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**Center for  
Army  
Analysis**

**THE ASSISTANT SECRETARY OF THE ARMY (ASA)  
MANPOWER AND RESERVE AFFAIRS (M&RA) –  
ORGANIZATIONAL CAPACITY PLANNING (OCP)**

**APRIL 2018**



**CENTER FOR ARMY ANALYSIS  
6001 GOETHALS ROAD  
FORT BELVOIR, VA 22060-5230**

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**THE ASSISTANT SECRETARY OF THE ARMY (ASA) MANPOWER AND RESERVE AFFAIRS (M&RA) – ORGANIZATIONAL CAPACITY PLANNING (OCP)**

**SUMMARY**

**THE PROJECT PURPOSE** was to conduct an independent assessment of the current state of manpower strength of the Assistant Secretary of the Army (Manpower & Reserve Affairs) (ASA (M&RA)) and DCS, G-1 workforce.

**THE PROJECT SPONSOR** was Hon. Debra S. Wada, Assistant Secretary of the Army (Manpower & Reserve Affairs).

**THE PROJECT OBJECTIVES** were to:

- (1) Develop a manning risk profile for each function performed within each sub-organization of ASA (M&RA) and DCS, G-1.
- (2) Determine the current manning level of each sub-organization within ASA (M&RA) and DCS, G-1.
- (3) Determine the priority of each function performed by ASA (M&RA) and DCS, G-1.
- (4) Identify opportunities for reassignment of resources (full-time equivalents (FTEs)) in order to optimize the performance across both organizations.

**THE SCOPE OF THE PROJECT** included all subordinate organizations to ASA (M&RA) and DCS, G-1 except for three large field operating agencies with specialized functions that are in locations spread across the country; namely the Civilian Human Resources Agency, the Human Resources Command, and the Army Research Institute.

**THE MAIN ASSUMPTION** is that all FTEs are equal in terms of ability to perform a given set of tasks (i.e., no distinction for grade, rank, or skill).

**THE PRINCIPAL FINDINGS** are:

- (1) Given the current manning level of ASA (M&RA) and DCS, G-1, it is not possible to reach the aggregate moderate risk level for all sub-organizations and functions without divesting some workload or increasing manpower.
- (2) Moving FTEs within sub-organizations to higher priority functions can increase utility.
- (3) Quantitative data suggests that minor shifts in manpower between ASA (M&RA) and DCS, G-1 can greatly increase utility.

CAA-2015140

**THE PROJECT EFFORT** was conducted by Elena Krupa, along with other members of the Resource Analysis Division.

**COMMENTS AND QUESTIONS** may be sent to the Director, Center for Army Analysis, ATTN: CSCA-RA, 6001 Goethals Road, Suite 102, Fort Belvoir, VA 22060-5230.

**CONTENTS****Page**

<b>1 INTRODUCTION.....</b>	<b>1</b>
1.1 Background.....	1
1.2 Problem Statement.....	1
1.3 Sponsor, Purpose, Objectives .....	1
1.4 Literature Review/References.....	2
1.5 Key Definitions.....	2
1.6 Scope .....	3
1.7 Assumptions .....	3
1.8 Limitations.....	4
1.9 Essential Elements of Analysis (EEAs) and Measures of Effectiveness (MOEs) .....	4
<b>2 METHODOLOGY .....</b>	<b>7</b>
2.1 Management Input.....	8
2.2 Personnel Input.....	10
2.3 Manning Risk Assessment.....	13
<b>3 RESULTS .....</b>	<b>15</b>
3.1 Manning Risk Profile Results .....	15
3.2 Priority Results .....	21
3.3 Over- and Under-manned Functions.....	23
3.4 Overlapping Functions.....	26
3.5 CAA Analysis.....	26
3.6 Risk vs. Priority at the Functional Level .....	28
3.7 Optimizing Function Coverage.....	29
3.8 Using OCP Data Results for Organizational Change .....	30
3.9 Insights .....	31
3.10 Questions to Ask.....	32
<b>APPENDIX A PROJECT CONTRIBUTORS.....</b>	<b>33</b>
<b>APPENDIX B REQUEST FOR ANALYTICAL SUPPORT .....</b>	<b>35</b>
<b>APPENDIX C ACRONYMS .....</b>	<b>37</b>
<b>APPENDIX D OCP DATABASE USER GUIDE .....</b>	<b>39</b>
<b>APPENDIX E RSHINY APPLICATION.....</b>	<b>55</b>

**FIGURES**

Figure 1. Extract from AMAG Memorandum.....	1
Figure 2. Scope. ....	3
Figure 3. Methodology.....	7
Figure 4. Management Data.....	8
Figure 5. Database: Personnel Data.....	10
Figure 6. Database: Priority Data.....	11
Figure 7. Assessment Model.....	13
Figure 8. Survey Results.....	21
Figure 9. Under-/Over-Manning (Sub-Organizational Level).....	25
Figure 10. Overlapping Functions.....	26
Figure 11. Risk vs. Priority at the Functional Level.....	28
Figure 12. Optimizing Function Coverage (1 of 2). ....	29

Figure 13. Optimizing Function Coverage (2 of 2). .....30  
Figure 14. Insights. ....31

**TABLES**

Table 1. Manning Risk Profile Results. ....15  
Table 2. Functional Level Manning Risks Profile Results. ....19  
Table 3. Survey Results. ....21  
Table 4. Over-manned Functions (above low risk). ....23  
Table 5. Under-manned Functions (below high risk). ....24

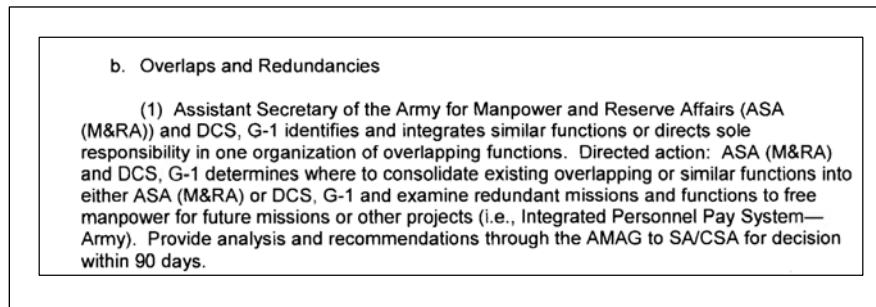


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# 1 INTRODUCTION

## 1.1 Background

There have been numerous Headquarters, Department of the Army (HQDA) review studies directing cuts, the most recent being the Comprehensive Review. A September 2015 Army Management Action Group (AMAG) tasker directed an independent assessment of ASA (M&RA) and DCS, G-1, an excerpt of which is displayed in Figure 1. There is a potential overlap of functions between ASA (M&RA) and DCS, G-1 that is resulting in redundant work.



**Figure 1. Extract from AMAG Memorandum**

There is a need in HQDA for a quantitatively robust method for determining resource requirements and to avoid the “salami slice” method for taking cuts in the future. “Robust” meaning that the method should apply during times of decreasing, increasing, or unchanging manpower levels.

## 1.2 Problem Statement

ASA (M&RA) and DCS, G-1 do not have the means to quantifying the degree to which resource gains or losses impact the functions they perform. They are also unable to compare how alternative manpower levels and their distributions across workforce functions affect organization value. An inability to describe *how* a function responds to changes in full-time equivalents (FTEs) limits insights of manpower assessments.

The *fundamental* problem is that true requirements are unknown! Managers report a minimum, maximum, and most likely value for a triangular distribution to express uncertainty in subject matter expert approximations.

## 1.3 Sponsor, Purpose, Objectives

The Honorable Debra S. Wada, the Assistant Secretary of the Army (Manpower and Reserve Affairs), was the sponsor of this study.

The purpose of the study was, in response to the AMAG tasker, to conduct an independent assessment of the current state of manpower strength of the ASA (M&RA) and DCS, G-1 workforce.

The objectives for the study were:

- Develop a manning risk profile for each function performed within each sub-organization of ASA (M&RA) and DCS, G-1.
- Determine the current manning level of each sub-organization within ASA (M&RA) and DCS, G-1.
- Determine the priority of each function performed by ASA (M&RA) and DCS, G-1.
- Identify opportunities for reassignment of resources (FTEs) in order to optimize the performance across both organizations.

Overarching Objective: Provide a model for future organizational assessments. Establish a capability to conduct future organizational assessments more efficiently/effectively.

## 1.4 Literature Review/References

Gen. Odierno and Secretary McHugh distributed a memo, “re: 2013 Focus Area”, directing the 25% cuts for HQDA. This memo was the impetus for this study.

An AMAG tasker, “SUBJECT: Headquarters, Department of the Army Comprehensive Review Recommended Areas for Further Analysis”, called for an independent assessment of the DCS, G-1 and ASA (M&RA) workforce and therefore lead to CAA receiving direction to conduct this study.

U.S. Army Manpower Analysis Agency (USAMAA) was initially tasked with creating a methodology for this study (“Organizational Design & Manpower Effectiveness Review of ASA (M&RA)”). Later, CAA was approached to perform this study. This allowed for the study to be performed by an independent agency, as USAMAA resides under ASA (M&RA) and is included in the study. We also reviewed USAMAA’s essential manpower study methodology document, “Army Availability Factors (AAF) Updated Study Results & Recommendations”.

James Surowiecki’s “The Wisdom of Crowds” is the source for the “crowd sourced” priority assignment methodology.

## 1.5 Key Definitions

Full-time Equivalent (FTE) – A year’s worth of work. Equivalent to the standard 1,740 hours that USAMAA uses in their manpower analyses.

Functions – The activities composed of tasks performed by each sub-organization.

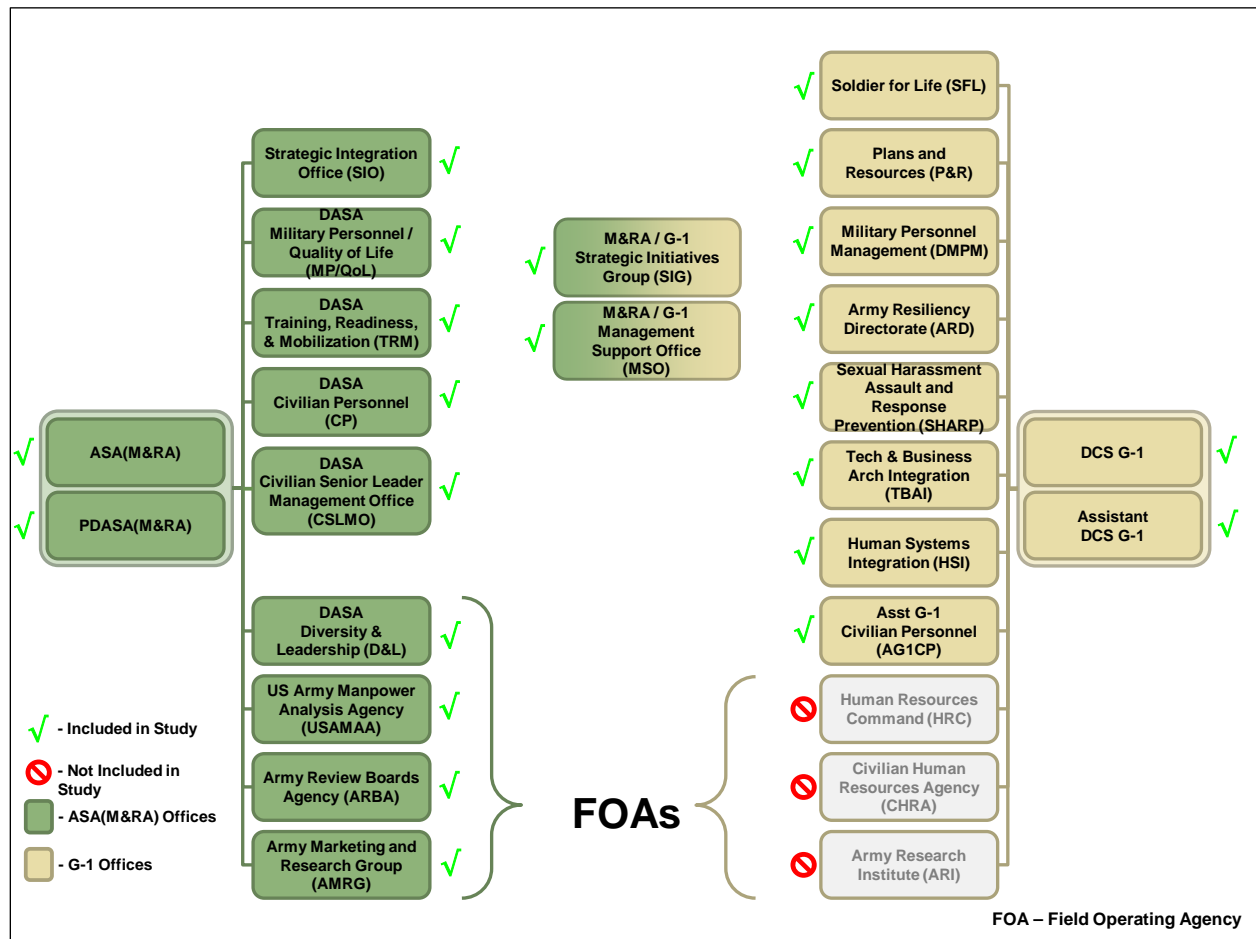
Priority – An assessment of how a given function contributes to the ASA (M&RA) and DCS, G-1 roles, responsibilities, and missions. We used a crowd-sourcing method to determine the priorities of each function. For assessing relative priorities among functions, we used a rank percentile.

Manning Risk Profile – Management defined FTE levels for each function corresponding to low, moderate, or high risk.

Coverage – The probability that a function’s true requirement is less than or equal to the current manning level. We use the cumulative distribution function of a triangular distribution to determine this.

**Utility** – The quantification of value produced based on the coverage and priority of a function. This value is derived by multiplying the calculated coverage by the priority rank percentile.

## 1.6 Scope



**Figure 2. Scope.**

In general, most of ASA (M&RA) and DCS G-1 were included in the study, which is shown in Figure 2 above. Human Resources Command (HRC), Civilian Human Resources Agency (CHRA), Army Research Institute were scoped out of the Comprehensive Review and scoped out of this study for several reasons: 1) they are large organizations spread across the country; 2) CHRA and HRC personnel dwarf the HQDA personnel counts with over 5,000 personnel; 3) they have a very unique mission; and 4) they were being examined in other ongoing studies. We did not consider contractors in this study. Complete and accurate data with respect to contractors are hard to find and their employment can fluctuate over time.

## 1.7 Assumptions

- The major assumption in this methodology is that all FTEs are equivalent. In the future, we would like to add greater resolution to this type of analysis by including consideration regarding similar FTEs.

- There is “wisdom of crowds” and all assumptions necessary to employ the *Theory of Collective Accuracy* are met.
- Survey respondents account for all FTEs in ASA (M&RA) and DCS, G-1.
- Management-derived list of functions represent all functions needed to be performed by the organizations.
- Manning risk profiles for each function within a sub-organization are accurate and can be cumulated to formulate manning risk profiles for functions, sub-organizations, and organizations.
- The sigmoidal relationship between manpower and coverage is representative of the actual relationship. This assumption was imposed by the study sponsor.

Note that there is no assumption for symmetry – triangular distributions can be but do not have to be symmetric.

## 1.8 Limitations

- Army institutional databases no longer maintain contractor data. Time was not allocated to investigating the potential extent of contractors supporting the ASA (M&RA) and DCS, G-1 workforce. There was insufficient time to fully examine bias or attempts by individuals to try to “game the system” with their responses regarding manning risk profiles or function priority.
- Self-reported data may reflect biases. For instance, a group of individuals could report all functions.

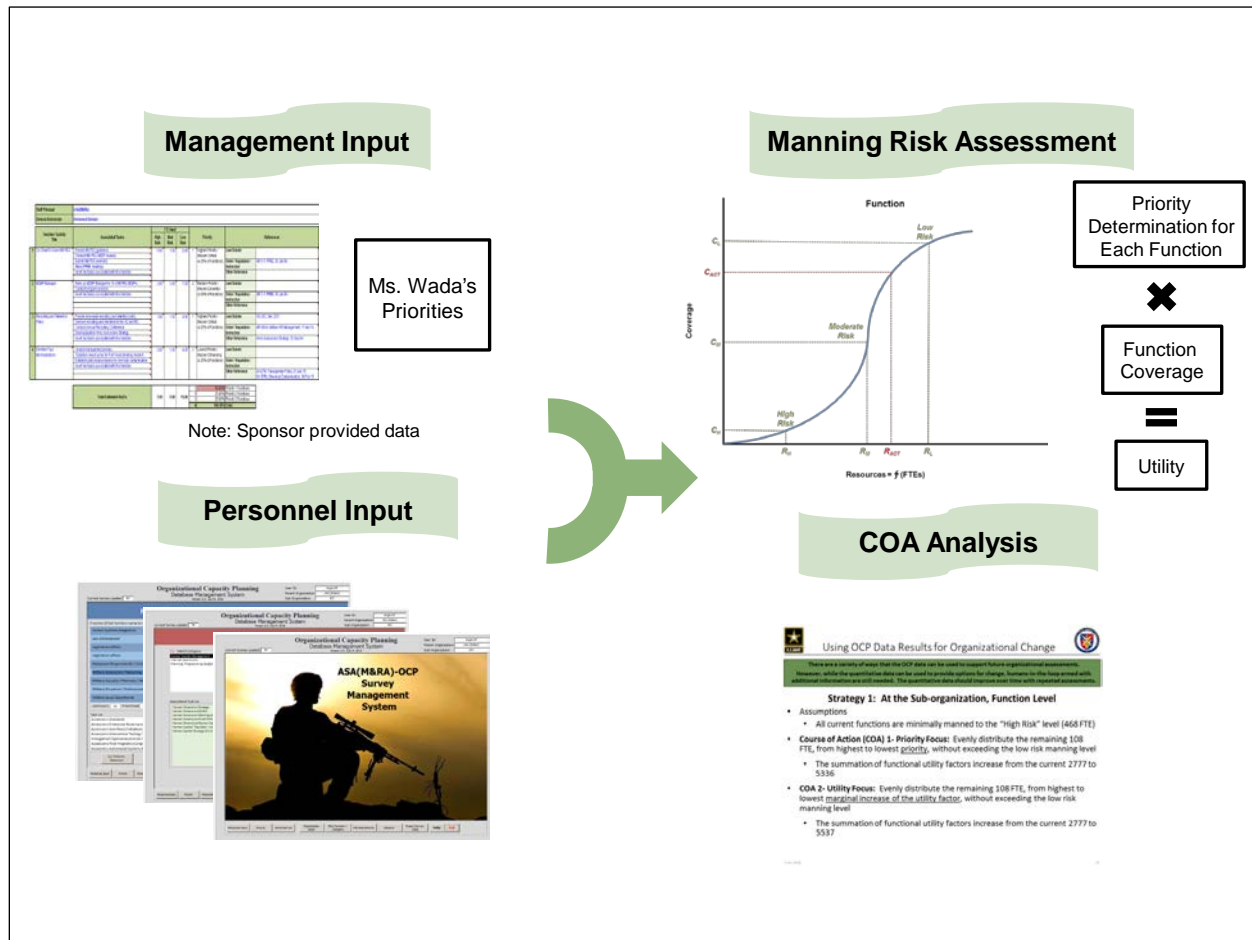
## 1.9 Essential Elements of Analysis (EEAs) and Measures of Effectiveness (MOEs)

- EEA 1: What is the manning risk profile associated with each function performed by the sub-organizations within ASA (M&RA) and DCS, G-1?
  - MOE 1.1: FTEs required to perform a given function at low, moderate, or high risk.
- EEA 2: What is the current state of risk?
  - MOE 2.1: Current FTEs assigned to given sub-division.
  - MOE 2.2: Calculated “coverage” for each sub-organization’s responsibility.
- EEA 3: How is the work of the personnel within ASA (M&RA) and DCS, G-1 distributed among the functions?
  - MOE 3.1: Calculated “coverage” for each function over all.
  - MOE 3.2: Distribution of risk and coverage for each sub-organization, function.
  - MOE 3.3: Distribution of risk and coverage for each function over all.
- EEA 4: What is the priority of each function?
  - MOE 4.1: Crowd sourced survey results on a 0-5 scale for each function.

