-prescribed authorized end strengths and man years for military spaces by officer and enlisted, and for civilian by direct hire and indirect hire by total command or by subprogram, program, or appropriation may not be exceeded.

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• Commanders may not adjust manpower spaces between subprograms or higher funding aggregations (program or appropriation) without prior HQDA approval.

• Commanders may vary from HQDA guidance with respect to AMSCOs and Civilian Type and may approve command-initiated actions involving the transfer of military or civilian manpower spaces between AMSCOs, or civilian manpower spaces between Civilian Type; however, the details of each such change (i.e., the AMSCO, UIC, number and type of manpower spaces by military identity and civilian type, the corresponding funding adjustment and the reason for the change) must be forwarded to HQDA in the next COBE, BER, or PARR submission. This is to insure that such changes are properly accounted for, that necessary funding adjustments are made, and that the M Force is maintained in balance with the program and budget submissions.

9.2.3 It should be policy that each command will submit Command Plans monthly (or quarterly), responding to HQDA guidance and also inccluding command-initiated manpower adjustments, for HQDA information and subsequent action to adjust HQDA records. Under the Discrete Method, Command Plans would report adjustments as changes (+ or -) to authorized strengths by EDATE, military identity, civilian category, AMSCO, and UIC. Command-initiated adjustments reported to HQDA must also include the "reason for change." Under the Transaction and Bottom Line Methods, Command Plans do not contain + or - changes but instead list the UICs in which changes have occurred since the previous Command Plan. However, changes can not be related directly to either HQDA guidance or command-initiated actions in the Bottom Line Method.

9.2.4 Each TAADS document submitted must be related to the Command Plan(s) which it implements. This can be done by including the numbers of implemented Command Plans in the last paragraph of Section I of the TAADS submission.

9.3 PROCEDURAL MATTERS

9.3.1 Management UIC

Each MCOMD must be assigned a "Management" UIC for controlling undistributed manpower changes impacting on that command. The Management UIC must be designed to identify the command, pass all FORDIMS' UIC edit criteria, and compute or not compute as desired in various FORDIMS' Force Change File reports. For examaple, WXXXEU and WXXXP8 might be used for USAREUR and Eighth Army, respectively. Other required elements of the Force Structure File UIC record must also be developed for the Management UIC. As a minimum, these would include:

Authorized strengths by AMSCO
Program element codes
EDATEs
Component code
Unit designation (i.e., Management UIC)
Location (same as parent MCOMD)
TPSNA (same as parent MCOMD)

9.3.2 Processing Command Plans

A firm procedure must be established for receipt and processing of Command Plans. This process should be automated to the extent feasible. For example, it could include the following steps:

- Command Plan received at HQDA by the Command Manager and passed to DAMO-FDA for input to a FORDIMS "temporary" or "work" file.

- Once input to this FORDIMS file, the Command Plan would undergo edit checks to determine whether the command exceeded any of its prerogatives.

- MIS reports would be provided to the Command Manager providing results of the edit checks and displaying HQDA guidance by TRNUM, the status of the command's implementation of the guidance, guidance not implemented, any command-initiated manpower adjustments, and highlighting any problems.

- The Command Manager would then review the printout, determine if problems can be resolved, and either staff and approve the command's action or notify the command of what corrective action is required.

- Following this action by the Command Manager, all appropriate FORDIMS files would be updated.
Files) would be updated.

9.3.3 Command Plan Content

Under the Discrete Method of guidance tracking, each Command Plan must clearly state the HQDA guidance that is addressed in the plan by TRNUM, AMSCO, and UIC and indicate the way in which the command implemented each element of guidance. A proposed way to relate the command response to HQDA guidance by TRNUM is to adopt a procedure whereby commands respond to each HQDA permanent (P) TRNUM with a command response (R) TRNUM (e.g., R2000 implements P2000; R3102 implements P3102). This will insure that the response from one or any number of commands affected by a single P TRNUM is related to that P TRNUM at the time the responses are processed at HQDA. Similarly, a single command could respond in part to a P TRNUM and each succeeding response could be identified by the same R TRNUM until the entire R TRNUM was implemented. The several R TRNUM responses would be cumulative. This would also permit identifying HQDA P TRNUMs that have not been implemented or have been partially implemented by each command affected.

9.3.4 TAADS Documents

To complete the guidance tracking cycle, a procedure must be established that links TAADS documents with HQDA guidance that is implemented by each TAADS document. This can be accomplished by requiring that commands:

- Insure that each TAADS document reflects the same authorizations as contained in the M Force for the UIC being addressed as of the applicable EDATE.

• Indicate in the last paragraph of Section I of each TAADS document the specific Command Plan(s) implemented by the TAADS document. The processing of TAADS submissions at HQDA should be automated to the extent feasible. Editing must provide for insuring that the command has complied with HQDA guidance and that the document does correspond with the M Force. This latter check can be facilitated by the establishment and maintenance (in the Force Structure File) of a UIC audit trail as described in paragraph 9.4.3, below.

9.3.5 Updated PBG

Implementation of the other policy, procedural, and MIS developments discussed under the Discrete Method would facilitate attainment of one additional objective -- an updated PBG reflecting the MACOM's action on individual transactions as explained below.

