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DEPARTMENT OF DEFENSE  
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Chief, C&S, S&D.  
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INFORMATION**

ASSOCIATE DIRECTOR

DS REGULATION 1350.1  
DATE June 14, 1991

**DEPARTMENT OF DEFENSE DEPENDENTS SCHOOLS  
'MANPOWER MANAGEMENT PROGRAM**

- References.:
- (a) OMB Circular No. A-n, "Preparation and Submission of Budget Estimates," June 17, 1988.
  - (b) OMB Circular No. A-76, "Performance of Commercial Activities (revised)," September 28, 1988.
  - (c) OMB Circular No. A-132, "Federal Productivity and Quality Improvement in Service Delivery," April 22, 1988.
  - (d) through (h), see enclosure 1

A. PURPOSE

This regulation establishes the Department of Defense Dependents Schools (DoDDS) manpower management program, sets forth manpower policy, and assigns responsibilities for program execution. It also authorizes the publication of DSM 1350.1, "DoDDS Manpower Management Program Manual," (reference g).

B. APPLICABILITY AND SCOPE

This regulation has precedence over previously issued DoDDS (ODS and regional) regulations pertaining to manpower management. Its provisions apply to all DoDDS organizational levels with respect to:

1. The development and evaluation of organizational structures.
2. The determination of manpower requirements, the distribution of manpower resources, and the documentation of manpower authorizations..
3. The evaluation of workload and manpower utilization information,
4. -"The -development and maintenance of school-level staffing objectives and above school manpower staffing standards as the basis for determining manpower requirements.

DISTRIBUTION: X, Z, Q(WPAC)

C. DEFINITIONS

See Enclosure 2.

D. OBJECTIVES

Manpower is DoDDS primary resource, with salaries and other manpower-related costs representing the major budget expenditure. The manpower program objectives are to forecast, justify, program, allocate, and manage DoDDS manpower resources in a manner that effectively, efficiently, and economically supports the delivery of a high-quality education to eligible students.

E. POLICY

It is DoDDS policy that:

1. The system's primary focus be on students and the programs that serve them, with manpower resources distributed so as to implement approved educational programs in the most equitable and efficient manner possible.

2. The organization structure and the assigned functional responsibilities limit the use of DoDDS manpower to perform mission-essential functions effectively, efficiently, and economically.

3. Priority for DoDDS manpower resources be accorded to school-level requirements.

4. All positions be structured to provide an optimum balance among mission needs, economy, efficiency of operations, and effective employee utilization; and that full utility be obtained from each manpower resource so as to avoid fraud or waste, or the appearance thereof.

5. Established ceilings or other such manpower limitations not be exceeded except to compensate for hire lag.

6. Overhire be monitored closely, managed aggressively, and used only in support of legitimate functions and workloads.

7. Manpower policies and practices remain flexible enough to reasonably respond to changes in educational program requirements, the Military Departments' stationing decisions, technological advances, changes in resource levels, and other environmental factors.

8. Alternative methods to secure services such as private sector contracting or interagency support be used when appropriate and cost-beneficial as determined by the development and use of performance work statements and quality assurance plans.

F. AUTHORITIES AND RESPONSIBILITIES

1. The Director, DoDDS establishes manpower management policies and objectives; authorizes staffing allocations and certifies manpower vouchers; and approves organizational structures and strategic plans.

2. The Chief, Fiscal Division, DoDDS, requests manpower resources and associated funding through the budget cycles (POM and PBD) to support valid requirements approved by the Director, DoDDS. Initial manpower submissions and subsequent modifications are fully coordinated with the Management Analysis Staff.

3. The Chief, Management Analysis, DoDDS, manages the manpower plan.

4. Regional. directors:

a. Ensure that subordinate organizational levels develop accurate and complete student, program, and environmental information in accordance with DSM 1350.1 as the basis for workload determination and long-range manpower and organizational planning.

b. Ensure that the information required by DSM 1350.1 is reported accurately, completely, and on a timely basis to ODS.

c. Ensure that new or changed program requirements are adequately documented and forwarded on a timely basis for review and approval, and that alternatives to proposals that require additional staffing and cost be identified and included as a part of such proposals.

d. Ensure that manpower policies and practices are positively communicated to key command, organizational and community representatives, and understood and followed in the area of supervisory responsibility; and that full utility is obtained from each allocated manpower resource.

e. Execute the regional manpower program consistent with established policies, procedures, and controls; review program performance to ensure effective, efficient, and economical use of manpower resources.