- MOE 4.2: Leadership priority determinations.
- MOE 4.3: Combined, weighted priority.
- EEA 5: Where can FTEs be rearranged in order to maximize value?
  - MOE 5.1: Calculated utility of a function given the priority and calculated coverage.
  - MOE 5.2: Total utility of a given organizational design.

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## 2 METHODOLOGY



**Figure 3. Methodology.**

The study methodology is depicted in Figure 3. The sponsor provided management input data. Management input includes the manning risk profile data and the senior leader's designated priorities. Ideally, we would have a greater number of senior leaders' input to compare to the personnel survey results. Personnel input came from data collected using the CAA-created Access database shown in the screenshots in Figure 5 below. Data from both sources were combined to create manning risk profiles to include a current manning level. Additionally, utilities were computed using these data and then utilized in course of action (COA) development to compare "strengths" among COAs. COA Analysis was not conducted in order to provide recommendations for personnel changes, rather to demonstrate options for analysis in the future with this type of data.

The following chapters are breakouts for each component of the methodology. COA Analysis is addressed in the Results section of this documentation.

## 2.1 Management Input

Staff Principal		ASA(M&RA)			
Division/Directorate		Personnel Division			
	Function / Activity Title	Associated Tasks	FTE Req't		
			High Risk	Mod Risk	Low Risk
1	Co-Chair/Co-Exec MM PEG	Provide MM PEG guidance. Conduct MM PEG MDEP reviews. Submit MM PEG worksets. Attend PPBE meetings Insert key tasks associated with this function.	0.50	1.00	2.00
2	MDEP Manager	Serve as MDEP Manager for 14 x MM PEG MDEPs Conduct program analysis. Insert key tasks associated with this function.	2.00	3.50	7.00
3	Recruiting and Retention Policy	Provide Army-wide recruiting and retention policy. Oversee recruiting and retention for the AC and RC. Conduct annual Recruiting Conference. Develop/publish Army Accessions Strategy Insert key tasks associated with this function.	1.00	1.50	2.00
4	Directive Type Memorandums	Analyze transgender policies. Establish award policy for Fort Hood shooting incident. Establish policies/procedures for chemical contamination Insert key tasks associated with this function.	2.00	3.00	4.00
Total Estimated Req'ts			5.50	9.00	15.00

Note: Sponsor provided data

**Figure 4. Management Data.**

The sponsor created the data set shown in Figure 4 and tasked the managers of each of the sub-organizations within DCS, G-1 and ASA (M&RA) to identifying the quantity of FTEs required to perform a given function at the low, moderate, and high risk levels. For the purpose of this study, risk is “based on an assessment of the level of resources necessary to complete the workload and achieve the outcomes/objectives associated with the function/activity. Not a function of priority, capability, productivity, or grade.” Mr. Jeffrey Angers (ASA (M&RA) – SIO) vetted the management inputs to attempt to achieve the most accurate manning risk profile.

Mr. Angers defined the levels of risk as follows:

**High Risk:** Level of resources that is sufficient to only complete the minimal workload requirements and achieve the minimal outputs/objectives associated with the function/activity.

- Achievement of strategic objectives/outcomes requires extraordinary measures.
- Requires significant additional manpower and/or time to complete the workload requirements and achieve most of the objectives/outcomes.



- Unable to manage unanticipated requirements without significant adjustments (e.g., stopping activity on other priorities, significantly extending timelines, steep learning curve results in inefficient work and/or lower quality output).

**Moderate Risk:** Level of resources that is sufficient to complete most of the workload requirements and achieve most of the outputs/objectives associated with the function/activity.

- Achievement of strategic objectives/outcomes is likely.
- Requires additional manpower and/or additional time to complete all workload requirements and achieve all the objectives/outcomes.
- Unable to manage unanticipated requirements without some adjustments (e.g., reallocation of some resources from other priorities, extending timelines).

**Low Risk:** Level of resources that is sufficient to complete the workload requirements and achieve all of the outputs/objectives associated with the function activity.

- Achievement of strategic objectives/outcomes is certain.
- Can complete workload and achieve all outputs/objectives with available manpower within available time.
- Able to manage unanticipated requirements with minimal impact.

## 2.2 Personnel Input

**Organizational Capacity Planning Database Management System**  
Version 2.0, July 14, 2016

User ID: AngersJP  
Parent Organization: ASA (M&RA)  
Sub Organization: SIO

Current Survey Loaded: 99

### Personnel Input

(1): Select Category:  
 Human Capital Management  
 Internal Operations  
 Planning, Programming, Budgeting, and Execution (PPB)

(2): Select Functions:  
 Human Capital Strategy / Human Dimension 0.15  
 Human Resources Information Technology 0.10  
 Human Resources Organizational Structure / 0.35

FTE

FTE Base Hours: 1,740.00

Current Value for Selected Function  
 Human Capital Strategy / Human Dimension

Hours: 261.00 FTE: 0.15

Summary

Total Hours:	Percent (%)	Total FTE:
1,740.0	100.00%	1.00

(3): Enter FTE Here====> 0.00 (4): Update

Note: FTE must be between 0 and 1.

Return Home

Personnel Input Priority Personnel List Organization Input New Function / Category File Maintenance Reports Export Survey Data Help Exit

**Figure 5. Database: Personnel Data.**

We used management data to develop an Access database for personnel to input data related to what kind of work they do. More specifically, a user selects a category of work, the specific function that applies to them, and then they designate how much of their time (portion of an FTE) they spend doing that type of work. When the user selects a function, a list of tasks appears in the “Associated Task(s)” box to help them better understand what type of work falls under a given function. The user continues to input data until they reach a total of 1.00 FTE. At this point, the database will not allow the user to input additional data without taking time away from somewhere else.

**Organizational Capacity Planning Database Management System**  
 User ID: Anger3P  
 Parent Organization: ASA (M&RA)  
 Sub Organization: SIO

Current Survey Loaded: 99

### Priority Input (SIO)

Function (Click function name to view task) Highest priority - 5

Function	Priority	Clear
Human Systems Integration	0 1 2 3 4 5	Clear
Law Enforcement	0 1 2 3 4 5	Clear
Legislative Affairs	0 1 2 3 4 5	Clear
Legislative Affairs	0 1 2 3 4 5	Clear
Manpower Requirements / Generating Force Analysis	0 1 2 3 4 5	Clear
Military Accessions / Recruiting	0 1 2 3 4 5	Clear
Military Casualty / Mortuary / Memorial Affairs	0 1 2 3 4 5	Clear
Military Education / Professional Development	0 1 2 3 4 5	Clear
Military Equal Opportunity	0 1 2 3 4 5	Clear

List Count: 55 Prioritized: 0 Remaining: 55 Show All C Prioritized C Unprioritized

Task List

- Accessions Standards
- Accessions Enterprise Governance
- Accessions Incentives/Initiatives
- Accessions Interservice Testing / Quality
- Immigration/Special Accessions Programs (e.g., MAVNI)
- Accessions Pilot Programs (Congressional Authorization)
- Accessions Automated Systems (REQUEST, GIMS, IPPS-A Integration)

G-1 Mission Statement ASA (M&RA) Mission Statement Return Home

Personnel Input Priority Personnel List Organizational Input New Function / Category File Maintenance Reports Export Screen Data Help Exit

#### Prioritization Guidance

Priority 5 - Very High Priority: Functions that are most critical/essential to the ASA(M&RA)'s and/or DCS G-1's roles, responsibilities, and missions. (i.e., fully responsible).

#### Prioritizing Guidance

Based on YOUR knowledge and experience, prioritize the following 55 functions based on YOUR best assessment on how each contributes/will contribute to the ASA (M&RA) and/or DCS G-1's roles, responsibilities, and missions. Prioritization will include, but is not limited to, the following considerations:

- Contribution to achieving the Army's vision, mission, and strategic objectives.
- Contribution to performing/achieving the ASA (M&RA) and/or DCS, G-1 roles, responsibilities, and missions.
- Risk to performing/achieving ASA (M&RA) and/or the DCS, G-1 roles, responsibilities, and mission if the function is not performed or performed at a reduced level.

Priority 4 - High contribute to the responsibilities (i.e., significant risk).

Priority 3 - Medium contribute to the ASA(M&RA) responsibilities; will contribute to the mission.

Priority 2 - Low contribute to the responsibilities; resource; willing to assume high risk.

Priority 1 - Functions that only indirectly contribute to the ASA(M&RA)'s and/or DCS G-1's roles, responsibilities, and mission. (i.e., normally resource; willing to assume very high risk).

Priority 0 - No Priority: Functions that do not contribute to the ASA(M&RA)'s and/or DCS G-1's roles, responsibilities, and mission. (i.e., do not resource)

#### G1 Mission Statement

The DCS-G-1 is the principal ARSTAF advisor to the CSA on manpower, human resources and personnel readiness, and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations.

Under the supervision of the ASA (M&RA), for Army manpower, human capital management, human resources and personnel readiness issues, the DCS-G-1 develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy of other DA ethno and organizations; and reviews and assesses the implementation of policies, plans and programs.

Return to previous Screen

#### M&RA Mission Statement

The ASA (M&RA) has, as its principal duty, the overall supervision of the manpower and reserve component affairs of the Department of the Army.

The ASA (M&RA) is the principal advisor to the SecArmy for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Collaborating with other human capital enterprise entities, the ASA (M&RA) also has responsibility for providing supervision, oversight, and direction to the Army's total force management, manpower, and workforce management Programs (i.e., Active, Guard, Reserve, Civilian, and Contractor).

Return to previous Screen

**Figure 6. Database: Priority Data.**

Figure 6 shows the screen that a user would see when they click on the “Priority” button along the bottom of the screen. The database interface allows users to click on buttons to receive guidance regarding how they are to assess the list of functions. “Prioritization Guidance” then references the DCS, G-1 and ASA (M&RA) Mission Statements and the Priority Definitions included in Figure 6. The text shown when each of the respective buttons is clicked is shown below. This content was developed by the sponsor and is shown below.

- Prioritization Guidance** – Based on YOUR knowledge and experience, prioritize the following 55 functions based on YOUR best assessment on how each contributes/will contribute to the ASA (M&RA) and/or DCS,G-1 roles responsibilities, and missions. Prioritization will include, but is not limited to, the following considerations:
  - Contribution to achieving the Army’s vision, mission, and strategic objectives.
  - Contribution to performing/achieving the ASA (M&RA) and/or DCS, G-1 roles, responsibilities, and missions.
  - Risk to performing/achieving ASA (M&RA) and/or the DCS, G-1 roles, responsibilities, and mission if the function is not performed or performed at a reduced level.

In and of itself, statutory/senior leader guidance to perform a specific task should NOT be considered sufficient justification for categorization as the highest priority.

- DCS, G-1 Mission Statement - The DCS, G-1 is the principal military adviser to the ASA (M&RA) for manpower, human capital management, human resources and personnel readiness.

The DCS G-1 is the principal Army Staff adviser to the Chief of Staff of the Army (CSA) on manpower, human resources, and personnel readiness; and assists the CSA in acting as the agent of the Secretary of the Army (SecArmy) in carrying into effect approved plans and recommendations.

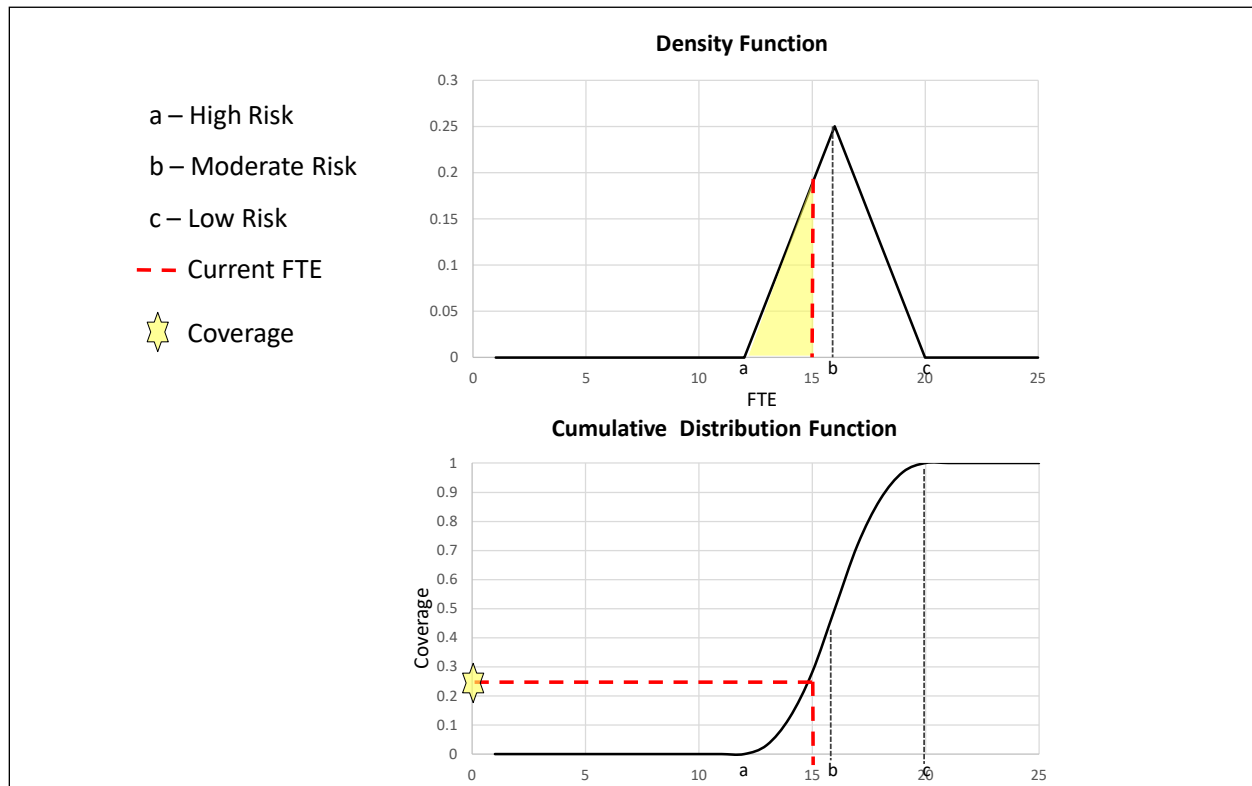
For Army manpower, human capital management, human resources and personnel readiness issues, the DCS, G-1, under the supervision of the ASA (M&RA), develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other HQDA officials and organizations; and reviews and assesses the implementation of policies, plans and programs.

- ASA (M&RA) Mission Statement - The ASA (M&RA) has, as its principal duty, the overall supervision of manpower and reserve component affairs of the Department of the Army.

The ASA (M&RA) is the principal adviser to the SecArmy for manpower, human capital management, training, leader development, readiness, and Reserve Affairs. Collaborating with other human capital enterprise entities, the ASA (M&RA) also has responsibility for providing supervision, oversight, and direction to the Army's total force management, manpower, and workforce management programs (i.e., Active, Guard, Reserve, Civilian, and Contractor).

Responsible for setting the strategic direction for and ensuring Army policies, plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness, Reserve Affairs and Army protection are executed consistent with law, regulation and policy.

## 2.3 Manning Risk Assessment



**Figure 7. Assessment Model**

We used the triangular distribution to approximate each function’s resource demand and determine coverage. Area under the triangle is equivalent to “coverage”: the probability that the unknown but true manpower requirement is less than or equal to the allocated FTE-level. Symmetry is not required for this model. If we were to force symmetry, we would forfeit the ability to learn more about the unique behavior between supply and demand in the future. This shape should be a source of learning and refinement over time - *not understanding our requirements is the fundamental source of many problems.*

Example: The manning risk profile for the function shown in Figure 7 above shows 15 FTEs assigned; therefore, the function is being manned at approximately 28% coverage.

The equation for the cumulative distribution function used to determine the coverage variable is as follows:

$$f(x) = \begin{cases} 0, & x \leq a \\ \frac{(x-a)^2}{(b-a)(c-a)}, & a < x \leq b \\ 1 - \frac{(c-x)^2}{(c-a)(c-b)}, & b < x < c \\ 1, & c \leq x \end{cases}$$

The coverage value is reported as a percentage, which is done simply by multiplying the output of the above function by 100.

The current FTE number, depicted with the red dashed line in Figure 7, is the sum of the FTE allocations that the personnel entered into the database for a particular function.

This model is in contrast to traditional linear models used for manpower analysis, whereby increases in manpower will continue endlessly to give a greater return. With this model, there are diminishing returns and losses considered at a given point. This sigmoidal relationship between coverage and resources is based on the sponsor's assumption that it is more accurate than a linear relationship, but there were no validating data that we used to prove this. Once again, this shape is a starting place, and should be further refined over time when more knowledge of true requirements is acquired.

The "critical range" is a concept used to illustrate that resource modifications to a given function, sub-organization, or some other segment of FTEs, determined to be at the moderate risk level will have a greater impact than changes made at low or high risk levels. This region is assumed to be some range about the moderate risk level, where the slope of the curve is steepest. Any loss or gain of resources in this region has a significant impact on the coverage of a given function.

## 3 RESULTS

### 3.1 Manning Risk Profile Results

Table 1 below displays results that address EEA 1 and EEA 2, “What is the manning risk profile associated with each function performed by the sub-organizations within ASA (M&RA) and DCS, G-1?” and “What is the current state of risk?”, respectively. Again, manning risk profiles are made up of an assigned number of FTEs to characterize High Risk, Moderate Risk, and Low Risk manning levels. Management within each sub-organization provided these data. The FTE count in the table is a sum of the total responses by personnel that assigned time to a given function within a certain organization and sub-organization.

We calculate the coverage value based on the current FTE count and manning risk profile as a way to identify the current state of risk at the sub-organization and functional level.

**Table 1. Manning Risk Profile Results.**

Org	Sub-Org	Function	FTE	High risk	Mod risk	Low risk	Coverage
G-1	AG1CP	Civilian / Senior Executive Pay, Compensation, Benefits, and Incentives	5.39	2.49	5.50	8.26	48%
G-1	AG1CP	Civilian / Senior Executive Performance Management	0.83	1.40	2.25	3.60	0%
G-1	AG1CP	Civilian / Senior Executive Personnel Actions	1.23	0.88	2.50	3.63	3%
G-1	AG1CP	Civilian / Senior Executive Personnel Policy	8.82	5.74	9.00	11.51	50%
G-1	AG1CP	Civilian / Senior Executive Recruiting / Hiring	1.51	1.16	2.25	3.09	6%
G-1	AG1CP	Civilian / Senior Executive Talent Management	0.27	0.21	0.75	1.04	1%
G-1	AG1CP	Civilian / Senior Executive Workforce Management	1.48	1.93	3.00	3.58	0%
G-1	AG1CP	Civilian Career Program Management	6.79	5.26	7.75	10.49	18%
G-1	AG1CP	Civilian Expeditionary Workforce	3.73	0.93	2.00	2.58	100%
G-1	AG1CP	Civilian Intern Program	6.32	1.90	3.25	4.10	100%
G-1	AG1CP	Civilian Labor-Management Relations	3.90	1.13	2.75	3.88	100%
G-1	AG1CP	Civilian Workforce Analysis	9.21	11.59	16.25	20.66	0%
G-1	AG1CP	Human Resources Information Technology	2.76	0.95	1.50	2.05	100%
G-1	AG1CP	Programming, Budgeting, and Execution	2.16	2.85	5.00	6.15	0%
G-1	ARD	Programming, Budgeting, and Execution	2.26	0.95	1.50	2.05	100%
G-1	ARD	Public Affairs / Strategic Communications	0.73	0.95	1.50	2.05	0%
G-1	ARD	Ready and Resilient	23.20	27.63	42.75	57.88	0%
G-1	ARD	Sexual Harassment, Assault and Response Prevention (SHARP)	0.01	2.75	5.00	8.25	0%
G-1	DMPM	Command / Special Programs	1.32	2.38	3.75	5.13	0%

Org	Sub-Org	Function	FTE	High risk	Mod risk	Low risk	Coverage
G-1	DMPM	Military Accessions / Recruiting	13.53	7.60	12.00	16.40	79%
G-1	DMPM	Military Health Affairs	1.78	1.90	3.00	4.10	0%
G-1	DMPM	Military Individual / Institutional Training	6.42	5.85	7.00	9.15	9%
G-1	DMPM	Military Pay, Compensation, Benefits, and Incentives	1.61	0.90	2.00	3.10	21%
G-1	DMPM	Military Personnel Actions	25.00	12.50	18.00	23.50	100%
G-1	DMPM	Military Personnel Policy / Management	6.91	4.65	8.00	12.35	20%
G-1	DMPM	Military Personnel Reporting	5.40	3.80	6.00	8.20	26%
G-1	DMPM	Military Retention	4.28	2.90	4.00	5.10	72%
G-1	DMPM	Personnel Security / Insider Threat / Suitability	1.96	1.75	4.00	7.25	0%
G-1	DMPM	Readiness	4.77	3.85	5.00	7.15	22%
G-1	DMPM	Reserve Component (RC) Mobilization/Demobilization	1.19	0.90	2.00	3.10	3%
G-1	HSI	Human Resources Organizational Structure / Business Processes	3.79	1.51	4.44	8.52	25%
G-1	HSI	Human Systems Integration	2.23	1.97	3.45	5.88	1%
G-1	P&R	Army Campaign Plan	1.00	0.09	0.20	0.31	100%
G-1	P&R	Civilian Career Program Management	5.00	2.90	4.00	5.10	100%
G-1	P&R	Force Management	11.26	1.85	3.00	5.15	100%
G-1	P&R	Military Manpower / Strength Analysis	9.74	6.70	10.00	13.30	42%
G-1	P&R	Military Manpower Management	6.54	14.56	22.65	30.84	0%
G-1	P&R	Military Pay, Compensation, Benefits, and Incentives	8.02	3.80	6.00	8.20	100%
G-1	P&R	Military Personnel Actions	1.51	1.83	4.10	6.36	0%
G-1	P&R	Programming, Budgeting, and Execution	16.96	8.23	11.00	14.28	100%
G-1	P&R	Strategic Planning	0.36	0.09	0.20	0.31	100%
G-1	SFL	Military Retirement / Transition	20.17	21.25	29.00	37.75	0%
G-1	SHARP	Programming, Budgeting, and Execution	1.36	1.38	1.60	1.93	0%
G-1	SHARP	Public Affairs / Strategic Communications	2.20	2.46	3.00	3.29	0%
G-1	SHARP	Sexual Harassment, Assault and Response Prevention (SHARP)	12.19	2.75	5.00	8.25	100%
G-1	SIG	Current Operations	1.73	1.01	2.25	4.14	13%
G-1	SIG	Human Capital Strategy / Human Dimension	1.50	0.48	0.70	1.03	100%
G-1	SIG	Legislative Affairs	3.00	0.77	1.49	2.44	100%
G-1	SIG	Programming, Budgeting, and Execution	0.15	0.23	0.35	0.62	0%
G-1	SIG	Public Affairs / Strategic Communications	3.59	3.26	4.20	5.29	6%
G-1	SIG	Strategic Planning	0.55	0.49	0.55	0.71	27%
G-1	TBAI	Army Library Program	1.01	0.89	1.00	1.11	59%



Org	Sub-Org	Function	FTE	High risk	Mod risk	Low risk	Coverage
G-1	TBAI	Human Resources Information Technology	31.01	27.15	45.00	67.85	2%
M&RA	AMRG	Army Marketing and Research	55.74	40.77	67.40	92.14	16%
M&RA	ARBA	Army Review Boards	94.51	83.42	97.17	111.1	32%
M&RA	ARBA	Law Enforcement	1.34	1.45	2.00	2.55	0%
M&RA	ARBA	Legislative Affairs	0.10	0.90	2.00	3.10	0%
M&RA	CLSMO	Civilian / Senior Executive Performance Management	3.33	0.95	1.50	2.05	100%
M&RA	CLSMO	Civilian / Senior Executive Personnel Actions	3.88	0.95	1.50	2.05	100%
M&RA	CLSMO	Civilian / Senior Executive Personnel Policy	1.11	4.18	5.00	5.83	0%
M&RA	CLSMO	Civilian / Senior Executive Recruiting / Hiring	2.05	4.13	5.50	6.88	0%
M&RA	CLSMO	Civilian / Senior Executive Talent Management	1.45	0.45	1.00	1.55	98%
M&RA	CLSMO	Civilian / Senior Executive Training, Education Training, Education, and Professional Development	4.38	5.30	7.50	9.70	0%
M&RA	CLSMO	Civilian / Senior Executive Workforce Management	0.27	2.45	3.00	3.55	0%
M&RA	CLSMO	Public Affairs / Strategic Communications	0.61	1.90	3.00	4.10	0%
M&RA	CP	Civilian / Senior Executive Pay, Compensation, Benefits, and Incentives	0.36	0.18	0.31	0.44	81%
M&RA	CP	Civilian / Senior Executive Personnel Actions	0.38	0.15	0.20	0.26	100%
M&RA	CP	Civilian / Senior Executive Personnel Policy	0.83	0.23	0.50	0.78	100%
M&RA	CP	Civilian / Senior Executive Recruiting / Hiring	1.66	0.10	0.15	0.21	100%
M&RA	CP	Civilian / Senior Executive Workforce Management	1.54	1.63	3.00	4.38	0%
M&RA	CP	Civilian Career Program Management	0.18	0.14	0.25	0.36	7%
M&RA	CP	Civilian Expeditionary Workforce	0.14	0.34	0.50	0.67	0%
M&RA	CP	Civilian Intern Program	0.19	0.69	0.85	1.02	0%
M&RA	CP	Civilian Labor-Management Relations	0.18	0.19	0.35	0.52	0%
M&RA	CP	Civilian Workforce Analysis	0.15	0.23	0.50	0.78	0%
M&RA	CP	Human Resources Organizational Structure / Business Processes	0.11	0.15	0.20	0.26	0%
M&RA	CP	Public Affairs / Strategic Communications	0.08	0.02	0.04	0.06	100%
M&RA	D&L	Civilian Career Program Management	2.15	0.68	1.50	2.33	98%
M&RA	D&L	Civilian Equal Employment Opportunity	14.05	14.65	18.50	22.35	0%
M&RA	D&L	Command / Special Programs	0.45	0.68	1.50	2.33	0%
M&RA	D&L	Diversity / Inclusion	3.10	0.90	2.00	3.10	100%
M&RA	D&L	Military Equal Opportunity	4.56	1.90	3.00	4.10	100%

Org	Sub-Org	Function	FTE	High risk	Mod risk	Low risk	Coverage
M&RA	M&RA Front Office	Personnel Security / Insider Threat / Suitability	1.88	1.45	2.00	2.55	31%
M&RA	MP/QoL	Human Capital Strategy / Human Dimension	2.50	0.71	1.00	1.54	100%
M&RA	MP/QoL	Human Resources Information Technology	0.07	0.23	0.50	0.78	0%
M&RA	MP/QoL	Legislative Affairs	0.46	1.18	2.00	2.83	0%
M&RA	MP/QoL	Military Accessions / Recruiting	0.87	1.18	2.00	2.83	0%
M&RA	MP/QoL	Military Casualty / Mortuary / Memorial Affairs	1.08	0.48	0.75	1.03	100%
M&RA	MP/QoL	Military Education / Professional Development	0.36	0.00	1.00	1.84	7%
M&RA	MP/QoL	Military Health Affairs	3.82	1.44	2.00	2.81	100%
M&RA	MP/QoL	Military Pay, Compensation, Benefits, and Incentives	1.00	0.00	0.50	0.79	100%
M&RA	MP/QoL	Military Personnel Actions	1.40	0.93	2.00	2.58	13%
M&RA	MP/QoL	Military Personnel Policy / Management	0.80	3.35	4.75	6.65	0%
M&RA	MP/QoL	Military Retirement / Transition	1.25	0.00	0.50	0.79	100%
M&RA	MP/QoL	Personnel Security / Insider Threat / Suitability	0.28	0.00	0.50	0.79	20%
M&RA	MP/QoL	Programming, Budgeting, and Execution	1.63	0.93	1.75	2.58	37%
M&RA	MP/QoL	Ready and Resilient	0.20	0.23	0.50	0.78	0%
M&RA	MP/QoL	Soldier / Family / Quality of Life Programs	2.87	1.09	2.00	4.66	66%
M&RA	SIO	Army Campaign Plan	0.45	0.21	0.75	1.04	13%
M&RA	SIO	Human Capital Strategy / Human Dimension	1.30	0.71	1.00	1.54	87%
M&RA	SIO	Human Resources Information Technology	0.50	0.23	0.50	0.78	50%
M&RA	SIO	Human Resources Organizational Structure / Business Processes	0.50	0.48	0.75	1.03	0%
M&RA	SIO	Programming, Budgeting, and Execution	1.25	0.73	1.00	1.28	100%
M&RA	SIO	Strategic Planning	1.17	0.73	1.00	1.28	93%
M&RA	TRM	Force Management	2.32	0.90	2.00	3.10	75%
M&RA	TRM	Human Systems Integration	0.07	0.00	0.05	0.11	79%
M&RA	TRM	Military Individual / Institutional Training	0.28	0.48	0.75	1.03	0%
M&RA	TRM	Programming, Budgeting, and Execution	2.25	1.27	2.00	3.08	65%
M&RA	TRM	Readiness	1.53	0.95	1.50	2.05	55%
M&RA	TRM	Reserve Affairs / Total Force Policy	3.65	0.98	2.30	3.62	100%
M&RA	TRM	Reserve Component (RC) Mobilization/Demobilization	2.56	0.90	2.00	3.10	88%
M&RA	TRM	Total Workforce Management	6.29	1.96	3.40	5.15	100%

Org	Sub-Org	Function	FTE	High risk	Mod risk	Low risk	Coverage
M&RA	TRM	Unit / Collective Training	0.87	0.95	1.50	2.05	0%
M&RA	USAMAA	Civilian Workforce Analysis	3.93	1.90	2.75	4.10	99%
M&RA	USAMAA	Manpower Requirements / Generating Force Analysis	27.03	21.54	31.90	44.97	12%

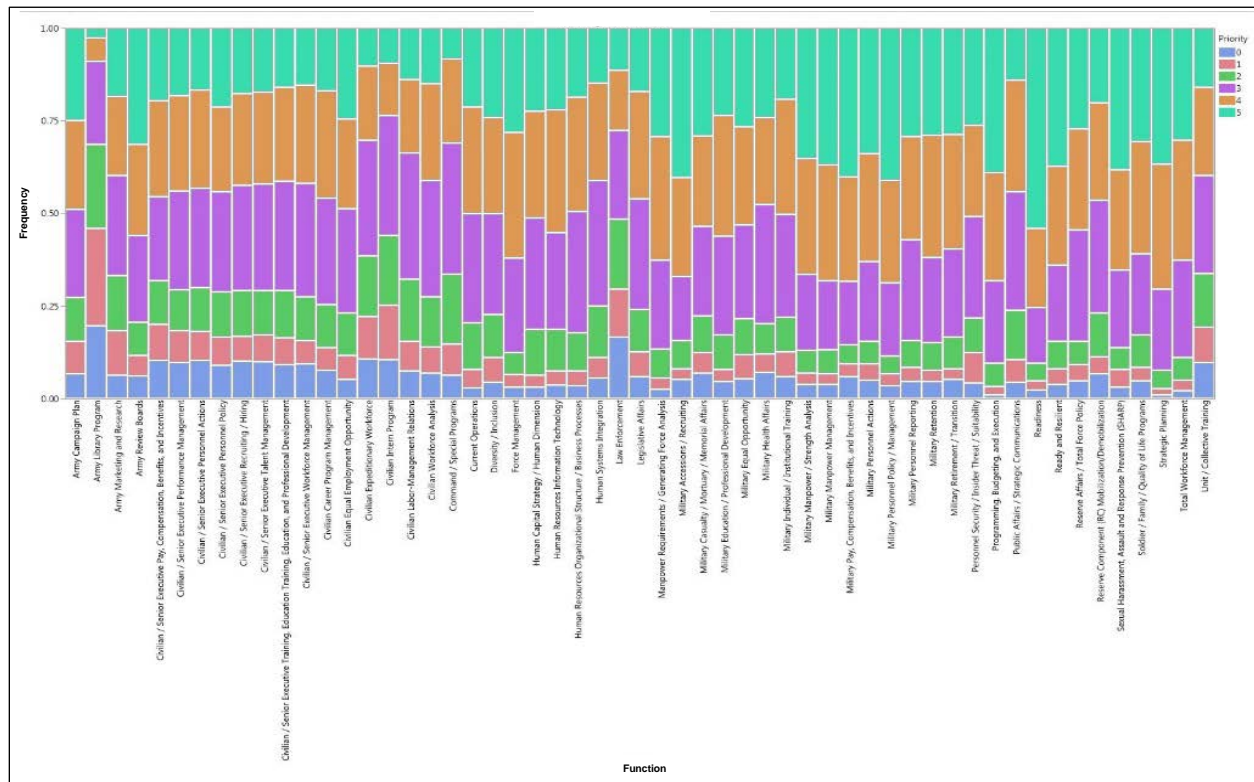
Aggregate coverage at the functional level is shown in Table 2 below. This calculation was performed by adding the manning risk profiles and surveyed FTEs for each function and then performing the coverage calculation on these aggregate values. These results address EEA 3, “How is the work of the personnel within ASA (M&RA) and DCS, G-1 distributed among the functions?”

**Table 2. Functional Level Manning Risks Profile Results.**

Functions	FTE	High risk	Mod risk	Low risk	Coverage
Army Campaign Plan	1.45	0.30	0.95	1.35	100%
Army Library Program	1.01	0.89	1.00	1.11	59%
Army Marketing and Research	55.74	40.77	67.40	92.14	16%
Army Review Boards	94.51	83.42	97.17	111.17	32%
Civilian / Senior Executive Pay, Compensation, Benefits, and Incentives	5.75	2.67	5.81	8.70	50%
Civilian / Senior Executive Performance Management	4.16	2.35	3.75	5.65	65%
Civilian / Senior Executive Personnel Actions	5.49	1.97	4.20	5.93	97%
Civilian / Senior Executive Personnel Policy	10.76	10.14	14.50	18.11	1%
Civilian / Senior Executive Recruiting / Hiring	5.22	5.38	7.90	10.17	0%
Civilian / Senior Executive Talent Management	1.72	0.66	1.75	2.59	53%
Civilian / Senior Executive Training, Education Training, Education, and Professional Development	4.38	5.30	7.50	9.70	0%
Civilian / Senior Executive Workforce Management	3.29	6.00	9.00	11.50	0%
Civilian Career Program Management	14.12	8.98	13.50	18.27	61%
Civilian Equal Employment Opportunity	14.05	14.65	18.50	22.35	0%
Civilian Expeditionary Workforce	3.87	1.26	2.50	3.24	100%
Civilian Intern Program	6.51	2.59	4.10	5.12	100%
Civilian Labor-Management Relations	4.08	1.31	3.10	4.39	98%
Civilian Workforce Analysis	13.29	13.71	19.50	25.54	0%
Command / Special Programs	1.77	3.05	5.25	7.45	0%
Current Operations	1.73	1.01	2.25	4.14	13%
Diversity / Inclusion	3.10	0.90	2.00	3.10	100%
Force Management	13.58	2.75	5.00	8.25	100%
Human Capital Strategy / Human Dimension	5.30	1.90	2.70	4.10	100%
Human Resources Information Technology	34.34	28.55	47.50	71.45	4%
Human Resources Organizational Structure / Business Processes	4.40	2.13	5.39	9.80	21%
Human Systems Integration	2.30	1.97	3.50	5.98	2%

<b>Functions</b>	<b>FTE</b>	<b>High risk</b>	<b>Mod risk</b>	<b>Low risk</b>	<b>Coverage</b>
Law Enforcement	1.34	1.45	2.00	2.55	0%
Legislative Affairs	3.56	2.85	5.49	8.36	3%
Manpower Requirements / Generating Force Analysis	27.03	21.54	31.90	44.97	12%
Military Accessions / Recruiting	14.40	8.78	14.00	19.23	57%
Military Casualty / Mortuary / Memorial Affairs	1.08	0.48	0.75	1.03	100%
Military Education / Professional Development	0.36	0.00	1.00	1.84	7%
Military Equal Opportunity	4.56	1.90	3.00	4.10	100%
Military Health Affairs	5.60	3.34	5.00	6.91	75%
Military Individual / Institutional Training	6.70	6.33	7.75	10.18	3%
Military Manpower / Strength Analysis	9.74	6.70	10.00	13.30	42%
Military Manpower Management	6.54	14.56	22.65	30.84	0%
Military Pay, Compensation, Benefits, and Incentives	10.63	4.70	8.50	12.09	92%
Military Personnel Actions	27.91	15.26	24.10	32.43	86%
Military Personnel Policy / Management	7.71	8.00	12.75	19.00	0%
Military Personnel Reporting	5.40	3.80	6.00	8.20	26%
Military Retention	4.28	2.90	4.00	5.10	72%
Military Retirement / Transition	21.42	21.25	29.50	38.54	0%
Personnel Security / Insider Threat / Suitability	4.12	3.20	6.50	10.59	3%
Programming, Budgeting, and Execution	28.02	16.55	24.20	31.95	87%
Public Affairs / Strategic Communications	7.21	8.59	11.74	14.79	0%
Readiness	6.30	4.80	6.50	9.20	30%
Ready and Resilient	23.40	27.85	43.25	58.65	0%
Reserve Affairs / Total Force Policy	3.65	0.98	2.30	3.62	100%
Reserve Component (RC) Mobilization/Demobilization	3.75	1.80	4.00	6.20	39%
Sexual Harassment, Assault and Response Prevention (SHARP)	12.20	5.50	10.00	16.50	74%
Soldier / Family / Quality of Life Programs	2.87	1.09	2.00	4.66	66%
Strategic Planning	2.08	1.31	1.75	2.30	91%
Total Workforce Management	6.29	1.96	3.40	5.15	100%
Unit / Collective Training	0.87	0.95	1.50	2.05	0%

### 3.2 Priority Results



**Figure 8. Survey Results.**

All personnel were asked to select a priority (0-5) for each of the 55 functions performed by DCS, G-1 and ASA (M&RA). Figure 8 above shows the distribution of survey responses with functions along the x-axis and the frequencies of responses shown as stacked bars. From top to bottom, turquoise bars represent “5” ratings, orange bars represent “4” ratings, purple bars represent “3” ratings, green bars represent “2” ratings, pink bars represent “1” ratings, and blue bars represent “0” ratings. Most functions received fairly high priority ratings from survey respondents. Army Library Program (second bar from the left) garnered the lowest ratings, while Readiness (ninth bar from the right) received the highest.

**Table 3. Survey Results.**

ASA (M&RA)	DCS, G-1	Combined	Functions
2	1	1	Readiness
1	3	2	Strategic Planning
3	4	3	Programming, Budgeting, and Execution
7	2	4	Military Personnel Policy / Management
13	5	5	Military Manpower Management**
9	7	6	Sexual Harassment, Assault and Response Prevention (SHARP)**
8	8	7	Military Pay, Compensation, Benefits, and Incentives
6	9	8	Military Accessions / Recruiting
14	6	9	Military Manpower / Strength Analysis**

ASA (M&RA)	DCS, G-1	Combined	Functions
5	13	10	Total Workforce Management*
10	11	11	Ready and Resilient
17	10	12	Manpower Requirements / Generating Force Analysis*
11	15	13	Force Management
18	12	14	Military Personnel Actions
19	14	15	Military Retention*
15	18	16	Soldier / Family / Quality of Life Programs*
20	17	17	Military Retirement / Transition
24	16	18	Military Personnel Reporting**
12	26.5	19	Reserve Affairs / Total Force Policy*
16	23	20	Military Education / Professional Development*
4	32	21	Army Review Boards*
31	19	22	Human Resources Information Technology
30	20	23	Human Capital Strategy / Human Dimension
27	24	24.5	Military Casualty / Mortuary / Memorial Affairs*
22	28	24.5	Military Equal Opportunity
33	21	26	Current Operations
32	22	27	Human Resources Organizational Structure / Business Processes
29	26.5	28	Personnel Security / Insider Threat / Suitability
23	29	29	Diversity / Inclusion
25	30	30	Civilian Equal Employment Opportunity
21	35	31	Military Health Affairs
28	34	32	Military Individual / Institutional Training
26	37	33	Reserve Component (RC) Mobilization/Demobilization
48	25	34	Army Campaign Plan
37	33	35	Legislative Affairs
36	36	36	Public Affairs / Strategic Communications
34	38	37	Civilian Career Program Management
47	31	38	Human Systems Integration
39	39	39	Civilian / Senior Executive Personnel Policy
38	41.5	40	Civilian Workforce Analysis
42	41.5	41	Civilian / Senior Executive Workforce Management
40	46	42	Civilian / Senior Executive Performance Management
43	43	43	Civilian / Senior Executive Recruiting / Hiring
49	40	44	Civilian / Senior Executive Talent Management
44	47	45	Civilian / Senior Executive Pay, Compensation, Benefits, and Incentives
41	48	46	Civilian / Senior Executive Training, Education Training, Education, and Professional Development*
46	44.5	47	Civilian / Senior Executive Personnel Actions
35	50	48	Army Marketing and Research*
45	51	49	Unit / Collective Training*

ASA (M&RA)	DCS, G-1	Combined	Functions
50	49	50	Civilian Labor-Management Relations
52	44.5	51	Command / Special Programs
51	52	52	Civilian Expeditionary Workforce
54	53	53	Civilian Intern Program
53	54	54	Law Enforcement
55	55	55	Army Library Program**

Priority survey responses by rank are shown in Table 3 filtered by each organization and both organizations combined. This meets the objective of EEA 4, “What is the priority of each function?” Rank was determined by calculating the frequency of scores (0-5) that each function received and then adding those frequencies together. We sorted these totals from largest to smallest and then assigned a number between 1 and 55 based on this sorted list. Any functions with equivalent “scores” received the average of the two rankings. Functions unique to ASA (M&RA) or DCS, G-1 are marked with a “\*” or “\*\*” respectively.

### 3.3 Over- and Under-manned Functions

**Table 4. Over-manned Functions (above low risk).**

Function	Current FTE	Excess FTE	Percentile Rank
Force Management	13.58	5.33	13
Civilian Intern Program	6.51	1.40	53
Human Capital Strategy / Human Dimension	5.3	1.20	23
Total Workforce Management	6.29	1.15	10
Civilian Expeditionary Workforce	3.87	0.63	52
Military Equal Opportunity	4.56	0.46	25
Army Campaign Plan	1.45	0.10	34
Military Casualty / Mortuary / Memorial Affairs	1.08	0.06	24
Reserve Affairs / Total Force Policy	3.65	0.03	19
<b>Total</b>	<b>46.29</b>	<b>10.36</b>	

“Over-manned”, in this case, is defined as the status associated with a current manning level above what was defined as the “low risk” level. Table 4 displays the functions that are currently assessed to be “over-manned”. The priority percentile rank is included for context with respect to the general impact of this circumstance.

It is worth noting that these manning-level determinations are based solely on the management-derived manning risk profiles.

**Table 5. Under-manned Functions (below high risk).**

<b>Function</b>	<b>Current FTE</b>	<b>Shortage FTE</b>	<b>Percentile Rank</b>
Military Manpower Management	6.54	8.02	5
Ready and Resilient	23.4	4.45	11
Civilian / Senior Executive Workforce Management	3.29	2.71	41
Public Affairs / Strategic Communications	7.21	1.38	36
Command / Special Programs	1.77	1.28	51
Civilian / Senior Executive Training, Education Training, Education, and Professional Development	4.38	0.92	46
Civilian Equal Employment Opportunity	14.05	0.60	30
Civilian Workforce Analysis	13.29	0.42	40
Military Personnel Policy / Management	7.71	0.29	4
Civilian / Senior Executive Recruiting / Hiring	5.22	0.16	43
Law Enforcement	1.34	0.11	54
Unit / Collective Training	0.87	0.08	49
<b>Total</b>	<b>89.07</b>	<b>20.42</b>	

Conversely, “under-manned” indicates when a function is currently manned at a level that falls below the “high risk” level defined by the manning risk profiles. Table 5 displays the functions that are currently assessed to be “under-manned”. The total shortage FTE count is almost twice as much as the excess.



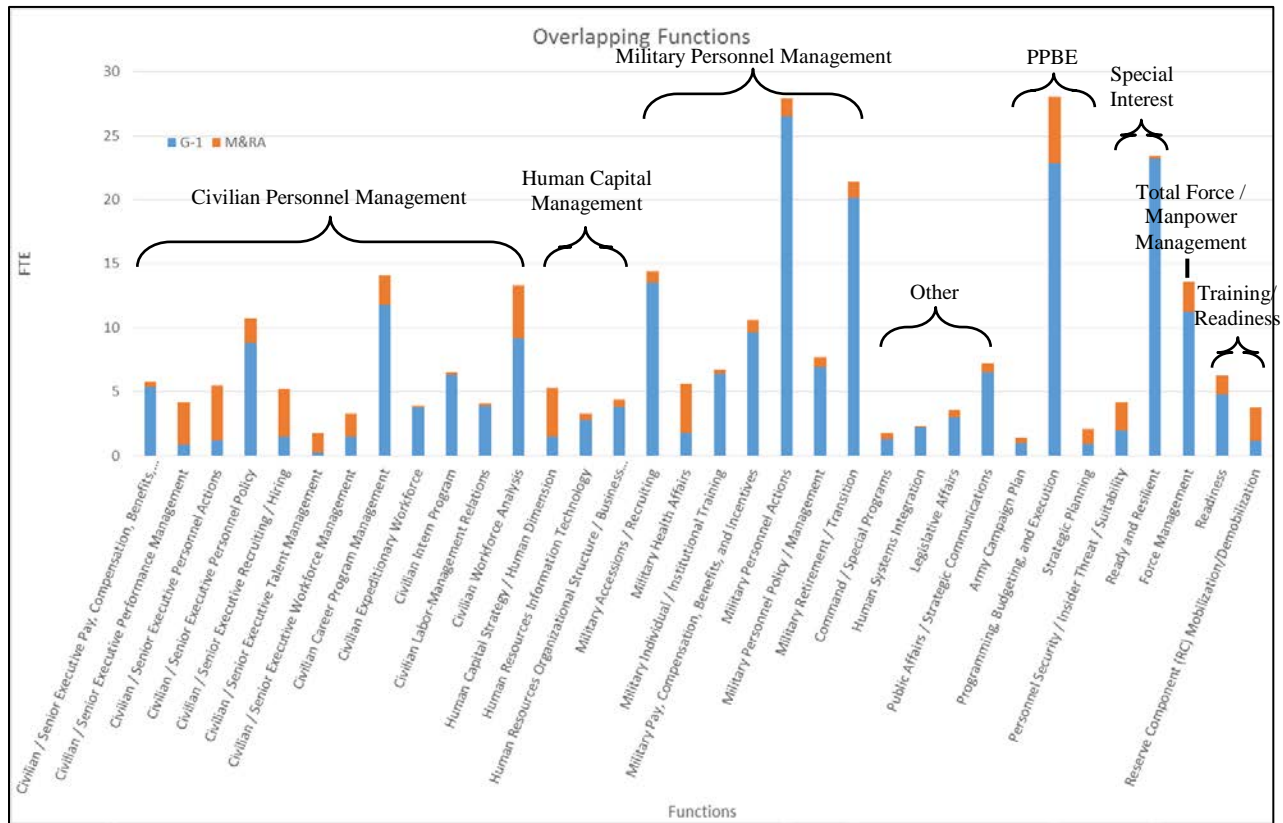
Org	Sub-Organization	FTE	Coverage
M&RA	AMRG	55.74	16.39%
	ARBA	95.95	19.47%
	CLSMO	17.08	0.00%
	CP	5.8	17.68%
	D&L	24.31	23.61%
	M&RA Front Office	1.88	30.56%
	MP/QoL	18.59	20.30%
	SIO	5.17	59.24%
	TRM	19.82	91.97%
	USAMAA	30.96	17.27%
G-1	AG1CP	54.4	21.86%
	ARD	26.2	0.00%
	DMPM	74.17	43.77%
	HSI	6.02	10.73%
	P&R	60.39	44.26%
	SFL	20.17	0.00%
	SHARP	15.75	100.00%
	SIG	10.52	64.43%
	TBAI	32.02	0.75%

**Figure 9. Under-/Over-Manning (Sub-Organizational Level).**

Figure 9 shows the current state of all sub-organizations within DCS, G-1 and ASA (M&RA) that were included in this study. Within these sub-organizations, 15 of the 19 are currently manned at less than moderate risk manning level.

Three sub-organizations, one in ASA (M&RA) (CLSMO) and two in DCS, G-1 (ARD and SFL), do not have enough FTEs to meet their requirements at high risk (highlighted in red). The only sub-organization manned above its low risk level is SHARP (highlighted in green). Notice, when FTEs are rolled up to the sub-organization level in this way, there are fewer under- or over-manned sections than when viewed at the functional level. Based on this fact, we recognize that FTEs can remain within sub-organizations, but be redistributed among internal functions to increase utility and limit the “shake-up” of personnel associated with reallocation of resources.

### 3.4 Overlapping Functions



**Figure 10. Overlapping Functions.**

Overlap exists in 34 of the 55 functions. DCS, G-1 accounts for the majority of FTEs in most overlapping functions. Figure 10 shows the functions with overlap and how many FTEs are assigned to each organization. The functions are grouped by category.

We can explain much of the duality of these functions either as doctrinally required civilian oversight of military organizations, or as the tasks being performed within a given function differ between organizations.

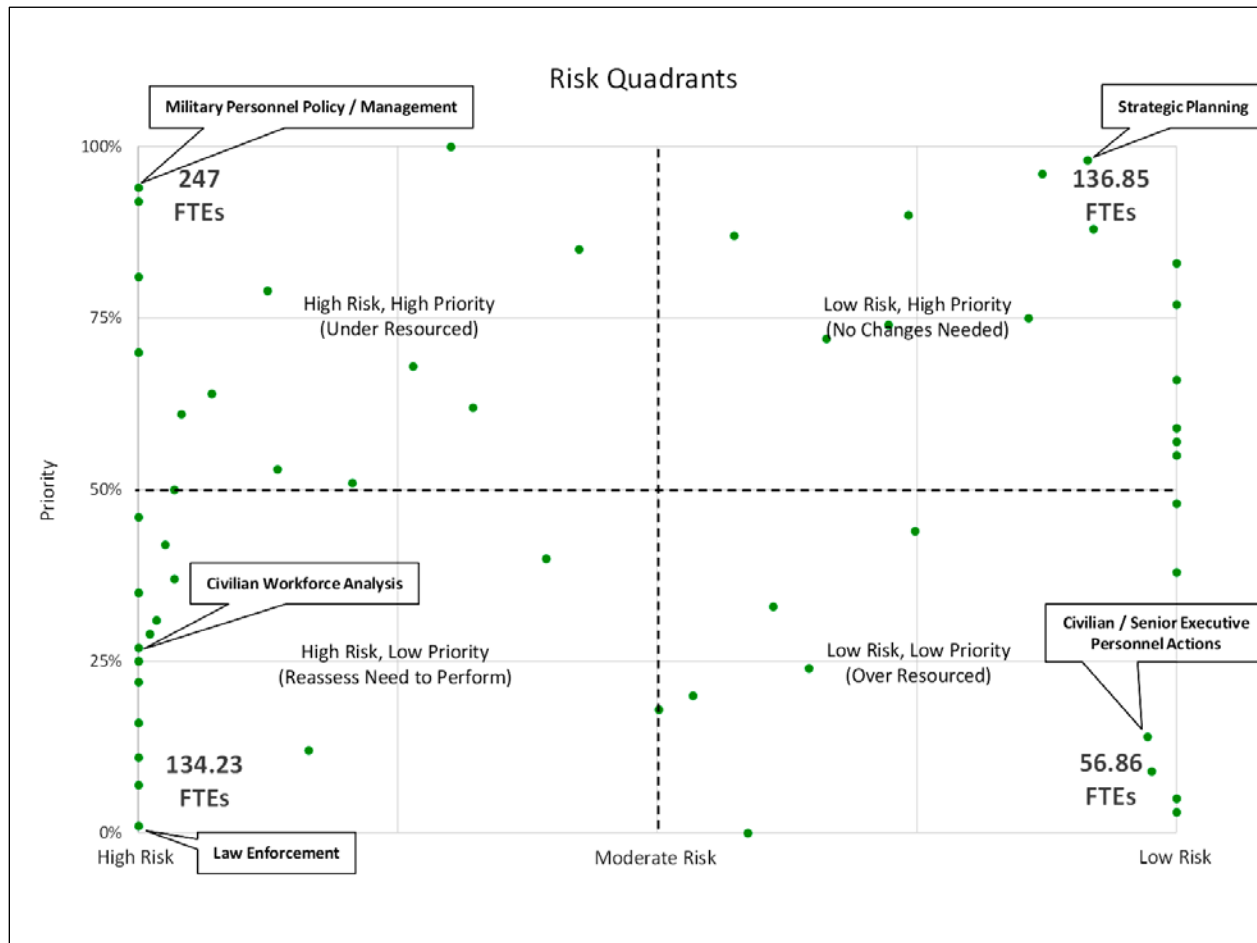
For instances where there is actually a duplication of effort, attention should be paid to determine which organization is actually contributing effectively to a function. This will help to identify opportunities for reassignment of resources.

### 3.5 CAA Analysis

Functions selected to accept risk are those that are the most resourced and the least prioritized. Reduction in risk is focused on functions that are under resourced but have a high priority. Functions that are under resourced and ranked low among other functions should be considered as possible areas of divestment. The argument here is, if we do not consider something to be important, and we are not committing much in the way of manpower to it, do we need to continue doing it?

- Should ASA (M&RA)/DCS, G-1 face additional reductions, consider accepting greater risk in:
  - Civilian Intern Program
  - Civilian Expeditionary Workforce
  - Army Campaign Plan
- Should ASA (M&RA)/DCS, G-1 face additional resources, consider reducing risk in:
  - Military Personnel Policy/Management
  - Military Manpower Management
  - Ready and Resilient
- ASA (M&RA)/DCS, G-1 should consider eliminating/divesting resources allocated to:
  - Army Library Program
  - Law Enforcement
  - Command Special Programs

### 3.6 Risk vs. Priority at the Functional Level



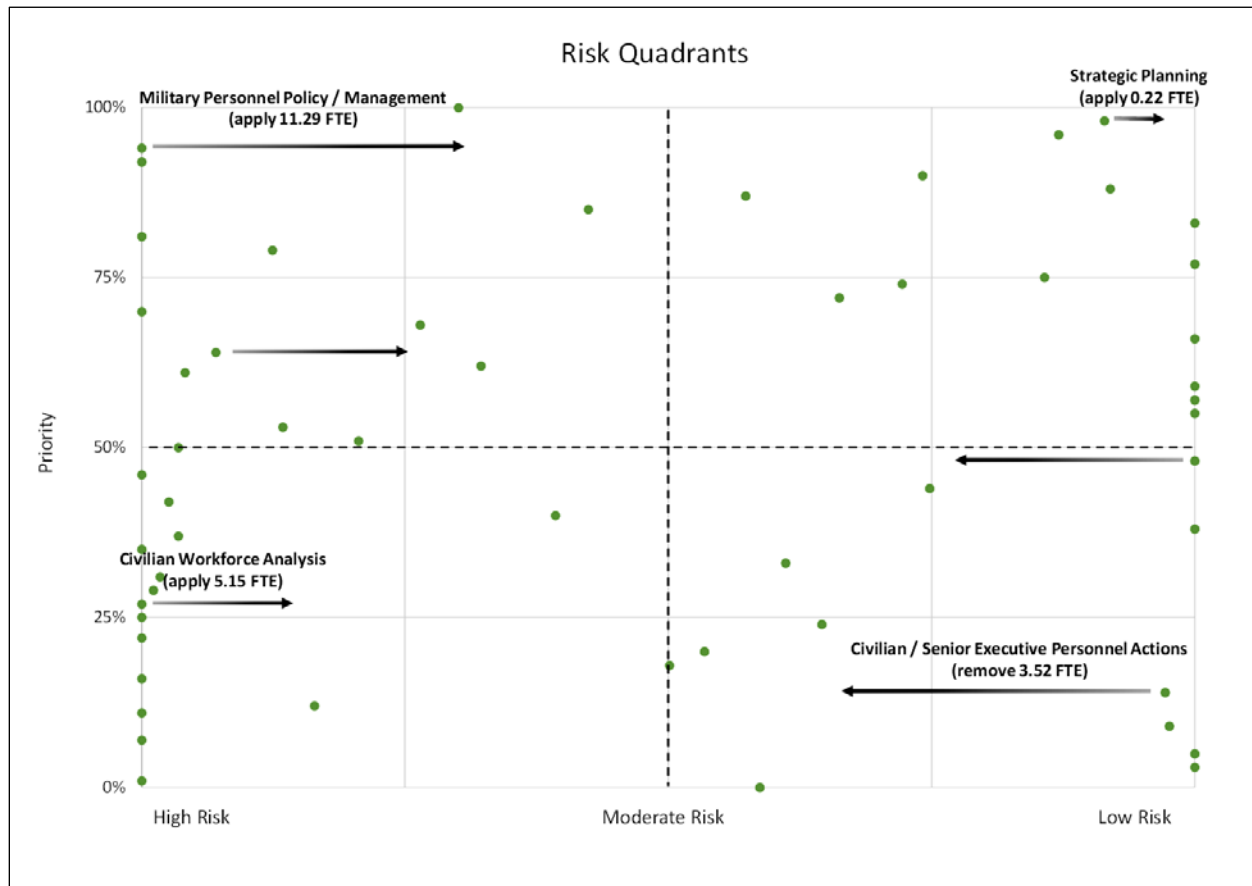
**Figure 11. Risk vs. Priority at the Functional Level.**

Each dot on the Figure 11 chart represents 1 of the 55 functions. We sum manning risk profiles associated with each function to create an aggregate profile. Then we compared the aggregate risk profiles to the sum of all FTEs committed to each function to determine their aggregate coverage or risk level.

The FTE numbers in each corner are the total number of FTEs currently residing in each risk quadrant. Risk quadrants are labeled “Under Resourced”, “Reassess Need to Perform”, “No Changes Needed”, and “Over Resourced” based on the contextual interpretation of the combination of risk and priority factors.

We have called out several of the extreme cases within each quadrant, as they may be points of interest and to demonstrate the capability of the application created in R to display descriptive details about each point upon mouse hover. Additional information about the R app can be found in APPENDIX E.

### 3.7 Optimizing Function Coverage

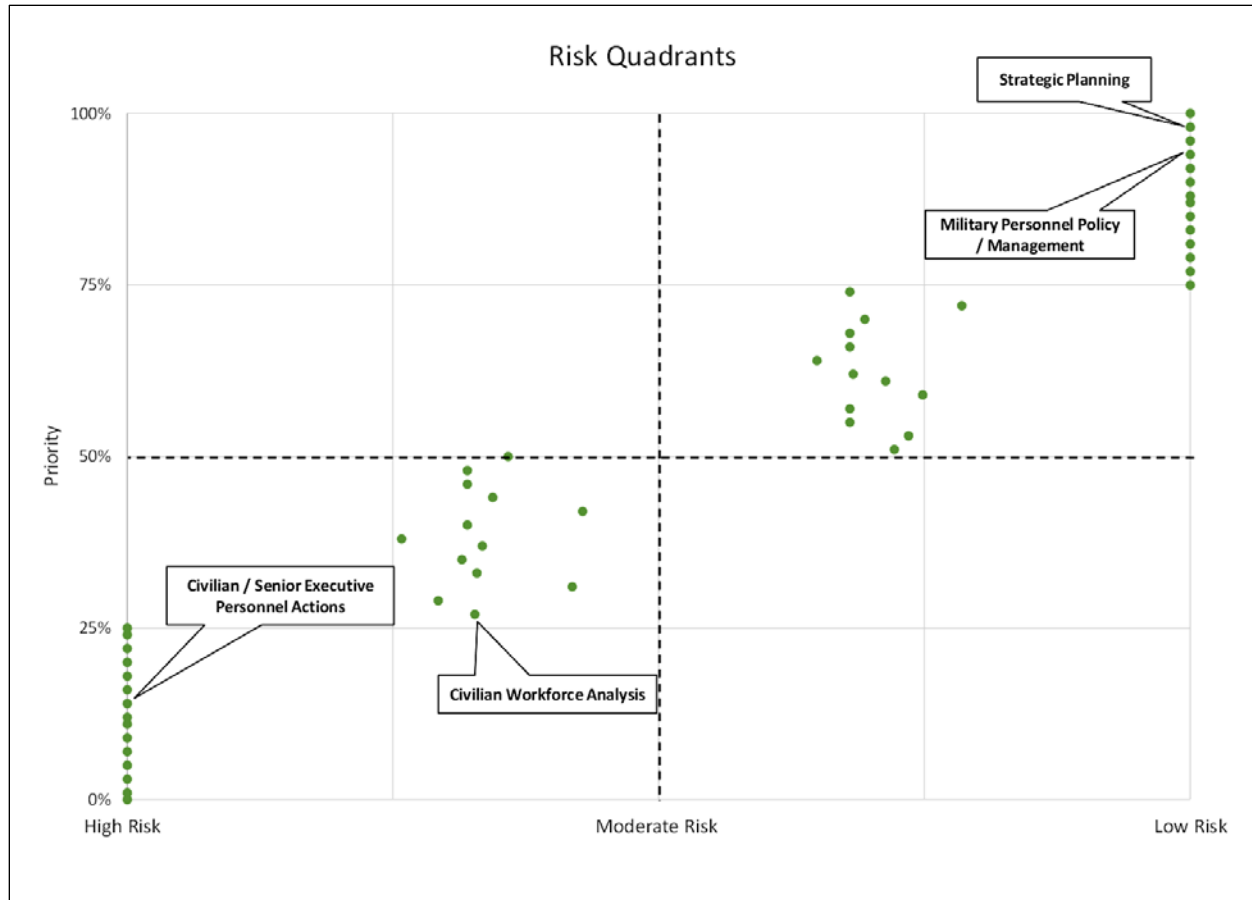


**Figure 12. Optimizing Function Coverage (1 of 2).**

One method for addressing the misallocation of resources, displayed in Figure 12, is according to the following:

- Functions in the bottom quartile by priority (0-25%), the lowest priority functions, are assigned to the high risk level according to the manning risk profile.
- Functions in the next priority quartile (26-50%) are assigned to a constructed “high-moderate risk”. We derived this value by taking 40% of the difference between the low and high risk value of a manning risk profile and adding it to the high risk value for each function.
- Functions in the third priority quartile (51-75%) are assigned to a constructed “moderate-low risk”. We derived this value by taking 60% of the difference between the low and high risk value of a manning risk profile and adding it to the high risk value.
- Functions in the highest priority quartile (75-100%), the highest priority functions, are assigned to the low risk level according to the manning risk profile.

The intention with this methodology is to approach a linear configuration of a functions’ risk to priority. With this arrangement of functions, considerations with respect to functions to divest in or eliminate would be at the bottom left of the chart.



**Figure 13. Optimizing Function Coverage (2 of 2).**

Figure 13 displays the result of the methodology presented on the previous page. The four functions highlighted previously are shown as a demonstration of their final position after the treatment.

To reach this configuration, an additional 132.64 FTEs are required.

### 3.8 Using OCP Data Results for Organizational Change

There are a variety of ways that the OCP data can be used to support future organizational assessments. However, while the quantitative data can be used to provide options for change, humans-in-the-loop, armed with additional information, are still needed. The quantitative data should improve over time with repeated assessments.

The study sponsor was not interested in us providing suggestions for personnel changes. However, we developed several courses of action for analysis to demonstrate what can be done using this type of data.

Strategy 1: At the Sub-organization, Function Level –

Overarching Assumption: No functions are cut and all are minimally manned to the “High Risk” level.

COA 1: Priority Focus: Evenly distribute the remaining 108 FTEs, from highest to lowest priority, without exceeding the low risk manning level

COA 2: Utility Focus: Evenly distribute the remaining 108 FTEs, from highest to lowest marginal increase of the utility factor, without exceeding the low risk manning level.

Strategy 2: At the Function Level –

COA 1: Priority Focus: Evenly distribute the remaining 108 FTEs, from highest to lowest priority, without exceeding the low risk manning level

COA 2: Utility Focus: Evenly distribute the remaining 108 FTEs, from highest to lowest marginal increase of the utility factor, without exceeding the low risk manning level.

Strategy 3: Reduce the size of the workforce –

COA 1: Cut FTEs by 15%-25% by taking from the low ranked, low resourced functions.

COA 2: Review G-1 and ASA (M&RA) for overlapping functions to determine which organization should divest some functions and tasks.

### 3.9 Insights

575 FTE Available*	High Risk	Moderate Risk	Low Risk
Manning Requirement	463	661	875
FTE Excess/Shortage	112	-86	-300
Percent of Requirement	124%	87 %	66%

\* Excludes FTEs for which manning risk profile was not defined.

**Figure 14. Insights.**

Figure 14 displays the total FTE required for the risk levels at the overall aggregate level. Given the current resource strength of ASA (M&RA) and DCS, G-1 (shown in the top left corner of Figure 14), it is not possible to reach the aggregate moderate risk level for all sub-organizations and functions without divesting in some functions and reassigning FTEs. In other words, without increasing manpower, according to the overall manning risk profile, the organization will not be able to reach the moderate risk level.

Utility can be increased by moving FTEs within sub-organizations to higher priority functions.

Quantitative data suggests that utility can be greatly increased with minor shifts in manpower between ASA (M&RA) and DCS, G-1.

The major take-away from the data analysis is, if all functions were to be retained and distributed across the Sub-Organizations as it is now, at the aggregate level, ASA (M&RA )and DCS, G-1 would not be able to reach the moderate risk level. In order to reach the moderate risk manning level, according to the management-defined assessment, an increase in 86 FTEs is needed.

### 3.10 Questions to Ask

After completing this study, there are questions that remain unanswered.

If reported FTEs are outside the management-provided estimate required to execute a given function *and* if FTEs are below the high risk level:

- Is there general acknowledgement that this function is not getting done?
- If the results are satisfactory, is the management-provided estimate accurate?
- If the results are not satisfactory, does the function need to be performed?
- Are there mitigating circumstances allowing the function to be executed such as contract support or Contingency Active Duty for Operational Support (CO-ADOS) personnel not reflected in the Table of Distribution and Allowance (TDA)?

If FTEs are above the low risk level, what indications are there that the management-provided estimate is accurate?

In the future, with a repeated drill using the database to collect data, how does the picture change? Are there new functions to add or delete?



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## **APPENDIX A PROJECT CONTRIBUTORS**

### **A-1 PROJECT TEAM**

Project Director: Elena Krupa

Team Members: Abram Gross (initial study director), Bill Wright, Melissa Wickers




Other Contributors: LTC Tom Deveans, Mike Pannell, Nancy Zoller, Renee Carlucci

### **A-2 PRODUCT REVIEWERS**

Mr. Russell Pritchard, Quality Assurance

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## APPENDIX B REQUEST FOR ANALYTICAL SUPPORT

<b>Performing Division:</b> RA		<b>Account Number:</b> 2015140	<b>FY:</b> 2015
<b>Acronym:</b> ASA(MRA)-OCP		<b>Start Date:</b> 01-Jul-15	<b>Est Compl Date:</b> 12-Nov-15
<b>Title:</b> Assistant Secretary of the Army (Manpower and Reserve Affairs) - Organizational Capacity Planning			
<b>Category:</b> Army Program Resource Analysis			<b>Method:</b> In-house
<b>Sponsor (i.e., DCS-G3) Name:</b> ASA(MRA)		<b>Office Symbol:</b> ASA(M&RA)	
<b>Phone:</b>	<b>E-Mail:</b> jeffrey.p.angers.civ@mail.mil	<b>POC:</b> Mr. Jeffrey Angers	
<b>Resource Estimates:</b>	<b>a. Estimated PSM:</b>	<b>b. Estimated Funds:</b>	
<b>Models to be Used:</b>		<b>Product:</b> Briefing and Report	
<b>Description/Abstract:</b> Request is for analytics to support an organizational design that maximizes execution of functions in support of assigned responsibilities. Functions are prioritized based on the magnitude of contribution toward the mission; valuation metrics are to be defined. Intent is to inform staffing requirements to meet objectives - to include identification of objectives that will or will not be fulfilled at varied staffing levels.			
<b>Study Director/POC Signature:</b> 			<b>Phone:</b> 703-806-5172
<b>Study Director/POC:</b> Mr. Abram A Gross			
<b>PART 2</b>			
<b>Background/Statement of Problem:</b> The Director, Strategic Integration Office, ASA(M&RA) requested analytic support in developing a model that will assist M&RA in determining an effective, efficient organizational structure. The model must account for M&RA functions and associated manning requirements. It must also include a valuation methodology that reflects the importance of functionals and helps to identify any loss in value, to the Army, associated in failing to perform lower-valued functions (in the event of insufficient manning or manpower reductions).			
<b>Scope:</b> Initially, the study will focus on ASA(M&RA) functions and associated manning requirements. Expansion of the study may be necessary to examine related or similar organizations (e.g., HQDA G-1) and consider potential duplication of effort due to functional responsibilities that cross organizational boundaries.			
<b>Issues:</b> 1. Valuation and prioritization of functions may be controversial. 2. Existing function-to-manning methodology needs to be assessed and understood.			
<b>Milestones:</b> 1. Develop a business process map that links organizational breakdown structure to work functions and tasks. 2. Estimate relative values between functions by developing utility functions conditioned on staff composition. 3. Develop a model that assesses alternative organizational designs for varied resource (manning) levels and reports efficiency/effectiveness metrics for comparisons.			
<b>Signature</b>	<b>CAA Division Chief Signature:</b> 		<b>Date:</b> 2 JUL 15
	<b>CAA Division Chief Name:</b> Ms. Renee G Carlucci		
	<b>Sponsor Concurrence Signature:</b> 		<b>Date:</b> 2 JUL 15
	<b>Sponsor Name (COL/DA Div Chief/GO/SES):</b> Jeffrey Angers		

Print Date: 01-Jul-15

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## APPENDIX C ACRONYMS

- (U) AG1CP – Assistant G-1 Civilian Personnel
- (U) AMAG– Army Management Action Group
- (U) AMRG – Army Marketing Research Group
- (U) ARBA– Army Review Boards Agency
- (U) ARD – Army Resiliency Directorate
- (U) ARI – Army Research Institute
- (U) CHRA – Civilian Human Resources Agency
- (U) CLSMO – Civilian Senior Leader Management Office
- (U) COA – course of action
- (U) CO-ADOS – Contingency Active Duty for Operational Support
- (U) CP – Civilian Personnel
- (U) D&L – Diversity and Leadership
- (U) FOA – Field Operating Agency
- (U) FTE – Full-Time Equivalent
- (U) HQDA – Headquarters, Department of the Army
- (U) HRC – Human Resources Command
- (U) HSI – Human Systems Integration
- (U) ASA (M&RA) – Assistant Secretary of the Army, Manpower and Reserve Affairs
- (U) MP / QoL – Military Personnel / Quality of Life
- (U) MSO – Management Support Office
- (U) OCP – Occupational Capacity Planning
- (U) P&R – Personnel and Resources
- (U) PDASA – Principle Deputy Assistant Secretary of the Army
- (U) PPBE – Planning, Programming, Budgeting, and Execution
- (U) SHARP – Sexual Harassment Assault and Response Prevention
- (U) SIG – Strategic Initiatives Group
- (U) SIO – Strategic Integration Office
- (U) TBAI – Technology and Business Architecture Integration
- (U) TDA – Table of Distribution and Allowance
- (U) TRM – Training, Readiness, and Mobilization
- (U) USAMAA – U.S. Army Manpower Analysis Agency

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## APPENDIX D OCP DATABASE USER GUIDE

### HOME PAGE ORIENTATION

The screenshot shows the home page of the ASA(M&RA)-OCP Survey Management System. The interface includes a header with the system name, version (1.0, April 8, 2016), and user information (User ID: elena.c.irupa, Parent Organization: ASA (M&RA), Sub Organization: ARBA). The main content area features a silhouette of a soldier with a rifle against a sunset background, with the text "ASA(M&RA)-OCP Survey Management System". The bottom navigation bar contains buttons for Personnel Input, Priority, Personnel List, Organization Input, New Function / Category, File Maintenance, Reports, Export Survey Data, Help, and Exit. Callout boxes provide instructions for each of these buttons.

**Personnel Input:** This is where you will go to enter the time you spend doing your work.

**Priority:** Here you will assign a priority to each of the functions performed by ASA(M&RA) and DCS,

**Personnel List:** Be sure to check these boxes and ensure that they are displaying your correct information. If there are errors, see **Personnel List** tab.

**Exit:** Clicking this button will close the application.

**Help:** This is where instructions for using this tool are found.

# PERSONNEL INPUT INSTRUCTIONS

**Organizational Capacity Planning Database Management System**  
 User ID: elena.c.krupa  
 Parent Organization: ASA (M&RA)  
 Sub Organization: ARBA  
 Current Survey Loaded: 99  
 Version 1.0, April 8, 2016

**Personnel Input**

(1) Select Category:  
 Internal Operations  
**Other Personnel-Related**  
 Review Boards  
 List Count: 3

(2) Select Functions:  
 FTE  
 Current Operations 0.00  
 Law Enforcement 0.00  
 Legislative Affairs 0.00  
 List Count: 3

Associated Task (s):

Total Hours	Percent (%)	Total FTE
0.0	0.00%	0.00

(3) Enter FTE Here==> 0.00 (4) Update  
 Note: FTE must be between 0 and 1.

Return Home

Personnel Input | Priority | Personnel List | Organization Input | New Function / Category | File Maintenance | Reports | Export Survey Data | Help | Exit

**Step 1:** Select a Category that relates to the work you do. A list of Functions will then appear in the **Select Functions** table.

**Organizational Capacity Planning Database Management System**  
 User ID: elena.c.krupa  
 Parent Organization: ASA (M&RA)  
 Sub Organization: ARBA  
 Current Survey Loaded: 99  
 Version 1.0, April 8, 2016

**Personnel Input**

(1) Select Category:  
 Internal Operations  
**Other Personnel-Related**  
 Review Boards  
 List Count: 3

(2) Select Functions:  
 FTE  
 Current Operations 0.00  
 Law Enforcement 0.00  
 Legislative Affairs 0.00  
 List Count: 3

Associated Task (s):

Total Hours	Percent (%)	Total FTE
0.0	0.00%	0.00

Caution! Total FTE Hours are less than FTE Base Hours  
 (3) Enter FTE Here==> 0.00 (4) Update  
 Note: FTE must be between 0 and 1.

Return Home

Personnel Input | Priority | Personnel List | Organization Input | New Function / Category | File Maintenance | Reports | Export Survey Data | Help | Exit

**Step 2:** Choose a function that relates to work that you do. Once you select a function, a list will appear in the green table, **Associated Task(s)**.



**Note:** Use this list to help better understand what types of activities fall under a given function. You do not need to click on any of the tasks listed in the green table. The FTE entry only applies to the selected function as a roll up of tasks.

Organizational Capacity Planning Database Management System  
Version 1.0, April 8, 2016

User ID: elena.c.krupa  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

Current Survey Loaded: 99

### Personnel Input

(1) Select Category: Internal Operations, **Other Personnel-Related**, Review Boards  
List Count: 3

(2) Select Functions: Current Operations, Law Enforcement, Legislative Affairs  
List Count: 3

FTE: 0.00

FTE Base Hours: 1,740.00

Current Value for Selected Function  
Current Operations  
Hours: 0.00 FTE: 0.00

Total Hours	Percent (%)	Total FTE
0.0	0.00%	0.00

Caution! Total FTE Hours are less than FTE Base Hours

(3) Enter FTE Here====> 0.00 (4) Update

Note: FTE must be between 0 and 1.

Return Home

Personnel Input Priority Personnel List Organization Input New Function / Category File Maintenance Reports Export Survey Data Help Exit

Organizational Capacity Planning Database Management System  
Version 1.0, April 8, 2016

User ID: elena.c.krupa  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

Current Survey Loaded: 99

### Personnel Input

(1) Select Category: Internal Operations, **Other Personnel-Related**, Review Boards  
List Count: 3

(2) Select Functions: Current Operations, Law Enforcement, Legislative Affairs  
List Count: 3

FTE: 0.25

FTE Base Hours: 1,740.00

Current Value for Selected Function  
Current Operations  
Hours: 0.00 FTE: 0.00

Total Hours	Percent (%)	Total FTE
0.0	0.00%	0.25

Caution! Total FTE Hours are less than FTE Base Hours

(3) Enter FTE Here====> 0.25 (4) Update

Note: FTE must be between 0 and 1.