• At present, guidance to adjust the manpower program is processed at HQDA by TRNUM and issued to affected commands by various types of correspondence. These same TRNUMs are stored in the AFP for subsequent display in the Manpower Resource Guidance Section of the PBG. Meanwhile, depending upon the time and nature of the various adjustments directed by HQDA, affected commands may act to implement all or part of the guidance prior to issuance of the PBG. The manpower program (M Force) is updated at the commands, and usually at HQDA, to reflect the changes resulting from the guidance and the commands' implementing actions. Subsequently, the next PBG is issued, containing TRNUMs reflecting the original HQDA-directed adjustments and strength authorizations prior to the implementation of any of the directed adjustments. However, the strength authorizations reflected in the PBG may no longer be current or in balance with strength data contained in other systems (FAS and VFAS) which may have been changed based on implementation by commands of some or all the guidance issued previously.

• As stated above, if the Discrete Method addressed in this paper were implemented, it would be possible to publish a PBG, current

and in balance with the various FORDIMS files, at the time it is published. This PBG would display P, R, and PBG-only transactions, as appropriate.

9.4 MIS MATTERS

9.4.1 Data Entry

No strength data should be entered into FORDIMS other than by the single entry update procedure discussed in FORDIMS concept papers.

9.4.2 Management UIC

A Management UIC record must be established for each MCOMD in the Force Structure File. This Management UIC would contain some real and some dummy or blank data elements as necessary to pass edit criteria and compute or not compute as desired in various FORDIMS outputs. It will be maintained by the ODCSOPS Command Manager similar to any other UIC. No one but the Command Manager could authorize adjustment of data in this Management UIC. Once established, handling and processing changes to this Management UIC should be very similar to those for real UICs (from an MIS viewpoint).

9.4.3 UIC Audit Trail

A UIC audit trail should be developed for each real UIC and each Management UIC. This will be of great assistance to Command Managers in tracking guidance and will be particularly important in accounting for undistributed manpower, and relating TAADS documented positions to UIC positions in the Force Structure File (see proposed format in Figure 9.1).

9.4.4 Processing Command Plans

A procedure should be developed to input Command Plan submissions into the MIS at HQDA that minimizes manual work. This procedure may differ between the Discrete Method and other methods discussed because of the different formats in which the Command Plan woud be submitted.

UIC AUDIT TRAIL REPORT

(EXAMPLE)

As of: _____

	UIC	AMSCO	EDATE	TRNUM	AUTHORITY	AUTHORIZED STRENGTHS MILITARY OFF	WO	ENL	AGG	CIVILIAN DHUS	DHFN	IDH	AGG
(1)	WOPNAA	202381 728010	760630			10	5	50	65	20	0	10	30
	WOPNAA		760630	P1600	DA MSG XXXXXXXX	10	5	50	65	20	0	10	30
(2)	WOPNAA	202381 728010	771230			6	5	54	65	24	0	10	34
	WOPNAA		771230	P2706	CPLAN XXXX	6	5	54	65	24	0	10	34

NOTES:

(1) Authorized strengths for UIC WOPNAA as of EDATE 760639 with authority for that position being DA MSG XXXXXXXX.

(2) Authorized strengths for UIC WOPNAA as of EDATE 771230 with reason and authority for that position being P2706 and CPLAN XXXX.

Figure 9.1 - Proposed Format for UIC Audit Trail Report

9.4.5 Additional Requirements

In the Discrete Method, two additional requirements exist:

- R TRNUMs. A capability must be developed to accept and process an additional type of transaction in accordance with the general concept outlined above and detailed logic to be developed. R TRNUMs must be related to the corresponding P TRNUM and computed and displayed to show the status of and manner in which P TRNUMs have been or are being implemented.

- Force Change File Guidance Tracking Report. A capability must be developed to display, in a format very similar to the present AFP PBG Audit Trail Report, HQDA guidance by TRNUM within MCOMD (P TRNUMs) and the status of command responses and implementation (R TRNUMs) (see proposed format in Figure 9.2). This display will be the principal tool for managing discrete guidance tracking and, together with the UIC audit trail discussed above and the Command Plan and TAADS Edit Reports, will provide all standard MIS outputs needed to support this guidance tracking concept. There may be additional requirements for various one-time flexibly-formatted retrievals to support HQDA reporting requirements that arise periodically, but these should be well within FORDIMS' report retrieval capabilities.

10 RECOMMENDATIONS

10.1 PUBLISH AR ON "THE ARMY FORCE PROGRAM"

10.1.1 Discussion

As stated in paragraph 3.1, the Study Team has prepared a smooth draft of a proposed AR entitled "The Army Force Program" and delivered 10 copies to the Work Group Chairman under separate cover.

10.1.2 Recommendation

Staff, revise as desired, and publish the new AR on "The Army Force Program" drafted by GRC.

10.2 PUBLISH TRANSACTION SHEET SOP

10.2.1 Discussion

As stated in paragraph 3.4, the Study Team has prepared a smooth draft of a proposed Force Programs and Structure Directorate SOP entitled "Standing Operating Procedure for the Preparation and Processing of Army Force Program Transaction Sheets (OPS Form 2)" and delivered 10 copies to the Work Group Chairman under separate cover.

10.2.2 Recommendation

Staff, revise as desired, and publish the new AFP Transaction Sheet SOP drafted by GRC.

10.3 ADOPT NEW CSFOR-78 FORMATS

10.3.1 Discussion

As stated in paragraph 3.3, the Study Team has developed a reformatted manpower utilization report and a new punched card format. Copies have been provided to DAMO-FDP under separate cover.

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10.3.2 Recommendation

Adopt the new CSFOR-78 Report format and the new CSFOR-78 punched card formats developed by GRC and revise AR 570-3 accordingly.