5. District superintendents:

a. Ensure the accuracy and completeness of the student, program, and environmental information developed by supervised school principals.

b. Regularly consult with serviced military commands to compile, update, and submit environmental information on anticipated changes (e.g., troop strength, change in base operations, new housing area, etc.) on which to forecast the size and composition of school enrollments for the 5-year forward planning period.

c. Ensure that manpower policies and practices are positively communicated to key command, organizational, and community representatives; understood and followed in the area of supervisory responsibility; and that full utility is obtained from each allocated manpower resource.

d. Execute the district manpower program consistent with established policies, procedures, and controls; review program performance to ensure effective, efficient and economical use of manpower resources.

6. School principals:

a. Develop accurate and complete current year student information as the basis for workload determinations for the upcoming school year.

b. Participate with the superintendents in compiling, updating, and submitting environmental information as specified in DSM 1350.1 on a timely basis to districts, regions and ODS, as appropriate.

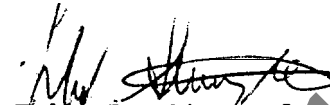
c. Report required student, program, and environmental information as specified in DSM 1350.1 on a timely basis to districts, regions and ODS, as appropriate.

d. Ensure that manpower policies and practices are understood and followed, and that full utility is obtained from each allocated manpower resource.

e. Communicate manpower policies and practices to the school staff and community in a positive manner.

G. EFFECTIVE DATE AND IMPLEMENTATION

This regulation is effective 60 days after the date of publication. Forward two copies of implementing issuance to the Director-, DoDDS, within 90 days, for approval prior to publication.

  
John L. Stremple  
Director

Enclosures:

1. References (continued)
2. Definitions
3. Overview of DoDDS Manpower Management Program

Cancelled

- References (continued) :
- (d) DoD Directive 1100.4, "Guidance for Manpower Programs," August 20, 1954.
  - (e) DoD Instruction 5010.37, Efficiency Review, Position Management, and Resource Requirements Determination, " November 17, 1987.
  - (f) DS Regulation 1080.1, "Internal Management Control Program," September 28, 1984.
  - (g) DS Manual 1350.1, "DoDDS Manpower Management Program Manual."
  - (h) U.S Army Regulation 570-5, "Manpower Staffing Standards System, " draft.

Cancelled

## DEFINITIONS

**ABOVE SCHOOL LEVEL** - Organizational components assigned to the Office of Dependents Schools (ODS) , the regional headquarters, or district superintendents offices, or personnel performing functions typically assigned to these components.

**CLASSROOM REQUIREMENTS** - School level instructional position-s which are used to determine the pupil-to-classroom teacher ratio (PTR) . This includes teachers of kindergarten, elementary, middle/junior high/secondary, compensatory education, cooperative work experience, English as a second language, host nation (grades 7-12), JROTC, prekindergarten, talented and gifted, vocational education, and reading specialists. (grades 7-12) .

**HIRE LAG** - The unused workyears which accumulate as a result of authorized positions being vacant for a period of time. This resource may be used to support the establishment of positions of a non-permanent nature and the hiring of employees on an other-than-permanent basis to support legitimate workloads.

**MANPOWER REQUIREMENTS** - The minimum-essential manpower level organized in the most effective and-least costly structure needed to fully perform a designated mission and set of functions.

**OVERHIRE** - A temporary position established and filled to support legitimate workloads which is funded from accumulated hire lag (workyears and associated dollars).

**SCHOOL LEVEL** - Overseas organizational components and staff assigned to a school, or staff which perform functions typically assigned to a school {e.g., Education Resource Centers) . Staff that are normally assigned to above-school components are not to be assigned to schools simply to obviate intermediate manpower controls.

**SCHOOL YEAR** The DoDDS school year typically commences in August and ends in June. For manpower planning, programming, and execution purposes, a given school year commences in August and ends in July, with the first two months being in one fiscal year and the last ten months in the subsequent fiscal year.

**WORKYEAR** - The total number of straight-time hours available in a fiscal year to be worked by a given class of employee.

OVERVIEW OF DoDDS MANPOWER MANAGEMENT PROGRAM

A. MANPOWER REQUIREMENTS DETERMINATION

The manpower requirements determination process identifies the minimum number and kind of personnel needed to perform- authorized mission essential work given quantitative and qualitative factors such as: established policy, approved missions and functions, workload, past utilization, characteristics and efficiency of the workforce, redundant functions, operating methods and procedures, contract work years, and other unique factors that have an impact on manpower requirements. Since manpower requirements must be determined prior to the actual appropriation of resources, it is not possible to build potential future budget constraints into the manpower process. Accordingly, DoDDS manpower requirements are based on student enrollment; the programs employed to meet students' educational needs; the number of schools operated to support the Military Services' stationing decisions; the- approved DoDDS mission and organizational structure; DoDDS staffing objectives and established manpower standards; and the magnitude and complexity of above-school functions. Ultimately, however,- the distribution of manpower is dependent on the availability-of funds, and periodic adjustments may be needed within and among regions to meet resource requirements.

The DoDDS School-Level Staffing Objectives applied to a selected set of actual or projected enrollments identify the school-level manpower requirements for a given school year.

The DoDDS above-school staffing is based on approved mission, organizational structure, staffing plans, and engineered manpower staffing standards or models (where appropriate for the type of work performed). Manpower standards and/or models issued by ODS are developed using Army Regulation 570-5 (Reference i) as non-binding guidance.

B. REQUESTS FOR INCREASED MANPOWER

Regions submit enrollment reports as of the end of September to support requests for additional manpower based on general enrollment increases by way of the Program Budget Decision



(PBD) process. Reporting requirements are specified in DSM 1350.1 and supplemental guidance. These reports must be received by ODS not later than October 10 of the current school year.

Proposals for new or enhanced programs-which result in changed manpower requirements will be developed with the active participation of regional/ODS management analysis and fiscal division personnel and must be submitted at the time of the biennial Program Objective Memorandum (POM).

C . MANPOWER PROGRAM REVIEW

Typically, this program review will take place in a annual conference of ODS and regional representatives. The past year's manpower program execution will be reviewed, trends over several years will be analyzed, updated environmental information will be examined, new requirements will be presented, and program priorities will be established.

D. MANPOWER STAFFING OBJECTIVES/STANDARDS MAINTENANCE

As a general guide, each staffing objective and standard is intensively reviewed at least once every five years. The extent and frequency of maintenance are based on changes which have occurred in policies, procedures, methods of operation, or the technology/automation used. The School-Level Staffing Objectives undergo a general review each year as a part of the annual program review. On the basis of this review, specific objectives are selected for intensive review (and possible revision) during the ensuing year.

E. REPORTING OF WORKLOAD INFORMATION

Regions are responsible for the timely reporting of accurate and complete student information on which manpower requirements for subsequent school years will be based. The reporting requirements are provided in DSM 1350.1.

F. MANPOWER DISTRIBUTION

February 1 is the target "date for ODS to distribute manpower for the upcoming school year. Any later adjustments would be in direct response to events in the appropriations process.

Within established constraints, the regions may make adjustments to the ODS manpower distribution requirements to address local situations and to accommodate the latest enrollment forecasts.. The regional use plans reflecting these adjustments are to be received by ODS within 60 days after regional receipt of the ODS manpower distribution, but not later than May 31.

Initial manpower vouchers for the upcoming school year are due to be issued by ODS within 60 days of receipt of all regional use plans, but not later than August 1. Any changes in authorized manpower during a school year will be effected by the issuance of a revised manpower voucher.

G. APPEAL PROCESS

Regional directors may appeal any aspect of an interim or final statement of manpower requirements or manpower distributions by providing a written statement as to the issue, the anticipated impact, and proposed relief within 30 days of receipt of the appealed document. