



Department of Defense
Defense Commissary Agency
Fort Lee, VA 23801-1800

DIRECTIVE

Manpower Management

DeCAD 70-23
June 25, 2007

FPO: Resource Management
OPR: HQ DeCA/RMBM

- References:
- (a) DoDD 5105.55, "Defense Commissary Agency (DeCA)," November 9, 1990
 - (b) DoDD 1100.4, "Guidance for Manpower Management," February 12, 2005
 - (c) DoDD 5100.73, "Major Department of Defense Headquarters Activities," June 5, 2001
 - (d) DoDI 8260.03, "Organizational and Force Structure Construct (OFSC) for Global Force Management (GFM)," August 23, 2006
 - (e) DoDI 7730.64, "Automated Extracts of Manpower and Unit Organizational Element Files," December 11, 2004

1. PURPOSE

This Directive provides the guidance on manpower management in accordance with Department of Defense Directives (DoDD) and Instructions (DoDI) references (a) through (e). The Office of the Chief Financial Executive (CFE) has primary responsibility for the Defense Commissary Agency (DeCA) manpower management. This directive will be supplemented by a DeCA manual detailing specific guidance, actions, and requirements to be followed by each functional process owner (FPO)/staff office, regional office, zone, central distribution center, central meat processing plant, and commissary.

2. APPLICABILITY

This Directive applies to DeCA and its subordinate activities, hereafter referred to as "DeCA."

3. POLICY

3.1. Guiding Principles. DeCA was established on October 1, 1991, and its mission is to operate an efficient and cost effective commissary system to provide a non-pay benefit, which improves the quality of life of our patrons and enhances military readiness and the retention of quality personnel.

3.1.1. Manpower requirements are driven by workload and shall be established at the minimum levels necessary to accomplish mission and performance objectives. DeCA will be

organized to promote efficient and effective operations, optimize personnel utilization, and maintain a high level of productivity and morale.

3.1.2. DeCA requires a multi-skilled, flexible, diverse, and adaptable workforce that can be easily expanded or contracted to meet the market needs. Managers must be able to adjust the size of their staff as business process changes dictate. In order to compare favorably with the private sector, efficiencies must be achieved at all personnel levels through developing a multi-skilled workforce. Development and retention of individuals with managerial, technical, executive, and leadership skills continues to be part of the Agency's strategic plan. Manpower savings will be identified through continuous reengineering efforts that reduce overhead costs through process improvements and changes in workload.

3.2. Manpower Management. DeCA manpower management shall be governed by DoD guidelines and be within fiscal limits consistent with congressional direction, Office of the Secretary of Defense (OSD) and Office of Management and Budget (OMB) policies, budget submissions, and the DeCA Strategic Plan. DeCA's manpower allocations will represent an effective and efficient use of resources to meet mission requirements.

3.2.1. Managers will ensure optimal use of personnel that is supported by performance measures.

3.2.2. Authorizations will be funded and managed as "above store level" and "store level" for the Agency.

3.2.2.1. Above store level authorizations will be uniquely identified by organization assignment, grade/pay schedule, job series, part-time/full-time, position title, and employee name (when encumbered). Above store level manpower may be realigned as necessary to support strategic planning initiatives or special projects identified by the DeCA Director as critical mission workload.

3.2.2.2. Store level authorizations will also be uniquely identified by organization assignment, grade/pay schedule, job series, part-time/full-time, position title, and employee name (when encumbered). Manpower resources will be adjusted to support the strategic plan, special projects, funding levels, and workload trends as requested by the region director and validated by the CFE.

4. RESPONSIBILITIES

4.1. Chief Financial Executive. The Office of the CFE is designated by the DeCA Director as the authority for manpower management. This includes ensuring DoD policy and guidelines are followed and implemented. The CFE delegates the office of primary responsibility to the Budget and Manpower Directorate (RMB). Some responsibilities include:

4.1.1. Serving as the principal advisor to the DeCA Director on all matters pertaining to changes in the manpower program.

4.1.2. Determining and allocating manpower authorizations annually based on application of manpower standards, new and unique missions, reengineering initiatives, organizational changes, and HQ DeCA budget manpower ceilings. Manpower will be measured and allocated in units of full-time equivalents (FTE). A single FTE will normally be equated to 2080 or 2088 manhours per fiscal year and consistent with OMB and DoD guidance. New manpower requirement requests for above store level activities will be reviewed for determination of need and funding source by the Corporate Governance Board (CGB), which will either deny or recommend approval of authorization(s) to the Executive Steering Council.

4.1.3. Preparing DeCA instructions on the establishment and maintenance of manpower authorizations.

4.1.4. Maintaining a current manpower data system. The manpower data system will account for all manpower resources (to include active military, DoD civilian, contract, and host-nation support). This system should document all manpower authorizations and follow the guidance in references (d) and (e).

4.1.5. Determining the manpower mix criteria and DoD function codes in coordination with respective process owners for each authorization.

4.1.6. Preparing manpower reports as required by DoD directives/instructions for submission to OSD.

4.1.7. Coordinating on all above store and store level management Requests for Personnel Action to ensure it is against an authorized position.

4.1.8. Reviewing and staffing concept plans and proposals for changes in organization and/or functions, to include manpower cost estimates, and provide recommendations to the Director, DeCA or the Chief Operating Officer for approval/disapproval.

4.1.9. Assigning, establishing, coordinating, and maintaining the DeCA organization code structure.

4.1.10. Establishing and maintaining the DeCA organization chart (wiring diagram).

4.1.11. Establishing and maintaining the DeCA Mission and Functions Guidebook for the Agency. This Guidebook will reside on *www.commissaries.com*.

4.2. Functional Process Owners, Staff Office Chiefs, and Region Directors will:

4.2.1. Follow policy and procedures published by the RMB regarding manpower management of their respective resources.

4.2.2. Coordinate all known workload/staffing requirement increases/decreases/realignments with RMB for proper annotation in the manpower data system and to ensure appropriate budget adjustments.

4.2.3. Present, justify, and defend the need for additional manpower requirements with the associated funding impact to the CGB for review.

4.2.4. Provide proposed organization changes and realignments to RMB for coordination/processing. Organization changes should be kept to a mission essential minimum. An organization change is a proposal to alter or adjust any organizational element, as shown on DeCA's organization chart, such as:

4.2.4.1. Addition or elimination of an organizational element reflected on the organization chart or merge with another organizational element.

4.2.4.2. Transfer of a function or manpower authorization(s) from one organizational element to another element.

4.2.4.3. Combination, division, or addition of new sub-organizations, such as sections, teams, or offices.

5. ACCESSIBILITY

This Directive is approved for release and is available on www.commissaries.com.

6. EFFECTIVE DATE

By order of the Director, DeCA this Directive is effective immediately.

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J. T. Kinsey
Director, HQ Operations