10.4 ADOPT NEW CTYPE CODING SYSTEM

10.4.1 Discussion

As stated in paragraph 4.2, the Study Team has developed a proposed CTYPE coding scheme that incorporates all of the CTYPE codes used by the seven major manpower-related MIS. If the GRC scheme is adopted, FORDIMS will recognize 77 unique alpha/numeric CTYPE codes. This will eliminate the need for a mass reprograming effort and establish efficient systems crosswalks by including all currently used codes in the FORDIMS look-up tables.

10.4.2 Recommendation

Adopt the new CTYPE coding system developed by GRC for use in FORDIMS and revise all affected publications accordingly.

10.5 ADOPT NEW COMMAND CODE SYSTEM

10.5.1 Discussion

As stated in paragraph 4.3, the Study Team has developed a concept wherein two command codes would replace the nine command code systems presently in use. The current MACOM codes would replace the five types of codes used to define command relationships (i.e., MACOM, FCOMD, ASGMT, MILCN, and CIVCN). A new GRC-developed code called RCOMD would replace the four types of codes used to identify resource assignments (i.e., OPAGY, MCOMD, MGCMD, and CONT).

10.5.2 Recommendation

Adopt the new DA command code system proposed by GRC for use in FORDIMS and revise all affected publications and systems accordingly.

10.6 IMPLEMENT MANPOWER GUIDANCE TRACKING

10.6.1 Discussion

A very important Phase IV task was to develop conceptual methods for obtaining an auditable record of manpower transactions from HQDA to field level and back. The three methods of guidance tracking developed by the Study Team are: the Discrete Method, the Transaction Method, and the Bottom Line Method (described in paragraphs 8.2, 8.3, and 8.4, respectively). The Discrete Method would permit development of a complete audit trail of changes to the Army's manpower program. It would, in fact, provide details of what, when, where, why, and how every change in the manpower program occurred, including command-initiated changes. The Transaction Method would permit development of a reasonably complete audit trail except that reason for change would not always be available. It would enable HQDA to determine what, where, and when changes occurred but not precisely why or how. The Bottom Line Method would give no indication of why or how. In other words, the Discrete Method is by far the most complete guidance tracking procedure, with the Transaction and Bottom Line Methods following in that order. On the other hand, implementation of the Discrete Method would require the most changes from present procedures and would result in the biggest increase in workload. There would be little difference between the Transaction and Bottom Line Methods in terms of increased workload.

10.6.2 Recommendation

Implement manpower guidance tracking on a phased basis by adopting the following methods developed by GRC -

- The Transaction Method with the initial version of FORDIMS (projected for March 1977), and
- The Discrete Method at the earliest practicable date subsequent to the initiation of FORDIMS.

10.7 IMPLEMENT FDMIS DATA BASE RECONCILIATION PLANS

10.7.1 Discussion

The Study Team was specifically tasked to develop a plan for the reconciliation of FDMIS data bases so that FORDIMS files would be correct when initially established. To satisfy this requirement, three separate plans were developed by the GRC Team, as follows: (1) a plan for reconciling the authorized civilian strengths in the AFP and CBS; (2) a plan for reconciling the manpower positions in the budget and FYDP with those currently being produced using manual procedures and the CBS; and (3) a plan for reconciling the programed strength of the MCOMD with the sum of the authorized strengths in all of its UICs. These plans appear in Section 5 of this report. Since the ultimate objective of reconciliation is the initiation of FORDIMS' files and FORDIMS design is not yet completed, the Study Team had to make several assumptions regarding FORDIMS design and the FORDIMS activation schedule. (These assumptions are listed in Section 5.)

10.7.2 Recommendation

Implement each of the data base reconciliation plans outlined in Section 5 of this report with sufficient lead time to permit completion immediately prior to the point in time when the reconciled data will be required in order to initiate the FORDIMS files involved.

10.8 IMPLEMENT FDMIS-TO-FORDIMS TRANSITION PLAN

10.8.1 Discussion

The Study Team was specifically tasked to develop a plan for transition from the use of current FDMIS systems to FORDIMS. Work proceeded on this plan concurrent with FORDIMS development. Although a Transition Plan has been formulated, some details may have to be changed when FORDIMS structure and development plans are more clearly defined than they are at

present (October 1976). Briefly, the transition plan in Section 6 includes these basic steps:

- Initiate FORDIMS files on a phased basis using data from reconciled data bases.
- Conduct functional system tests (obtain common standard reports from present MIS and the same reports (reprogramed) from FORDIMS, compare them, identify differences, and determine reasons for differences) and take necessary corrective actions.
- Initiate parallel operations. This will involve the translation of all applicable manpower actions (i.e., those processed by Army Staff manpower managers as part of the official DA manpower program) into FORDIMS transactions in order to keep the newly created FORDIMS files up to date.
- Determine the point in time for each MCOMD (or RCOMD) when maintenance of data in current MIS files will be discontinued and FORDIMS will be accepted as the single, official source of manpower data.
- As they are developed (generally subsequent to March 1977) obtain the 12 new/improved FORDIMS reports recommend by the Study Team. Compare these reports with corresponding current MIS reports and the manually prepared ledgers and manpower submissions which they are intended to replace. Identify and determine reasons for differences and initiate corrective actions where indicated.

10.8.2 Recommendation

Implement the transition plan outlined in Section 6 with appropriate modifications to meet FORDIMS requirements as the new system is developed.

10.9 DEVELOP A MANPOWER MANAGER'S HANDBOOK

10.9.1 Discussion

Among the basic needs highlighted in the Phase I Report in January 1976 was the requirement for an up-to-date handbook covering the

responsibilities and relationships of the organizational elements involved in manpower management, and the functions of the various categories of HQDA personnel involved (e.g., Manpower Coordinators, Command Managers, Appropriation and Program Coordinators, Program Directors, etc.). Since that report was written, the need for such a handbook has become even more evident. However, because it should be based on FORDIMS procedures - manpower guidance tracking included - which have not yet been fully developed, handbook preparation was classified as a long-term improvement objective.

10.9.2 Recommendation

Develop and publish a comprehensive, up-to-date Manpower Manager's Handbook for use by all personnel involved in manpower management (e.g., supervisors, Manpower Coordinators, Command Managers, Appropriation/Program Coordinators, and special area monitors). As a minimum, include all subject areas addressed in the current Army Force Programer's Handbook plus all new FORDIMS-related procedures.

10.10 DEVELOP AN ORIENTATION TRAINING PROGRAM

10.10.1 Discussion

The need for an orientation training program for HQDA functional personnel involved in manpower management - with emphasis on FORDIMS-related procedures and capabilities - has been recognized for some time. During the period of transition from FDMIS to FORDIMS the problem is one of re-orientation of old hands - i.e., people who are already familiar with HQDA manpower management operations. However, there is also a requirement for an initial orientation program for newly assigned personnel who must be introduced to the whole complex manpower management system from scratch. A basic program should be developed and tailored to meet these two special needs - with additional time and more fundamental information being provided for newly assigned personnel.

10.10.2 Recommendation

Develop an orientation training program for HQDA functional personnel involved with manpower management which emphasizes FORDIMS-related procedures and capabilities.

10.11 ANALYZE IMPACT OF FORDIMS ON MACOMS

10.11.1 Discussion

In order to realize maximum benefits from FORDIMS, the impact of FORDIMS on major commands and on VFDMIS and PERDDIMS must be analyzed and new or revised HQDA-major command procedures must be developed and implemented to account for this impact.

10.11.2 Recommendation

Analyze the impact of the implementation of FORDIMS at HQDA on current manpower management policies and procedures (to include the operation of VFDMIS and PERDDIMS) in major commands and agencies below HQDA, determine what changes in current command policies and procedures will be necessary to keep HQDA and field operations compatible, and initiate or suggest necessary changes, as appropriate.

10.12 BRIEF MACOMs ON IMPACT OF FORDIMS/VFDMIS

10.12.1 Discussion

In order for the overall Army manpower management system to function effectively, managers in all of the commands that operate portions of the system must be kept abreast of new developments. Every October, manpower managers from all of the MACOMs are assembled at Airlie House in Warrenton, Virginia, to attend the Annual Worldwide Force Structure and Manpower Management Conference. This presents an invaluable opportunity for the face-to-face dissemination of information and the exchange of ideas.

10.12.2 Recommendation

Brief the annual Army Manpower Management Conference on the impact of FORDIMS, VFDMIS, and PERDDIMS on the MACOMs and the improved manpower management capabilities resulting from FORDIMS.

10.13 CONSIDER REALIGNMENT OF DAMO-FD ORGANIZATION

10.13.1 Discussion

General. In formulating recommendations for improvements, the Study Team was directed to focus attention on helping the Command Managers; to avoid recommendations which would require significant additional resources; and to work within the existing system, rather than recommending changes to things over which the Army and DCSOPS have no control. Additionally, it has been indicated that organizational or functional realignments at this time (i.e., prior to completion of the Staff Manpower Function Responsibilities Study directed by CSM 76-5-21) may be nonproductive. However, based upon interviews with HQDA staff members, personal observations while conducting the analyses required to make this study, and involvement in the development of FORDIMS, the Study Team believes that certain realignments of functions involving Command Managers should be considered concurrent with the implementation of FORDIMS as the principal manpower MIS.

Background. FORDIMS and the GRC-proposed guidance tracking scheme will provide an integrated system which links, correlates, and provides an auditable trail for directed manpower changes from guidance to implementation for all years. This link extends from receipt of guidance at HQDA through staffing of manpower actions, distribution of manpower directives to the field, publication of MAD and PBG, receipt of Command Plan troop lists, update of the Master Force, documentation of manpower authorizations in TAADS, and submission of budget and FYDP update documents. Responsibility for maintenance of this data link, with the assistance of the

automated system, should be clearly established for each Army command with the appropriate DAMO-FDP Command Manager. No action affecting authorized strength of a command should be taken without entry of that change into FORDIMS by the appropriate Command Manager, or without his monitoring the entry of such a change into FORDIMS by the command (through a Command Plan or TAADS submission). This would include the entry of directed manpower changes to MTOE based upon the adoption of new TOE (i.e., if adoption of a new TOE is directed and requires more manpower, the required additional authorizations should be provided to the concerned commands by HQDA in their MAD and PBG documents).

The above concept would impose an additional work load on already over-worked Command Managers and some additional personnel would be required until more of the current manual functions are automated within FORDIMS. However, all things considered, it now appears that a realignment along the following lines is worthy of further consideration.

Proposed Realignment. Consider the formation of Command Management Teams in DAMO-FDP, similar to the current teams but with additional responsibilities and manpower. Each team would be responsible for manpower management for assigned command(s) for all years - current, budget, and program - in order to insure the continuity of manpower programs. The teams would also be responsible for the manpower portions of TAADS documents in order to correlate HQDA guidance and command implementation more effectively. Each team would be the sole authority at HQDA for entry of manpower data for its MACOM(s) into FORDIMS and each team would monitor all manpower data pertaining to its MACOM(s) resident in FORDIMS. The recommended responsibilities of the team are as follows:

- Review, staff, and enter into FORDIMS all changes in MACOM manpower programs that are HQDA-approved.
- Disseminate HQDA-approved changes to MACOMs in implementing instructions/MAD/PBG.
- Monitor entry of MACOM-approved changes into FORDIMS, including Command Plans and TAADS.