Return Home

Personnel Input Priority Personnel List Organization Input New Function / Category File Maintenance Reports Export Survey Data Help Exit

**Step 3:** Enter the portion of your year (aka FTE\* or Full Time Equivalent) you spend performing work related to the function you selected. The number you enter should be in decimal form and represent the percentage of a year's worth of work (i.e. 30% would be entered as 0.30). Once you enter your FTE decimal, click on the **Update** button.

\*FTE=Full-time Equivalent – A year's worth of work

**Organizational Capacity Planning  
Database Management System**  
Version 1.0, April 8, 2016

Current Survey Loaded: 99

User ID: elena.c.krupa  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

### Personnel Input

**(1): Select Category:**

- Internal Operations
- Other Personnel-Related
- Review Boards

List Count: 3

**(2): Select Functions:**

Function	FTE
Executive Assistant/Officer Duties	0.00
Logistics	0.10
Personnel	0.10
Security	0.00
SES/GO/C3M Leadership Responsibilities	0.00
Staff Action Control Actions	0.00
Training and Professional Development Actio	0.00

List Count: 7

**Associated Task (s):**

- Training Attendance
- PME Attendance
- Internal Training Execution
- Conference Attendance

**FTE Base Hours:** 1,740.00

**Current Value for Selected Function:** Personnel

**Hours:** 174.00    **FTE:** 0.10

**Summary**

Total Hours:	Percent (%):	Total FTE:
1,740.0	100.00%	1.00

**(3): Enter FTE Here====>** 0.00    **(4): Update**

Note: FTE must be between 0 and 1.

Return Home

Personnel Input    **Priority**    Personnel List    Organization Input    New Function / Category    File Maintenance    Reports    Export Survey Data    Exit

**Step 4:** Repeat steps 1 through 3 until you have entered a full FTE (i.e. 100% of the time you spend in a year of work). The boxes in the summary table will turn green when you have fully entered your time.

Now you have completed the **Personnel Input** and you should now enter the **Priority** page using the button along the bottom of the screen or click **Return Home** if you have already completed the **Priority** page.

# PRIORITY INSTRUCTIONS

**Organizational Capacity Planning Database Management System**  
 User ID: elena.c.krupa  
 Parent Organization: ASA (M&RA)  
 Sub Organization: ARBA

Current Survey Loaded: 99  
 Version 1.0, April 8, 2016

### Priority Input (ARBA)

Function (Click function name to view task)      Highest priority - 5

Army Campaign Plan	0 1 2 3 4 5	Clear
Army Library Program	0 1 2 3 4 5	Clear
Army Marketing and Research	0 1 2 3 4 5	Clear
Army Review Boards	0 1 2 3 4 5	Clear
Civilian / Senior Executive Pay, Compensation, Benefits, and	0 1 2 3 4 5	Clear
Civilian / Senior Executive Performance Management	0 1 2 3 4 5	Clear
Civilian / Senior Executive Personnel Actions	0 1 2 3 4 5	Clear
Civilian / Senior Executive Personnel Policy	0 1 2 3 4 5	Clear
Civilian / Senior Executive Recruiting / Hiring	0 1 2 3 4 5	Clear

List Count: 55    Prioritized: 0    Remaining: 55    Show All    Prioritized    Unprioritized

Task List

**Prioritization Guidance**

Priority 5 - Very High Priority: Functions that are most critical/essential to the ASA(M&RA)'s and/or DCS G-1's roles, responsibilities, and missions. (I.e., fully resource; only willing to assume minimal risk).

Priority 4 - High Priority: Functions that contribute to the ASA(M&RA)'s and/or DCS G-1's roles, responsibilities, and missions. (I.e., significantly resource; only will risk).

Priority 3 - Medium Priority: Functions that contribute to the ASA (M&RA)'s and/or DCS G-1's roles, responsibilities, and missions. (I.e., resource; willing to assume moderate risk).

Priority 2 - Low Priority: Functions that contribute to the ASA (M&RA)'s and/or DCS G-1's roles, responsibilities, and mission. (I.e., resource; willing to assume high risk).

Priority 1 - Functions that only indirectly contribute to the ASA (M&RA)'s and/or DCS G-1's roles, responsibilities, and mission. (I.e., resource; willing to assume very high risk).

Priority 0 - No Priority: Function that do not contribute to the ASA (M&RA)'s and/or DCS G-1's roles, responsibilities, and mission. (I.e., do not resource).

Click on **Prioritization Guidance** for instructions on how to complete this form.

### G1 Mission Statement

The DCS G-1 is the principal ARSTAF adviser to the CSA on manpower, human resources and personnel readiness, and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations.

Under the supervision of the ASA (M&RA), for Army manpower, human capital management, human resources and personnel readiness issues, the DCS G-1 develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the implementation of policies, plans and programs.

[Return to previous Screen](#)

### M&RA Mission Statement

The ASA (M&RA) has, as its principal duty, the overall supervision of the manpower and reserve component affairs of the Department of the Army.

The ASA (M&RA) is the principal adviser to the SecArmy for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Collaborating with other human capital enterprise entities, the ASA (M&RA) also has responsibility for providing supervision, oversight, and direction to the Army's total force management, manpower, and workforce management Programs (I.e., Active, Guard, Reserve, Civilian, and Contractor).

[Return to previous Screen](#)

The two **Mission Statement** buttons will display the mission statement of G-1 or ASA (M&RA) and are meant to help you determine how each function relates to the mission Statement of your organization.

## PERSONNEL LIST INSTRUCTIONS

**Organizational Capacity Planning**

User ID: elena.c.krupa  
 Parent Organization: ASA (M&RA)  
 Sub Organization: ARBA

**Personnel List**

Current Users: 767

Name	Organization	Sub Organization	User ID
Abrams, Stacy	ASA (M&RA)	ARBA	stacy.abrams
Abt, Natalie	ASA (M&RA)	ARBA	natalie.h.abt
Adair, Micahel	G-1	DMPM	AdairMS
Adams, John	ASA (M&RA)	AMRG	john.adams16
Adams, Joseph	ASA (M&RA)	AMRG	joe-adams
Agler, John	G-1	SFL	AglerJA
Ahrens, Jennifer	G-1	DMPM	AhrensJM
Alger, Timothy	G-1	DMPM	NOT REPORTED
Allen, Horace	G-1	P&R	AllenJE
Allen, Lorraine	ASA (M&RA)	AMRG	lorraine.allen
Alleyne, Dalton	G-1	P&R	AlleyneJ
Allison, Kathy	G-1	P&R	AllisonTR
Alvaro, Loftstrom	ASA (M&RA)	MP/QoL	NOT REPORTED
Ames, James	ASA (M&RA)	USAMAA	james.ames1
Amodeo, Nicholas	ASA (M&RA)	MP/QoL	AmodeoNC
Amstein, Coleen	ASA (M&RA)	MP/QoL	AmsteinC
Anderson, John	ASA (M&RA)	TRM	AndersonJD

Note: If the information in the top right of your screen is not fully populated, contact your Survey Administrator with your correct Organization and Sub-Organization as well as the "User ID" that is displayed in the top box at the top right of the screen. If any information in this section is incorrect, also contact your Survey Administrator with the correct information.

Personnel Input   Priority   **Personnel List**   Organization Input   New Function / Category   File Maintenance   Reports   Export Survey Data   Help   Exit

If the information at the top right of the Home Page is not complete or incorrect, you will click on this tab. Here you can scroll to your name and see what information is currently stored in the database for you. If your **User ID** is the only thing displayed in the top right box, send **THAT ID** being displayed to your assigned admin for the database. If the **Organization** information is displayed incorrectly, send the correct information to your admin as well.

# ORGANIZATION INPUT INSTRUCTIONS

**Note:** You may select your organization or all organizations to view.

**Step 1:** Select a category that describes the work you do from the list displayed in this box. Once you click on a category, a list of functions within the chosen category should appear in the box to the right.

**Step 2:** Choose a function that relates to work that you do. Once you select a function, the FTEs will appear.

**Step 3, 4, 5:** Enter the Low, Moderate and High Risk factors.

**Step 6:** Click the UPDATE button when done. The FTEs in the function box will refresh. Continue this process until all FTE's are done.

**Organization Input**  
Full Time Equivalent (FTE)

Survey Loaded: 99

User ID: william.k.wright1  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

View:  My Organization  All Organizations

Categories (1): List Count: 37	Functions (2): List Count: 9	FTE's		
		Low	Mod	High
AMRG Internal Operations	Executive Assistant/Officer Duties	1.75	1.25	0.75
AMRG Marketing	Financial Management	1.5	1.1	0.75
ARBA Internal Operations	Information Technology	1.9	1.1	0.75
ARBA Other Personnel-Related	Logistics	1.5	1.1	0.75
ARBA Review Boards	Personnel	4.183	2.114	0.775
CP Civilian Personnel Management	Security	0	0	0
CP Human Capital Management	SES/GO/CSM Leadership Responsibilities	1.25	1	0.75
CP Internal Operations	Staff Action Control Actions	2.122	1.2105	0.525
CP Manpower / Workforce Analysis	Training and Professional Development Actions	1.5915	0.807	0.2625
CP Other Personnel-Related				
CSLMO Civilian Personnel Management				
CSLMO Internal Operations				
CSLMO Other Personnel-Related				

Function:

Full Time Equivalent (FTE):  Low Risk:  Moderate Risk:  High Risk:

Low Risk (3):  Moderate Risk (4):  High Risk (5):  (6):

Moderate must be GREATER than High and Low must be GREATER than Moderate.

Priority Personnel List Organization Input New Function / Category File Maintenance Reports Export Survey Data Help

7/27/2016

# NEW CATEGORY/FUNCTION INSTRUCTIONS

**Organizational Capacity Planning Database Management System**  
Version 1.0, April 8, 2016

User ID: william.k.wright  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

### New Category/Function

Current Survey Loaded: 99

**Current Category List:**

14	Internal Operations	M&RA Front Of
14	Internal Operations	MP/QoL
14	Internal Operations	MSO
14	Internal Operations	P&R
14	Internal Operations	SFL
14	Internal Operations	SHARP
14	Internal Operations	SIG
14	Internal Operations	SIO
14	Internal Operations	TBAI
14	Internal Operations	TRM
14	Internal Operations	USAMAA
15	This is a new Category.	CSLMO

**Current Function List**

- 14-01 SES/GO/CSM Leadership Responsibilities
- 14-02 Executive Assistant/Officer Duties
- 14-03 Training and Professional Development Actions
- 14-04 Staff Action Control Actions
- 14-05 Personnel
- 14-06 Security
- 14-07 Logistics
- 14-08 Information Technology
- 14-09 Financial Management

Select New or Existing Category and Follow the Process Flow.

(1):  New Category  Existing Category

(2): Existing Category: [Empty text box]

(3): Select Organization/Sub Organization This Category Is Assigned:

Organization	Sub Organization
ASA (M&RA)	AMRG
ASA (M&RA)	ARBA
ASA (M&RA)	CSLMO
ASA (M&RA)	D&L
ASA (M&RA)	M&RA Front Office
ASA (M&RA)	MP/QoL
ASA (M&RA)	SIO
ASA (M&RA)	TRM
ASA (M&RA)	USAMAA

(4): Enter The Function Associated With The Selected Category: [Empty text box]

(5):

Personnel Input | Priority | Personnel List | Organization Input | New Function / Category | File Maintenance | Reports | Export Survey Data | Help | Exit

Form View NUM LOCK 3:24 PM 7/28/2016

**Step 1:** Select "Existing Category". Existing Categories are listed in the two boxes to the left.

**Step 2:** Select the existing category.

Access

FILE HOME

Current Survey Loaded: 99

### Organizational Capacity Planning Database Management System

Version 1.0, April 8, 2016

User ID: Parent Organization: Sub Organization:

## New Category/Function

Select New or Existing Category and Follow the RED Arrow

(1):  New Category  Existing Category

(2): Existing Category: Internal Operations

(3): **→** Select Organization/Sub Organization This Category Is Assigned:

Organization	Sub Organization
ASA (M&RA)	AMRG
ASA (M&RA)	ARBA
ASA (M&RA)	CP
ASA (M&RA)	CSLMO
ASA (M&RA)	D&L
ASA (M&RA)	M&RA Front Office
ASA (M&RA)	MP/QoL
ASA (M&RA)	SIO
ASA (M&RA)	TRM
ASA (M&RA)	USAMAA

(4): Enter The Function Associated With The Selected Category:

(5): Save Return Home

Current Category List:

14	Internal Operations	M&RA Front Of
14	Internal Operations	MP/QoL
14	Internal Operations	MSO
14	Internal Operations	P&R
14	Internal Operations	SFL
14	Internal Operations	SHARP
14	Internal Operations	SIG
14	Internal Operations	SIO
14	Internal Operations	TBAI
14	Internal Operations	TRM
14	Internal Operations	USAMAA
15	This is a new Category.	CSLMO

Current Function List

- 14-01 SES/GO/CSM Leadership Responsibilities
- 14-02 Executive Assistant/Officer Duties
- 14-03 Training and Professional Development Actions
- 14-04 Staff Action Control Actions
- 14-05 Personnel
- 14-06 Security
- 14-07 Logistics
- 14-08 Information Technology
- 14-09 Financial Management

Personnel Input Priority Personnel List Organization Input New Function / Category File Maintenance Reports Export Survey Data Help Exit

Form View NUM LOCK 3:28 PM 7/28/2016

The existing category is moved to this box.

Step 3: Select the Organization/Sub Organization performing this function. This is a mandatory entry.

FILE HOME

Access

Current Survey Loaded: 99

**Organizational Capacity Planning Database Management System**  
Version 1.0, April 8, 2016

User ID: william.k.wright1  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

### New Category/Function

Current Category List:

14	Internal Operations	M&RA Front Of
14	Internal Operations	MP/QoL
14	Internal Operations	MSO
14	Internal Operations	P&R
14	Internal Operations	SFL
14	Internal Operations	SHARP
14	Internal Operations	SIG
14	Internal Operations	SIO
14	Internal Operations	TBAI
14	Internal Operations	TRM
14	Internal Operations	USAMAA
15	This is a new Category.	CSLMO

Current Function List

- 14-01 SES/GO/CSM Leadership Responsibilities
- 14-02 Executive Assistant/Officer Duties
- 14-03 Training and Professional Development Actions
- 14-04 Staff Action Control Actions
- 14-05 Personnel
- 14-06 Security
- 14-07 Logistics
- 14-08 Information Technology
- 14-09 Financial Management

Select New or Existing Category and Follow the RED Arrow.

(1):  New Category  Existing Category

(2): Existing Category: Internal Operations

Organization	Sub Organization
ASA (M&RA)	AMRG
ASA (M&RA)	ARBA
ASA (M&RA)	CP
ASA (M&RA)	CSLMO
ASA (M&RA)	D&L
ASA (M&RA)	M&RA Front Office
ASA (M&RA)	MP/QoL
ASA (M&RA)	SIO
ASA (M&RA)	TRM
ASA (M&RA)	USAMAA
ASA (M&RA)	M&RA Front Office

(3): Select Organization/Sub Organization This Category Is Assigned:

(4): Enter The Function Associated With The Selected Category: This is the new function.

(5): Save Return Home

Personnel Input Priority Personnel List Organization Input New Function / Category File Maintenance Reports Export Survey Data Help Exit

Form View NUM LOCK 3:35 PM 7/28/2016

The new function appears after the save button is pressed.

Step 4: Enter the new function.

Step 5: Press the "Save" button.



# EDIT CATEGORY/FUNCTION/TASK INSTRUCTIONS

## EDIT CATEGORY OR FUNCTION

**Organizational Capacity Planning Database Management System**  
Version 1.0, April 8, 2016

User ID: willam.k.wright1  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

Current Survey Loaded: 99

### Category/Function/Task Update

Category/Function:

ID	Organization	Sub Organization	ID	Category Name	ID	Fun	Function Name
99	ASA (M&RA)	AMRG	11	Marketing	11-01		Army Marketing and Research
99	ASA (M&RA)	ARBA	10	Review Boards	10-01		Army Review Boards
99	ASA (M&RA)	ARBA	10	Review Boards	10-01		Army Review Boards
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-01		Law Enforcement
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-01		Law Enforcement
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-06		Legislative Affairs
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-06		Legislative Affairs
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-08		Current Operations
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-08		Current Operations

Task:

ID	Fun	Function Name	ID	Task	AssociatedTasks
10-01		Army Review Boards	10-01-01		Army Board for Correction of Military Records (ABCMR)
10-01		Army Review Boards	10-01-02		Army Discharge Review Board (ADRB)
10-01		Army Review Boards	10-01-03		Army Grade Determination Review Board (AGDRB)
10-01		Army Review Boards	10-01-04		Army Clemency and Parole Board (ACPB)
10-01		Army Review Boards	10-01-05		Disability Review Boards (DRB)
10-01		Army Review Boards	10-01-06		Military Review Boards (MRB) (Multiple)
10-01		Army Review Boards	10-01-07		Interment, Inurement, and Memorialization (II&M) Review Boards (II&MRB)
10-01		Army Review Boards	10-01-08		Review Boards Legal Support (RBLSS)
10-01		Army Review Boards	10-01-09		Review Boards Personnel Management (RBPMS)

Category: Review Boards      Function: Army Review Boards           

Personnel Input    Priority    Personnel List    Organization Input    New Function / Category    File Maintenance    Reports    Export Survey Data    Help    Exit

**Step 1:** Select the category/function. The associated task will be displayed below.

**Step 2:** Update the selected category/function in the yellow area.

**Step 3:** Press the "Update" button when done.

# EDIT TASK

**Organizational Capacity Planning Database Management System**  
Version 1.0, April 8, 2016

User ID: willam.k.wright1  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

Current Survey Loaded: 99

### Category/Function/Task Update

Category/Function:

ID	Organization	Sub Organization	ID	Category Name	ID	Fun	Function Name
99	ASA (M&RA)	AMRG	11	Marketing	11-01		Army Marketing and Research
99	ASA (M&RA)	ARBA	10	Review Boards	10-01		Army Review Boards
99	ASA (M&RA)	ARBA	10	Review Boards	10-01		Army Review Boards
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-01		Law Enforcement
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-06		Legislative Affairs
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-06		Legislative Affairs
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-08		Current Operations
99	ASA (M&RA)	ARBA	13	Other Personnel-Related	13-08		Current Operations

Task:

ID	Fun	Function Name	ID	Task	AssociatedTasks
10-01		Army Review Boards	10-01-01		Army Board for Correction of Military Records (ABCMR)
10-01		Army Review Boards	10-01-02		Army Discharge Review Board (ADRB)
10-01		Army Review Boards	10-01-03		Army Grade Determination Review Board (AGDRB)
10-01		Army Review Boards	10-01-04		Army Clemency and Parole Board (ACPB)
10-01		Army Review Boards	10-01-05		Disability Review Boards (DRB)
10-01		Army Review Boards	10-01-06		Military Review Boards (MRB) (Multiple)
10-01		Army Review Boards	10-01-07		Interment, Inurement, and Memorialization Review Board (IMMRB)
10-01		Army Review Boards	10-01-08		Review Boards Legal Support
10-01		Army Review Boards	10-01-09		Review Boards Records Management

Task: Army Board for Correction of Military Records (ABCMR)

Update    Return to Previous Screen

Personnel Input   Priority   Personnel List   Organization Input   New Function / Category   File Maintenance   Reports   Export Survey Data   Help   Exit

Form View   NUM LOCK   9:01 AM 7/29/2016

**Step 1:** Select the task to update. Make your correction in the yellow area.

**Step 2:** Make your correction here.

**Step 3:** Press the "Update" button when done.

# PERSONNEL MANAGEMENT INSTRUCTIONS

## EDIT EMPLOYEE DATA

**Organizational Capacity Planning Database Management System**  
Version 1.0, April 8, 2016

User ID: william.k.wright1  
Parent Organization: ASA (M&RA)  
Sub Organization: ARBA

Current Survey Loaded: 99

### Personnel Management

Current Users: 865

Para	Line	Name	User ID	Organization	Sub Organization	Privilege	Mana	EDIPI	UIC	Position
800	04	Abrams, Stacy	stacy.abrams	ASA (M&RA)	ARBA	1	No	1072657469		HUM RES SP (MIL)
300	02	Abt, Natalie	natalie.h.abt	ASA (M&RA)	ARBA	1	No	1115419168	W336AA	DEPUTY ABCMR
02		Adair, Michael	AdairMS	G-1	DMPM	1	No	1069085578		POLICY PR OMO C
300	11	Adams, Adams	joe-adams	ASA (M&RA)	AMRG	1	No	1011180520		EVENTS DIRECTOR
300	03	Adams, Adams	john.adams16	ASA (M&RA)	AMRG	1	No	Not Reporte		SPEC MISSIONS RE
03		Agler, John	AglerJA	G-1	SFL	1	No	1147683550		MY ARMY BEN PR
06		Ahrens, Jennifer	AhrensJM	G-1	DMPM	1	No	1041250867		MEDICAL POLICY C
99		Alger, Timothy	NOT REPORTED	G-1	DMPM	1	No	Not Reporte		DOAC (W33602)
02		Allen, Horace	AllenJE	G-1	P&R	1	No	1115218715		ARNG PRGM ANAI
401	08	Allen, Lorraine	lorraine.allen	ASA (M&RA)	AMRG	1	No	1230568606		TECH INFO

User ID: natalie.h.abt    Privilege Code: 1

Paragraph: 300    Line: 02    UIC: W336AA    EDIPI: 1115419168

Last Name: Abt    First: Natalie    MI:

Organization: ASA (M&RA)    Sub Organization: ARBA    Location: Arlington

Position: DEPUTY ABCMR    Grade/Rank: 14

Survey Manager: No

Note: Data highlighted in yellow are mandatory entries.

