



## DECA DIRECTIVE 70-23

# Manpower Management

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**Originating Component:** Resource Management Directorate

**Effective:** April 28, 2017

**Releasability:** Unlimited. This directive is approved for public release and is located on DeCA's internet website at [www.commissaries.com](http://www.commissaries.com).

**Reissues and Cancels:** DeCA Directive 70-23, Manpower Management, June 2007

**Approved by:** Timothy C. Ford  
Chief, Administration Division

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**Purpose:** This directive establishes policy for maintaining effective manpower management within DeCA.

- This Directive provides guidance on manpower management in accordance with (IAW) Department of Defense Directives (DoDD) and Instructions (DoDI).
- The Director, Resource Management Directorate/Chief Financial Officer, establishes policy, assigns roles and responsibilities, and provides instruction for maintaining effective Manpower Management within Defense Commissary Agency (DeCA). This directive contains internal management control provisions that are subject to evaluation and testing as required by DeCAD 70-2.
- 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, area office, zone, central distribution center, central meat processing plant, and commissary.

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## Section 1: General Issuance Information

**1.1. APPLICABILITY.** This directive implements DoDD 1100.4, Guidance for Manpower Management, and establishes civilian manpower management guidance for DeCA activities.

### 1.2. POLICY.

a. DeCA Manpower Management shall be conducted IAW United States Code (USC), DoD policy, regulations, and other governing instructions. Manpower management is the process by which managers assign duties and responsibilities to positions to maximize the efficient use of employees. It is an essential part of the managerial process by which efficient organizations are designed and an important factor in allocating manpower resources. It ensures efficient distribution of staff resources and identifies, prevents, and eliminates unnecessary organizational fragmentation.

(1) Manpower requirements are driven by workload and shall be established at the minimum levels necessary to accomplish the activity's mission. Resources shall be distributed in an equitable and efficient manner to support the activity's mission.

(2) Requirements may exceed current available manpower. Each new mission and each new manpower requirement must be carefully evaluated and justified. Leaders must establish priorities, eliminate unnecessary tasks or procedures, and actively seek to eliminate nonessential missions and identify areas of decreasing workload from which to transfer manpower in order to satisfy new or changing requirements.

b. DeCA's objective is to establish an organizational structure to improve lines of communication, increase efficiency and effectiveness, and improve support both horizontally and vertically within the Agency. Defining the missions, functions, and tasks assigned by higher authority to an activity is the primary focus in the manpower process.

(1) Organizational Structure: DeCA's Workforce Engineering Division (WED) will organize, plan, lead, and control manpower resources within DeCA with the overall aim of achieving its objectives in the best organizational structure to meet the mission, functions, and tasks assigned by DoD.

(2) Naming Convention: The Agency taxonomy (organizational hierarchy) specifies the organization's approved naming convention.

(3) Reorganization: DeCA defines reorganization as the planned elimination, addition, or redistribution of an organization's functions or duties. A manpower endorsement to the Business Case Analysis (BCA) is an approved method to modify an existing organization.

c. Manpower requirements shall be the basic building blocks for structuring units and organizations in the operating force and infrastructure. The manpower requirements

determination identifies the minimum number and category of personnel needed to perform mission essential work.

(1) Department of Defense (DoD) policy requires all manpower requirements to be based on workload. As such, manpower studies and all corresponding manpower requirements must also be based on workload.

(2) The WED will approve the manpower requirements determination procedures to be used.

d. DeCA manages civilian human resources within budgetary constraints while balancing mission needs with economy and efficiency of operations. The primary controlling factors in managing civilian resources are the validation of civilian manpower requirements by WED and funding availability.

e. Changes in funding, workload, mission, functions, processes, procedures, and technology or leadership decisions make documentation a continual process.

(1) Fourth Estate Manpower Tracking System (FMTS) is DeCA's manpower management system and provides the basis for DeCA organizational Unit Manning Documents (UMD). FMTS will account for all manpower resources including active military, DoD civilian, contract, and host-nation support.

(2) UMDs are operationally authoritative reports of manpower authorizations and associated data extracted from FMTS. The UMD accounts for all manpower resources.

(3) A Manpower Change Request (MCR) is the only form approved for making changes to a manpower position in the UMD.

(4) Local managers, in conjunction with DeCA HQ resource analysts, must continually research, analyze, and evaluate workforce requirements and positions to streamline operations and maintain a highly efficient and effective organization.

(5) Considerations for manpower management include military and civilian personnel as well as contractor support required to execute the mission of the organization.

## Section 2: Responsibilities

**2.1. Director/Deputy Director of HQ.** The DeCA Director or Deputy Director reviews and approves all organizational and mission changes as well as final manpower authorizations and funding allotments.