- Insure correlation of MACOM manpower data in FORDIMS with:
  - Implementing Instructions
  - MAD
  - PBG
  - Command Plan
  - M-Force authorizations
  - TAADS documentation
  - PARR
  - COBE
  - CSFOR-78
  - Budget Input
  - FYDP Input
- Insure MACOM compliance with HQDA manpower directives.

In other words, each of the Command Management Teams would be the focal point for entry of all of its MACOMs' manpower data into FORDIMS - i.e., entering HQDA-initiated and HQDA-approved changes and monitoring MACOM-initiated-and-approved changes. Further, these teams would monitor the guidance tracking system to see that all HQDA-directed changes are made. All these actions would be coordinated, as appropriate, with Appropriation/Program Directors to insure correlation between manpower authorizations and funding allocations.

To carry out their additional responsibilities for handling all years, implementing guidance tracking, and insuring correlation of all manpower data in FORDIMS, the basic Command Management Team for a large command such as USAREUR or FORSCOM should consist of four people having the primary responsibilities indicated below:

Command Manager. Review and approval of all actions affecting the manpower program of assigned MACOMs; monitor MACOMs compliance with guidance.

Command Action/Authorization Officers. Review/Staffing of PARR, COBE, BER, CSFOR-78, Command Plan, TAADS submissions, and TOE changes; preparation/staffing of manpower resource guidance, implementing instructions, MADs, and PBGs; development of input to and coordinating on Budget and FYDP input.

Command Clerk. Prepare manpower data for entry into FORDIMS and other MIS supporting manpower management. Maintain records and files and prepare reports as required by the Command Management Team.

DARCOM, TRADOC, and EUSA/USARJ teams could probably function with 3-person teams. Several of the smaller commands (e.g., USASA, USACIDC, USACC, and MDW) could be grouped and handled by 3-person teams.

The formation of Command Management Teams with increased responsibilities and functions as described above would require manpower spaces beyond those presently assigned to DAMO-FDP. Part of the additional manpower required might be obtained by adding all of the functions of the Command Management Branch of DAMO-FDU to these Command Management Teams and utilizing personnel currently in that branch. Further, since the manpower management functions for the out years now assigned to DAMO-FDF would be assigned to these FDP Command Management Teams, some personnel from DAMO-FDF could be transferred to FDP. Finally, automating most of the manpower ledgers and worksheets now maintained manually by personnel in DAMO-FDP should permit assignment of some of the personnel now engaged in that work to a Command Management Team.

10.13.2 Recommendation

Consider realigning DAMO-FD to create Command Management Teams as described in paragraph 10.13.1, above. (Action on this recommendation should be suspended until the final results of the CSA-directed Staff Manpower Function Responsibilities Study directed by CSM 76-5-21, dated 17 May 1976, are known.)

10.14 LONG-TERM MIS RECOMMENDATIONS

10.14.1 Dicussion

A high priority should be placed on improving both the data entry and the information retrieval capabilities of FORDIMS. The utility of FORDIMS to manpower managers may well be dependent on increased use of remote terminals and the development of more "conversational" types of inquiry languages specifically adapted to the needs of manpower managers. Too, the increased use of remote job entry terminals having prompting and editing capabilities will facilitate the entry of correct data and help to avoid the costly and time consuming task of correcting errors or omissions when PBG's and other documents are produced. The intelligent terminals currently being procured should be incorporated into FORDIMS as soon as practicable.

When manpower guidance tracking is fully operational, some of the current command submissions can probably be simplified or eliminated, thus reducing the work load on commands. The command-prepared manpower trail presently required in the COBE is an example of this. With guidance tracking, this requirement might be eliminated as HQDA should already have such an audit trail. All Command submissions should be reviewed with a view toward reduction or simplification of submission requirements as soon as FORDIMS is operational.

When implemented in FORDIMS, guidance tracking will yield considerable information regarding the timeliness of Command Plan and TAADS submissions. FORDIMS should also be able to compute the differences between a command's programed, Command Plan, and documented positions. Using this information, HQDA should be able to evaluate the accuracy and, therefore, the desirability of performing the factoring currently used in PERSACS. Ultimately, it appears that the use of FORDIMS together with VFDMIS may enable DCSOPS to achieve a long-term objective of shortening the time it takes to obtain TAADS documents to the point where Command Plans are no longer necessary and PERSACS can operate without factoring.

10.14.2 Recommendations

- Improve FORDIMS' remote data entry capabilities by adding the use of intelligent terminals and fully developing their prompting and editing capabilities.
- Examine the feasibility of acquiring and using more "conversational" types of inquiry languages specifically adapted to the needs and functions of manpower managers.
- Considering the expected impact of guidance tracking on improving manpower data in FORDIMS and the potential of VFDMIS, analyze the manpower data in the various command submissions with the objectives of eliminating or minimizing the redundancy of submitted data and thus reducing the workload.