Buttons: Update, Save, New Employee, Return to Previous Screen

Navigation Bar: Personnel Input, Priority, Personnel List, Organization Input, New Function / Category, File Maintenance, Reports, Export Survey Data, Help, Exit

Taskbar: Windows 7, 11:30 AM 7/29/2016

**Step 1:** Select the record you want to update.

**Step 2:** Update the data here.

**Step 3:** Press the "Update" button when done.

## ADD NEW EMPLOYEE

The screenshot displays the 'Organizational Capacity Planning Database Management System' interface. At the top, it shows the user 'william.k.wright1' with parent organization 'ASA (M&RA)' and sub-organization 'ARBA'. The main section is titled 'Personnel Management' and contains a table of employees. Below the table is a form for adding a new employee, with fields for User ID, Paragraph, Line, UIC, EDIPI, Last Name, First Name, MI, Organization, Location, Position, and Survey Manager. A 'New Employee' button and a 'Save' button are visible on the form. A note at the bottom of the form states: 'Note: Data highlighted in yellow are mandatory entries.'

Name	User ID	Organization	Sub Organization	Privilege	Mana	EDIPI	UIC	Position
Stacy Abrams	stacy.abrams	ASA (M&RA)	ARBA	1	No	1072657469		HUM RES SP (MIL)
Natalie Abt	natalie.h.abt	ASA (M&RA)	ARBA	1	No	1115419168	W336AA	DEPUTY ABCMR
Michael Adams	AdairMS	G-1	DMPM	1	No	1069085578		POLICY PR OMO C
John Adams	joe-adams	ASA (M&RA)	AMRG	1	No	1011180520		EVENTS DIRECTOR
John Adams	john.adams16	ASA (M&RA)	AMRG	1	No	Not Reported		SPEC MISSIONS RE
AglerJA	AglerJA	G-1	SFL	1	No	1147683550		MY ARMY BEN PRG
AglerJA	AglerJA	G-1	DMPM	1	No	1041250867		MEDICAL POLICY C
AglerJA	AglerJA	G-1	DMPM	1	No	Not Reported		DOAC (W33602)
Horace Allen	Horace Allen	G-1	P&R	1	No	1115218715		ARNG PRGM ANAI
Lorraine Allen	Lorraine Allen	ASA (M&RA)	AMRG	1	No	1230568606		TECH INFO

**Note:** Most employees will be assigned the privilege code of 1. Individuals having the authority to make changes to the management data will be assigned a higher code. The higher the code, the more update authority they will have.

**Step 1:** Press the "New Employee" button to clear the fields and enter the data for the new employee.

**Step 2:** Press the "Save" button when done.

If "Yes" is selected, normally the privilege code will be greater than 1.

# SURVEY CONTROL MODULE

The screenshot shows the 'Survey Control Module' interface within the 'Organizational Capacity Planning Database Management System'. The interface includes a header with the system name and version (1.0, April 8, 2016), user information (User ID: william.k.wright1, Parent Organization: ASA (M&RA), Sub Organization: ARBA), and a 'Current Survey Loaded' field set to 99. A table lists survey records with columns for Ctr#, Date, and Selected. A 'New' button is located below the table. A 'Return To Previous Screen' button is also present. A bottom navigation bar contains buttons for Personnel Input, Priority, Personnel List, Organization Input, New Function / Category, File Maintenance, Reports, Export Survey Data, Help, and Exit. The Windows taskbar at the bottom shows the system clock at 3:06 PM on 7/29/2016.

**Survey Control** *Double click below to change survey.*

Ctr#	Date	Selected
99	2/26/2016	Yes
100	2/27/2016	No
101	2/28/2016	No
102	2/29/2016	No
106	3/30/2016	No
107	4/1/2016	No

**Callout 1:** This is a toggle switch. Double click the record to change survey to "Yes". Double click again to change to "No".

**Callout 2:** Click the "New" button to create a new survey number.

**Callout 3:** Click "New" create a new Survey #.

# ADDING A NEW TASK

The screenshot shows the 'Delete/Add A New Task' window of the Organizational Capacity Planning Database Management System. The interface includes a header with the system name and version (1.0, April 8, 2016), user information (User ID: william.k.wright1, Parent Organization: ASA (M&RA), Sub Organization: ARBA), and a 'Current Survey Loaded' field set to 99. The main area is divided into three sections: 'Functions', 'Associated Task', and a 'New Task' input field.

**Step 1: Select the Function.** A callout points to the 'Functions' list, which contains the following items:

ID_Func	Function_Name
10-01	Army Review Boards
13-01	Law Enforcement
13-06	Legislative Affairs
13-08	Current Operations
14-01	SES/GO/CSM Leadership Responsibilities
14-02	Executive Assistant/Officer Duties
14-03	Training and Professional Development Actions
14-04	Staff Action Control Actions
14-05	Personnel
14-06	Security
14-07	Logistics

**Note: Single click to select a task. Double click to delete a task.** A callout points to the 'Associated Task' list, which contains the following items:

ID_Func	Function_Name
13-08-01	Protocol Operations
13-08-02	Medal of Honor Ceremonies
13-08-03	Leadership Engagements

**Step 2: Enter the new task.** A callout points to the 'New Task' input field, which contains the text 'This is a new Task.' and an 'Add' button.

**Step 3: Press the "Add" button to save the new task.** A callout points to the 'Add' button.

At the bottom of the window, there is a navigation bar with buttons for 'Personnel Input', 'Priority', 'Personnel List', 'Organization Input', 'New Function / Category', 'File Maintenance', 'Reports', 'Export Survey Data', 'Help', and 'Exit'. The Windows taskbar at the bottom shows the system time as 1:50 PM on 7/29/2016.

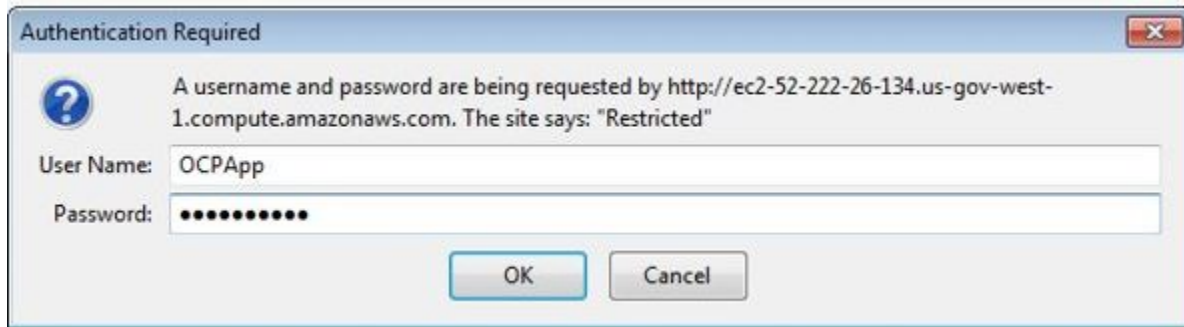
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## APPENDIX E RSHINY APPLICATION

To access the application, enter the URL below.

URL: <http://ec2-52-61-9-65.us-gov-west1.compute.amazonaws.com/shiny/OCPApp/>

Enter Username and Password when prompted.



Username: OCPApp

Password: OCPapp2017

Once entered, the web application will open to the homepage. On the homepage, the Study Purpose and the Mission Statements for ASA (M&RA) and DCS, G-1 are present.

**ASA M&RA and G-1 OCP**

**Dashboard Home**

- Personnel
- Priority
- Organizational Map
- Functional View
- Summary

### ASA(M&RA) and G-1 Organizational Capacity Planning (OCP)

**Study Purpose**

The Center for Army Analysis (CAA) was tasked to conduct an independent assessment on the current state of ASA(M&RA) and G-1 Manpower

**ASA(M&RA) Mission Statement**

The ASA(M&RA) has, as its principal duty, the overall supervision of manpower and reserve component affairs of the Department of the Army.

The ASA(M&RA) is the principal adviser to the SecArmy for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Collaborating with other human capital enterprise entities, the ASA(M&RA) also has responsibility for providing supervision, oversight, and direction to the Army's total force management, manpower, and workforce management programs (i.e., Active, Guard, Reserve, Civilian, and Contractor).

Responsible for setting the strategic direction for and ensuring Army policies, plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness, Reserve Affairs and Army protection are executed consistent with law, regulation and policy.

**G-1 Mission Statement**

The DCS G-1 is the principal military advisor to the ASA(M&RA) for manpower, human capital management, human resources and personnel readiness.

The DCS G-1 is the principal ARSTAF adviser to the CSA on manpower, human resources and personnel readiness, and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations.

Under the supervision of the ASA (M&RA), for Army manpower, human capital management, human resources and personnel readiness issues, the DCS G-1 develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the implementation of policies, plans and programs.



The sidebar on the left-hand side of the page directs traffic to appropriate pages.

ASA M&RA and G-1 OCP

### ASA(M&RA) and G-1 Organizational Capacity Planning (OCP)

**Study Purpose**

The Center for Army Analysis (CAA) was tasked to conduct an independent assessment on the current state of ASA(M&RA) and G-1 Manpower

**ASA(M&RA) Mission Statement**

The ASA(M&RA) has, as its principal duty, the overall supervision of manpower and reserve component affairs of the Department of the Army.

The ASA(M&RA) is the principal adviser to the SecArmy for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Collaborating with other human capital enterprise entities, the ASA(M&RA) also has responsibility for providing supervision, oversight, and direction to the Army's total force management, manpower, and workforce management programs (i.e., Active, Guard, Reserve, Civilian, and contractor).

Responsible for setting the strategic direction for and ensuring Army policies, plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness, Reserve Affairs and Army protection are executed consistent with law, regulation and policy.

**G-1 Mission Statement**

The DCS G-1 is the principal military adviser to the ASA(M&RA) for manpower, human capital management, human resources and personnel readiness.

The DCS G-1 is the principal ARSTAF adviser to the CSA on manpower, human resources and personnel readiness, and assists the CSA in acting as the agent of the SecArmy in carrying into effect approved plans and recommendations.

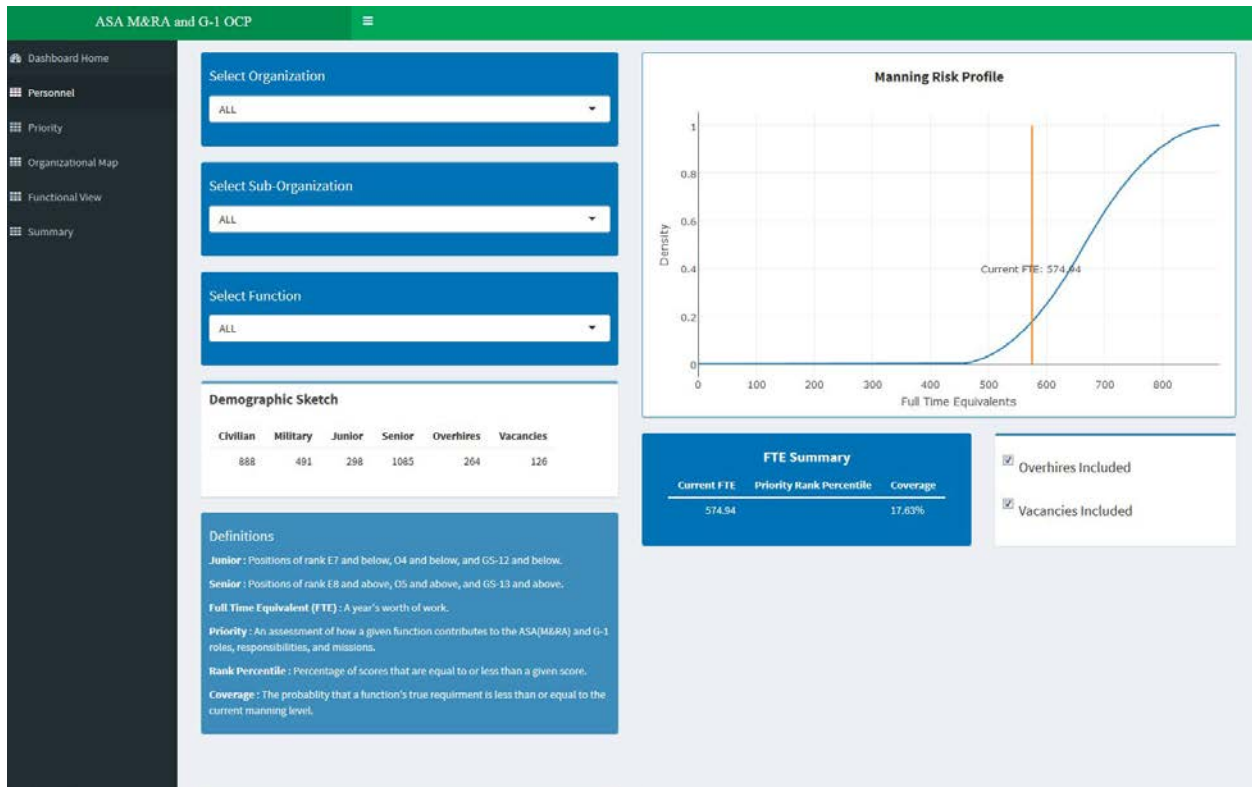
Under the supervision of the ASA (M&RA), for Army manpower, human capital management, human resources and personnel readiness issues, the DCS G-1 develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the implementation of policies, plans and programs.

Click on an icon to view preferred page.

- Dashboard Home
- Personnel
- Priority
- Organizational Map
- Functional View
- Summary

## Personnel Page

Click on the Personnel tab in the sidebar. Once clicked, the Personnel Page will look as follows.



The user can choose which Organization, Sub-Organization and Function will be graphically represented by selecting from each of the drop down boxes shown below. The page also shows the current FTE, priority rank percentile, coverage, and a demographic sketch for each.

This image shows a close-up of the three filter sections from the Personnel Page. Each section consists of a blue header with the filter name and a white dropdown menu with a downward arrow. The 'Select Organization' dropdown is set to 'ALL'. The 'Select Sub-Organization' dropdown is also set to 'ALL'. The 'Select Function' dropdown is set to 'ALL'.

The current FTE automatically accounts for overhires and vacancies based on the selection above. Uncheck each box, shown below, to view the current FTE without overhires, vacancies, or both.

### FTE Summary

Current FTE	Priority Rank Percentile	Coverage
574.94		17.63%

- Overhires Included
- Vacancies Included

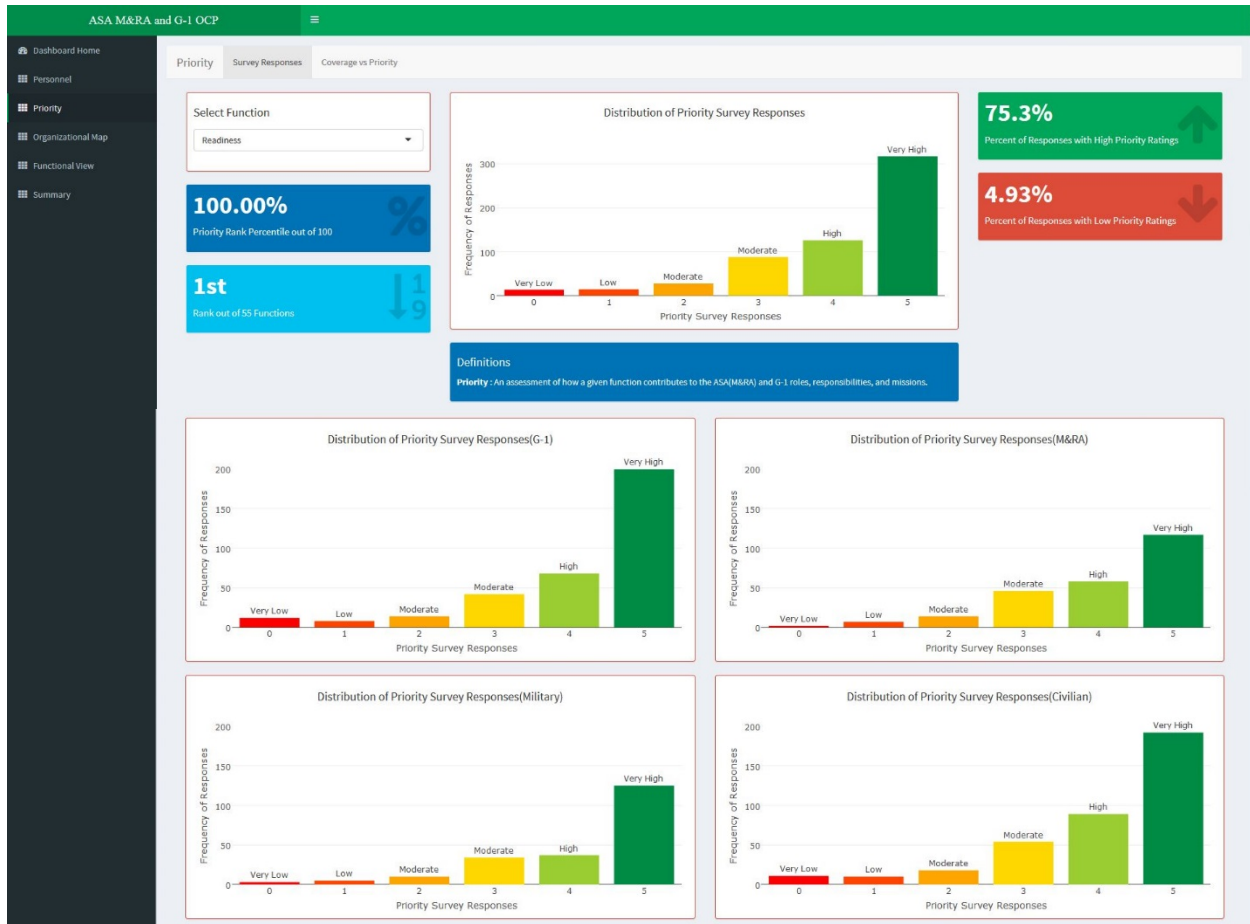
The demographic sketch depicts how many civilian and military positions are in each Organization, Sub-Organization, or Function based on the selection above. Then, it is broken down into rank, overhires, and vacancies.

### Demographic Sketch

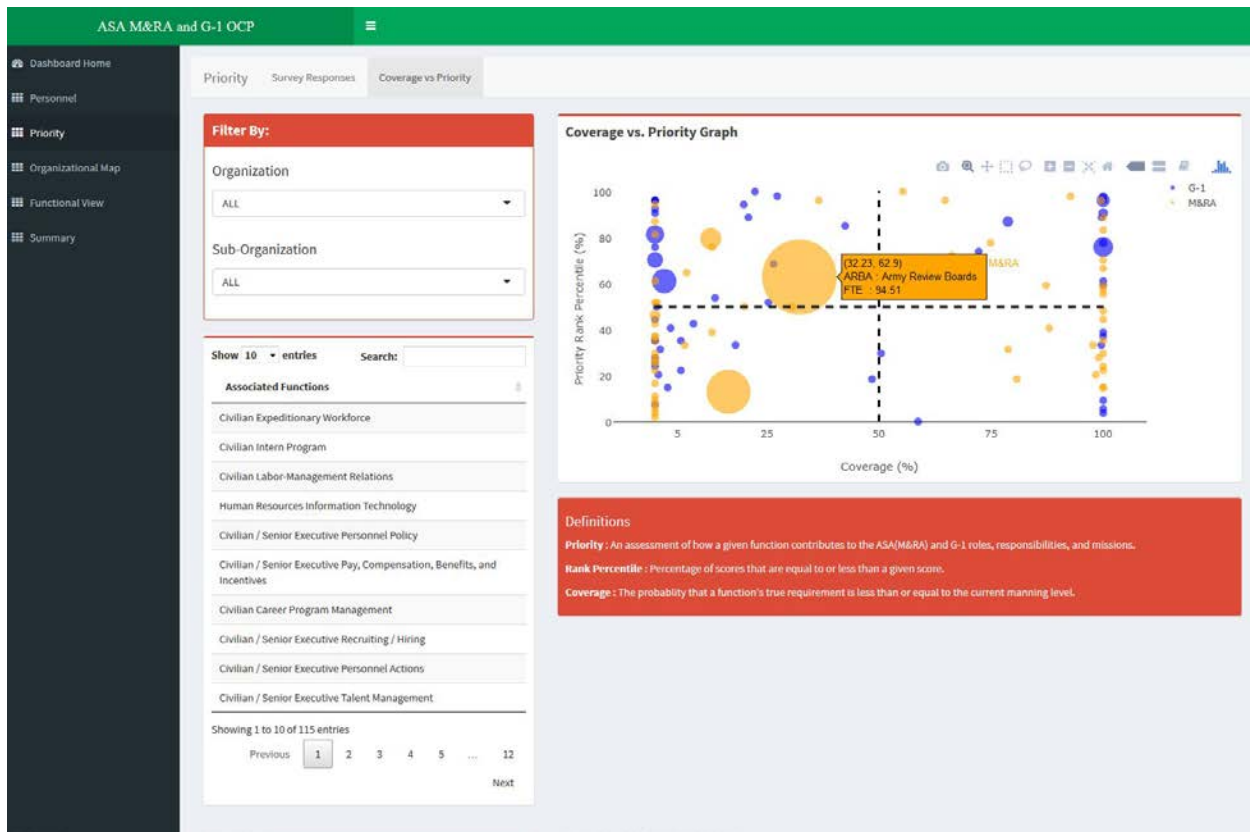
Civilian	Military	Junior	Senior	Overhires	Vacancies
888	491	298	1085	264	126

## Priority Page

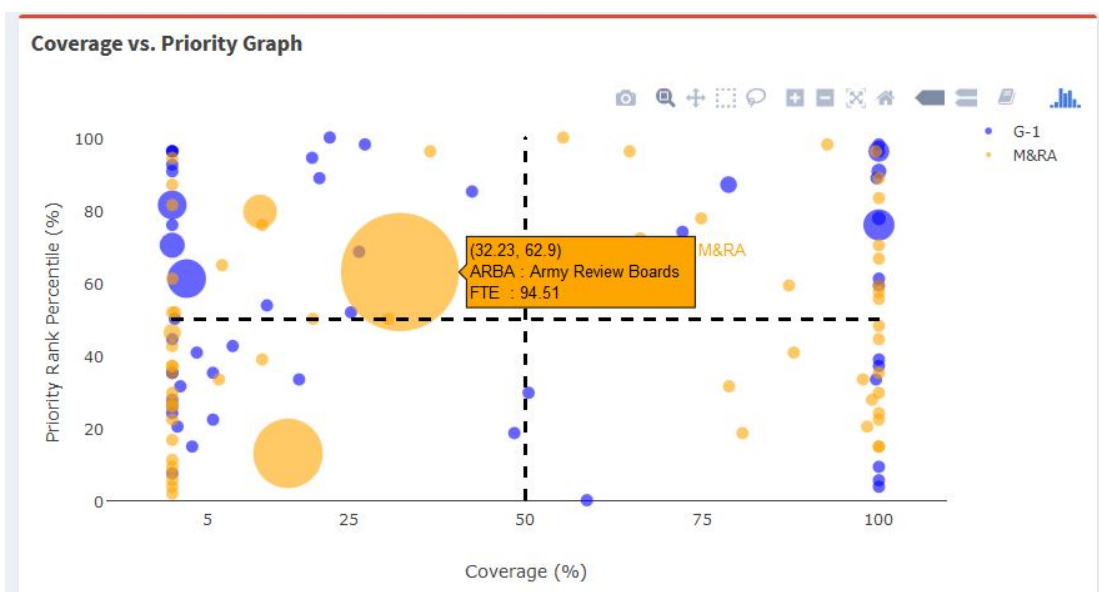
Click on the Priority tab in the sidebar. The page will appear as below. The user selects a function in the top left drop-down box to view the Distribution of Priority Survey responses. Each graph represents a different demographic. The top graph represents the survey responses as a whole, while the bottom graphs represent ASA (M&RA)/G-1 and Military/Civilian responses separately.



By selecting the Coverage vs. Priority tab at the top of the page, it switches over to show a bubble chart of the coverage vs. priority for each function. The graph can also be filtered by Organization and Sub-Organization.

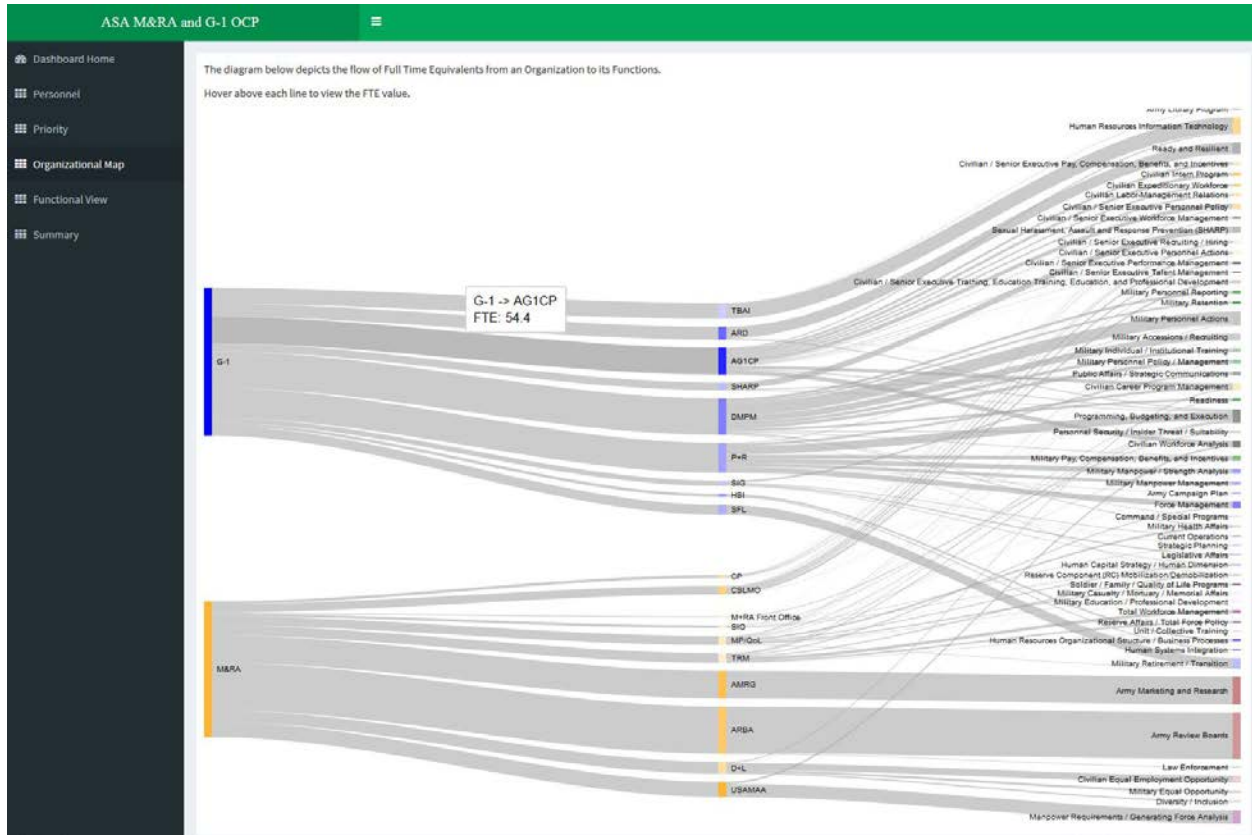


Hovering over each bubble allows the user to see a breakdown of each function. The breakdown shows what Function is selected and the corresponding FTEs currently assigned to it.



## Organizational Map Page

By selecting the Organizational Map tab in the sidebar, a Sankey Diagram, which depicts the flow of FTEs from an Organization to its Sub-Organizations and then the Functions each performs, is available. Hovering over the diagram allows the user to see the FTE value at any given point.



## Functional View Page

The Functional View page gives an overview of each function selected from the drop-down menu at the top left. By clicking on a Sub-Organization from the orange or blue boxes at the bottom left, the user is able to view the associated tasks and assigned positions of a given function. A static table listing all functions by rank is shown in the large green table.

**ASA M&RA and G-1 OCP**

**Function Information / Breakdown**  
 Select Function:

**Priority Rank Percentile Gauge**  
 Score: 100  
 Score in the range of [0, 33.32]: **Low Priority**  
 Score in the range of [33.33, 66.65]: **Medium Priority**  
 Score in the range of [66.66, 100]: **High Priority**  
**1st**  
 Rank out of 55 Functions

**Rank of All Functions**  
 Show 10 entries | Search:

Function	Rank
Readiness	1
Strategic Planning	2
Programming, Budgeting, and Execution	3
Military Personnel Policy / Management	4
Military Manpower Management	5
Sexual Harassment, Assault and Response Prevention (SHARP)	6
Military Pay, Compensation, Benefits, and Incentives	7
Military Accessions / Recruiting	8
Military Manpower / Strength Analysis	9
Total Workforce Management	10

Showing 1 to 10 of 55 entries | Page 1 of 6

**ASA (M&RA)**  
 Sub-Organization:  | FTE:  | Coverage:   
 TRM: 1.53 | 55.31%  
 Click on a Sub-Organization to view associated tasks and positions.

**DCS G-1**  
 Sub-Organization:  | FTE:  | Coverage:   
 DMPM: 4.77 | 22.30%  
 Click on a Sub-Organization to view associated tasks and positions.

**Associated Tasks**

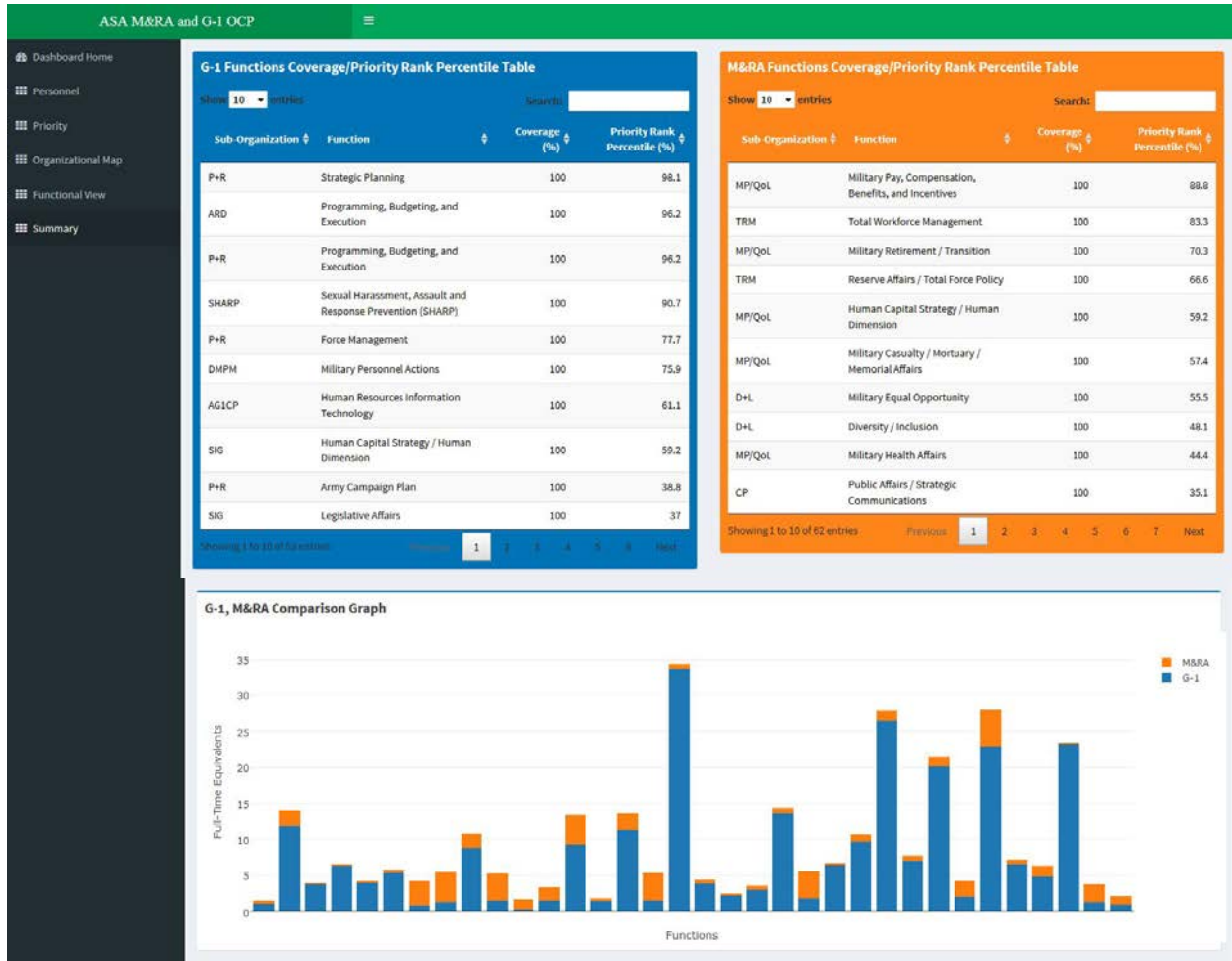
Sub-Organization	G-1 Tasks
DMPM	HQDA AC Manning Guidance
DMPM	Army Strategic Readiness Update (ASRU)
DMPM	Deployment Personnel Policy (AR 614-30)
DMPM	Personnel Readiness Policy (AR 614-200, 600-8-11, 600-8-101)
DMPM	Strength and non-deployable trend analysis
DMPM	QRRC/JFR/ASRA

**Associated Positions**

Position Title	Paragraph	Line	Vacant
CHIEF TRAINING	600E	1	NO
INT POL OFF	600B	4	NO
OPS OFF	600	4	NO
SMDR PH SPEC	600E	4	NO
ARMY RETENTION SGM	600B	9	NO
AV WO CAREER DEV	600Z	99	NO
JOINT POLICY OFFICER	600D	11	NO
ASSIGN POLICY SPEC	600C	7	NO
CHIEF ACCESSIONS	600A	1	NO

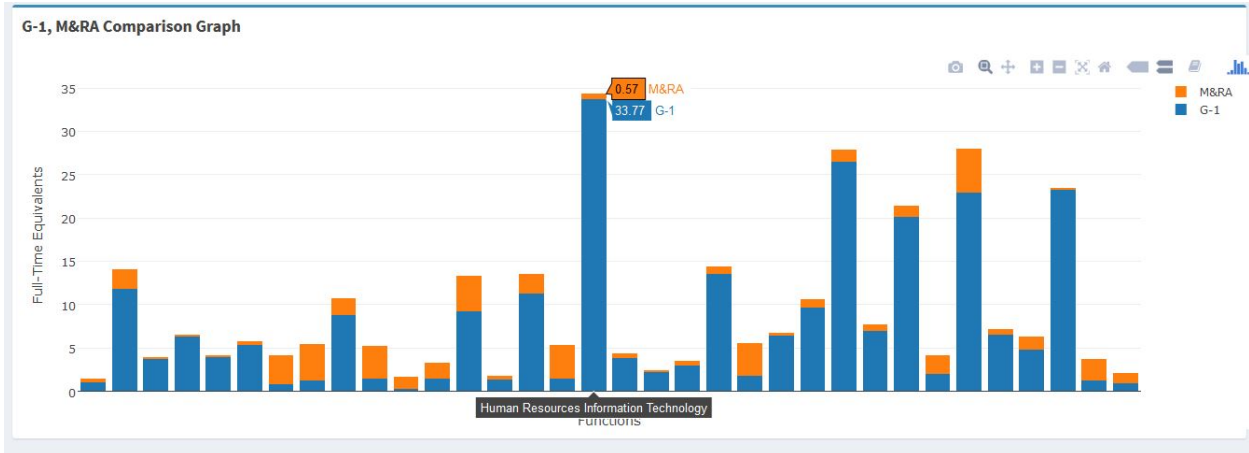
## Summary Page

On the Summary page, functions performed by each sub-organization within G-1 and ASA (M&RA) are shown along with their current coverage and priority rank percentile. The graph at the bottom compares FTEs of each function that is common between ASA (M&RA) and DCS, G-1.





When hovering over the bar graph, the Function and the corresponding FTE in each Organization are displayed.



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