**2.2. Director, Resource Management (RM) Directorate/Chief Financial Officer (CFO).** The CFO is designated by the DeCA Director as the authority for manpower management. This includes ensuring DoD policy and guidelines are followed and implemented.

**2.3. Chief, Workforce Engineering Division (WED) will:**

a. Determine and allocate manpower requirements and authorizations annually based on application of manpower standards, new and unique missions, reengineering initiatives, organizational changes, and Office of the Secretary of Defense directed manpower ceilings.

b. Review all MCRs to ensure proposed civilian positions are assigned against a valid manpower authorization and the organization's approved organizational structure is maintained,

c. Maintain a current manpower data system. The system will account for all manpower (to include military, DoD civilian, contract, and host-nation support) authorizations.

d. Provide the framework for developing Agency manpower standards and analysis tools to systematically identify minimum and essential manpower required to accomplish approved missions.

e. Review and process above-store and store-level Requests for Personnel Actions (RPAs) to ensure they are against authorized positions.

f. Review business case changes in organizations and/or functions, to include manpower cost estimates, and provide recommendations to the DeCA Director or the Deputy Director for approval/disapproval.

g. Establish and maintain the DeCA organization chart (wiring diagram), which includes the DeCA Mission and Functions Guidebook for the Agency.

h. Maintain the Commercial and Inherently Governmental and Commercial Activities (IGCA) Inventory and the Inventory of Contracted Services (ICS).

i. Review service contracts pre-award documentation or modifications, including the statements of work, to identify any planned activities that appear to be inherently governmental or closely associated functions.

**2.4. Director, Human Resources (HR) Directorate will:** Manage the Defense Civilian Personnel Data System (DCPDS), which interfaces with FMTS.

**2.5. Executive Directors, Functional Process Owners, Staff Office Chiefs will:**

a. Follow policy and procedures published by the WED regarding manpower management of their respective resources.

b. Prioritize resource requests based on mission criticality, consequence of resource shortfalls, and readiness needs of DeCA.

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

d. Provide proposed essential and fully-justified organization changes and realignments to WED for coordination/processing.

e. Maintain subordinate organizational construct IAW DeCA standard conventions regarding structure, taxonomy, and naming conventions.

## Glossary

### G.1. Acronyms

<b>BCA</b>	Business Case Analysis
<b>CFO</b>	Chief Financial Officer
<b>CORW</b>	Resource Management Directorate, Workforce Engineering Division
<b>DCPDS</b>	Defense Civilian Personnel Data System
<b>DeCA</b>	Defense Commissary Agency
<b>DoD</b>	Department of Defense
<b>DoDD</b>	Department of Defense Directive
<b>DoDI</b>	Department of Defense Instruction
<b>FMTS</b>	Fourth Estate Manpower Tracking System
<b>FPO</b>	Functional Process Owner
<b>HQ</b>	Headquarters
<b>HR</b>	Human Resources
<b>IAW</b>	in accordance with
<b>ICS</b>	Inventory of Contracted Services
<b>IGCA</b>	Inherently Governmental and Commercial Activity
<b>MCR</b>	Manpower Change Request
<b>RM</b>	Resource Management
<b>RPA</b>	Request for Personnel Action
<b>UMD</b>	Unit Manning Document
<b>USC</b>	United States Code
<b>WED</b>	Workforce Engineering Division

**G.2. Definitions.** Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

**authoritative source.** A source of data or information known to be reliable because its authority or authenticity is widely recognized by experts in the field.

**fourth estate manpower tracking system.** The Office of the Secretary of Defense manpower database. It is the authoritative source for organizational structures and authorizations.

**function.** A short description of the major work required of the work center to directly support and accomplish the mission.

**manpower (authorizations).** The positions in the manpower requirements structure that have obligated funds placed against them (resourced) by the budget submitting authority.

**manpower (requirements).** A requirement for the labor or services of Government personnel equating to 1 year of full-time support (2,087 direct labor hours) to accomplish a discrete set of duties at a specified level of performance, working at a normal rate, and under specific working conditions in support of a valid mission requirement.

**mission.** A statement explaining the purpose and primary responsibilities of the work center, i.e., why the activity exists.

**process.** The step-by-step series of actions taken to complete a task/sub-task. Processes are often identified in “Standard Operating Procedures” and “Flow Charts.”

**task.** All of the primary work that must be completed to accomplish a function.

**work center.** A UMD team, department, branch, division, etc. It reflects the following information: (a) one layer of supervision, (b) the lowest level includes workers. “Teams” are only considered “Work Centers” if they are headed by a supervisory position; otherwise, they are considered part of the larger organization.

**workload.** A work center’s major output, product, or service during a specified period (normally 1 year). Workload addresses task frequency, the time needed to complete the task, and factors influencing task completion.