IMPLEMENTATION PLAN

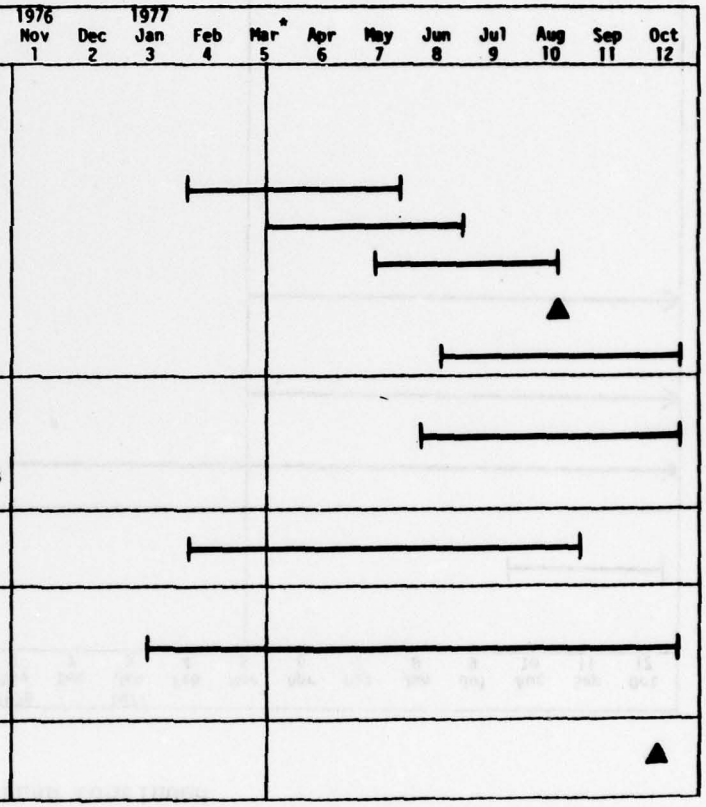
Paragraph Reference	RECOMMENDATION	Month: 1976 Nov 1	Dec 2	1977 Jan 3	Feb 4	Mar* 5	Apr 6	May 7	Jun 8	Jul 9	Aug 10	Sep 11	Oct 12
10.1	Staff, revise as desired, and publish the new AR on "The Army Force Program" drafted by GRC.	———	———	———	———	———							
10.2	Staff, revise as desired, and publish the new AFP Transaction Sheet SOP drafted by GRC.	———	———	———	———	———							
10.3	Adopt the new CSFOR-78 Report format and the new CSFOR-78 punched card formats developed by GRC and revise AR 570-3 accordingly.	———	———	———	———	———							
10.4	Adopt the new CTYPE coding system developed by GRC for use in FORDIMS and revise all affected publications accordingly.	———	———	———	———	———							
10.5	Adopt the new DA command code system proposed by GRC for use in FORDIMS and revise all affected publications accordingly.	———	———	———	———	———							
10.6	Implement manpower guidance tracking on a phased basis by adopting the following methods developed by GRC -												
	• The Transaction Method with the initial version of FORDIMS (projected for March 1977), and	(Planning and Development)						(Implementation)					
	• The Discrete Method at the earliest practicable date subsequent to the initiation of FORDIMS.										———	———	→
10.7	Implement each of the data base reconciliation plans outlined in Section 5 of this report with sufficient lead time to permit completion immediately prior to the point in time when the reconciled data will be required in order to initiate the FORDIMS files involved.												
	• Reconciliation of Authorized Civilian Strengths in AFP and CBS Data Bases (paragraph 5.2)	———	———	———	———	———							
	• Reconciliation of FORDIMS Manpower FYDP and Budget Reports with Previously Submitted Reports (paragraph 5.3)							———	———	———	———		
	• Reconciliation of Authorized UIC Strengths with Authorized MCOMD Strengths (paragraph 5.4)							———	———	———	———	———	———

*Projected operational date for the initial version of FORDIMS (March 1977).

Figure 11.1 - Implementation Plan

IMPLEMENTATION PLAN Continued

Paragraph Reference	RECOMMENDATION
10.8	Implement the transition plan outlined in Section 6 with appropriate modifications to meet FORDIMS requirements as the new system is developed. • Establish Initial FORDIMS Subsystems (paragraph 6.3). • Conduct Functional Systems Tests (paragraph 6.4). • Conduct Parallel Operations (paragraph 6.5). • Determine Point When FORDIMS Becomes the Official System (paragraph 6.6). • Obtain, Evaluate and Adopt New/Improved MIS Reports (paragraph 6.7).
10.9	Develop and publish a comprehensive, up-to-date Manpower Manager's Handbook for use by all personnel involved in manpower management (e.g., supervisors, Manpower Coordinators, Command Managers, Appropriation/ Program Coordinators, and special area monitors). As a minimum, include all subject areas addressed in the current Army Force Programer's Handbook plus all new FORDIMS-related procedures.
10.10	Develop an orientation training program for HQDA functional personnel involved with manpower management which emphasizes FORDIMS-related procedures and capabilities.
10.11	Analyze the impact of the implementation of FORDIMS at HQDA on current manpower management policies and procedures (to include the operation of VFDMIS and PERDDIMS) in major commands and agencies below HQDA, determine what changes in current command policies and procedures will be necessary to keep HQDA and field operations compatible, and initiate or suggest necessary changes, as appropriate.
10.12	Brief the annual Army Manpower Management Conference on the impact of FORDIMS, VFDMIS, and PERDDIMS on the MACOMs and the improved manpower management capabilities resulting from FORDIMS.



*Projected operational data for the initial version of FORDIMS (March 1977).

IMPLEMENTATION PLAN Continued

Paragraph Reference	RECOMMENDATION	Month: 1976 Nov 1	Dec 2	1977 Jan 3	Feb 4	Mar* 5	Apr 6	May 7	Jun 8	Jul 9	Aug 10	Sep 11	Oct 12
10.13	Consider realigning DAMO-FD to create Command Management Teams as described in paragraph 10.13.1, above. (Action on this recommendation should be suspended until the final results of the CSA-directed Staff Manpower Function Responsibilities Study (directed by CSM 76-5-21, dated 17 May 1976) are known.)										———	———	———
10.14	• Improve FORDIMS' remote data entry capabilities by adding the use of intelligent terminals and fully developing their prompting and editing capabilities.	———	———	———	———	———	———	———	———	———	———	———	———
	• Examine the feasibility of acquiring and using more "conversational" types of inquiry languages specifically adapted to the needs and functions of manpower managers.					———	———	———	———	———	———	———	———
	• Considering the expected impact of guidance tracking on improving manpower data in FORDIMS and the potential of VFDMIS, analyze the manpower data in the various command submissions with the objectives of eliminating or minimizing the redundancy of submitted data and thus reducing the workload.					———	———	———	———	———	———	———	———

*Projected operational date for the initial version of FORDIMS (March 1977).

11.3.2 Completion Impracticable Prior to the Initiation of FORDIMS

Recommendations 10.9 thru 10.14 generally can not be completed prior to the implementation of FORDIMS. Considerable additional work will be required to carry out these recommendations. For the most part, implementation is dependent upon FORDIMS design and associated procedures which have not yet been completely developed.

Appendix A

ABBREVATIONS

ACSFOR*	Assistant Chief of Staff for Force Development
ACSI	Assistant Chief of Staff for Intelligence
ADAB-R	Assistant Director of the Army Budget for Resources
ADP	Automatic Data Processing
ADPS	Automatic Data Processing System
AFDP	Army Force Development Plan
AFG	Army Force Guidance
AFP	Army Force Program
ALO	Authorized Level of Organization
AMC*	Army Materiel Command (now DARCOM)
AMDF	Army Master Data File
AMHA	Army Management Headquarters Activities
AMIS	Army Management Information System
AMS	Army Management Structure
AMSCO	Army Management Structure Code
AOB	Approved Operating Budget
APCAT	Appropriation Category
APDM	Amended Program Decision Memorandum
APPGM	Army Planning and Programing Guidance Memorandum
AR	Army Regulation
ARA	Assigned Responsible Agency
ARMS	Army-Wide Requirements for Manpower Support Model
ARNG	Army National Guard
ARNGUS	Army National Guard of the U.S.
ASA(FM)	Assistant Secretary of the Army (Financial Management)
ASA(M&RA)	Assistant Secretary of the Army (Manpower & Reserve Affairs)
ASD(C)	Assistant Secretary of Defense (Comptroller)
ASD(M&RA)	Assistant Secretary of Defense (Manpower & Reserve Affairs)
ASI	Additional Skill Identifier
BAC	Budget Activity Code
BASOPS	Base Operations (AMS "Z" Accounts)
BER	Budget Execution Review
BFD	Budget Formulation Directive
BFY	Budget Fiscal Year
BMDPM	Ballistic Missile Defense Program Manager
BMDSCOM	Ballistic Missile Defense Systems Command
BMG*	Budget and Manpower Guidance (now PBG)
BOIP	Basis of Issue Plan
BRC	Budget Review Committee
BY	Budget Year
BY+1	Program Year
CAR	Chief, Army Reserve
CBE	Command Budget Estimate
CBS	Civilian Budget System

*Rescinded or no longer used.

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CERES	Communications-Electronics Resource System
CFY	Current Fiscal Year
CITA	Communication and Industrial Type Activities
CIVPERSINS	Civilian Personnel Information System
CNGB	Chief, National Guard Bureau
COA	Comptroller of the Army
COB	Command Operating Budget
COE	Corps of Engineers
CONUS	Continental United States
CRIB	Combat Readiness Improvement Bank
CRT	Cathode Ray Tube
CSA	Chief of Staff, U.S. Army
CSFOR-78	Manpower Utilization Report
CSM	Chief of Staff Memorandum
CSR	Chief of Staff Regulation
CTP	Consolidated Telecommunications Program
CY	Current Year
DAB	Director of the Army Budget
DAMPL	Department of the Army Master Priority List
DARCOM	U.S. Army Materiel Development and Readiness Command
DAS	Director of the Army Staff
DCP	Development Concept Paper
DCS	Defense Communications System
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSPER	Deputy Chief of Staff for Personnel
DCSRDA	Deputy Chief of Staff for Research, Development and Acquisition
DEPSTAR	Deployment Status of Army Units
DFE	Division Force Equivalents
DFE/STR	DFE Structure
DH	Direct Hire
DHFN	Direct Hire Foreign National
DHUS	Direct Hire U.S.
D/I	Division Increments
DIMES	Defense Integrated Management Engineering System
DM	Director of Management, OCSA
DMIS	Director, Management Information Systems
DOD	Department of Defense
DODI	Department of Defense Instruction
DOMA	Director of Operations and Maintenance, Army
DPAE	Director, Program Analysis and Evaluation, OCSA
DPPC	Defense Planning and Programing Categories
DPPG	Defense Policy and Planning Guidance
DPTOE	Draft Plan TOE
ELIM-COMPLIP	Enlisted Loss Inventory Model-Computation of Manpower Programs Using Linear Programing
ELSEQ	Element Sequence (in TPSN)
ES	End Strength
FACTS	Force Accounting Terminal System
F&AO	Finance and Accounting Office
FAS	Force Accounting System
FDMIS	Force Development Management Information System

FMSF	Functional Manpower Staffing Factors
FORDIMS	Force Development Integrated Management System
FORM 1	Force Structure/Manpower/Major Systems/Account Display
FORSCOM	U.S. Army Forces Command
FORSTAT	Force Status and Identity Report (JCS Pub 6)
FPIS	Force Planning Information System
FPLAN	Force Plan
FTP	Full-Time Permanent
FY	Fiscal Year
FYDP	Five Year Defense Program
FYDP-TS	FYDP Telecommunications Subsystem
GRC	General Research Corporation
HQ	Headquarters
HQDA	Headquarters, Department of the Army
IAR	Input Analysis Report
IDH	Indirect Hire
IMR	Installation Manpower Requirements
IOB	Installation Operating Budget
ITAADS	Installation TAADS
JCS	Joint Chiefs of Staff
JFM	Joint Forces Memorandum
JLRSS	Joint Long-Range Strategic Study
JSCP	Joint Strategic Capabilities Plan
JSOP	Joint Strategic Objective Plan
LFCS	Land Forces Classification System
LIN	Line Item Number
LOGSACS	Logistics SACS
MACOM	Major Army Command
MACRIT	TOE Manpower Authorization Standards and Criteria
MAD	Manpower Adjustment Document
MAP	Military Assistance Program
MCA	Military Construction, Army
MCAR	Military Construction, Army Reserve
MCARNG	Military Construction, Army National Guard
M-FORCE	Master Force
MIDP	Major Item Distribution Plan
MIS	Management Information Systems
MOB TDA	Mobilization TDA
MPA	Military Personnel, Army
M&RA	Manpower & Reserve Affairs
MRTFB	Major Range and Test Facility Base
MTOE	Modification Table(s) of Organization and Equipment
MV	Manpower Voucher
MY	Man Year
NGB	National Guard Bureau
NGPA	National Guard Personnel, Army
ODAB	Office of Director of the Army Budget
OMA	Operation and Maintenance, Army
OMAR	Operation and Maintenance, Army Reserve
OMARNG	Operation and Maintenance, Army National Guard
OMB	Office of Management and Budget
ORC*	Office of Reserve Components

*Rescinded or no longer used.

OSA	Office of Secretary of the Army
OSD	Office of Secretary of Defense
P or PGM	Program
PAAS	Personnel Authorizations Analysis System
PA&E	Program Analysis & Evaluation
PAED	Program Analysis and Evaluation Directorate
PAPPGM	Preliminary Army Planning and Programing Guidance
PARR	Program Analysis and Resource Review
PBAC	Program Budget Advisory Committee
PBAR	Programing, Budgeting, and Accounting and Reporting
PBD	Program/Budget Decision
PBG	Program and Budget Guidance
PCD	Program Change Decision
PCR	Program Change Request
PDM	Program Decision Memorandum
PE	Program Element
PECOD	Program Element Code
PEMA	Procurement of Equipment and Missiles, Army
PERDDIMS	Personnel Development and Distribution Management Systems
PERSACS	Personnel SACS
PGRC	Program Guidance Review Committee
PL	Public Law
POM	Program Objective Memorandum
PPBS	Planning, Programing, and Budgeting System
PPC	Planning and Programing Category
PPGM	Planning and Programing Guidance Memorandum
PROBE	Program Optimization and Budget Evaluation
PTP	Part-Time, Permanent
PYR	Prior Year Report
RADAR	Rapid Authorization Data Retrieval
RAR	Resource Allocation Recommendation
RC	Reserve Components
RCS	Reports Control Symbol
RDTE	Research, Development, Test, and Evaluation
REP	Reserve Enlisted Program
RIC	Resource Identification Code
RPA	Reserve Personnel, Army
SA	Secretary of the Army
SACS	Structure and Composition System
SAML	Standard Army Management Language
SASC	Senate Armed Services Committee
SCIPMIS	Standard Civilian Personnel Management Information System
SECDEF	Secretary of Defense
SELCOM	Select Committee
SFA	Special Foreign Activity
SIGMA	SACS Information Gathering and Management Analysis System
SMD	Staff Management Division, OCSA
SP or SBPGM	Sub-Program

SRC	Standard Requirements Code
SS	Summary Sheet
STANFINS	Standard Financial System
Sub-MACOM	Subcommand
TAADS	The Army Authorization Documents System
TACCP	Telecommunications and Command Control Program
TAG	The Adjutant General
TDA	Table of Distribution and Allowances
TOA	Total Obligational Authority
TOE	Table(s) of Organization and Equipment
TPPGM	Tentative Planning and Programing Guidance Memorandum
TPSN	Troop Program Sequence Number
TPT	Temporary, Part-Time
TQ	Transition Quarter
TRADOC	U.S. Army Training and Doctrine Command
TSG	The Surgeon General
TTPPS	Trainees, transients, patients, prisoners, & students
UIC	Unit Identification Code
UIS	Unit Identification System
USACSC	U.S. Army Computer Systems Command
USAFAC	U.S. Army Finance and Accounting Center
USAMSSA	U.S. Army Management Systems Support Agency
USAR	U.S. Army Reserve
USAREC	U.S. Army Recruiting Command
USAREUR	U.S. Army, Europe
USARNG	U.S. Army National Guard
USMA	U.S. Military Academy
U.S.C.	United States Code
VCSA	Vice Chief of Staff, Army
VFAS	Vertical FAS
VFDMIS	Vertical FDMIS
VTADDS	Vertical TAADS
WAE	When Actually Employed
WWMCCS	Worldwide Military Command and Control System

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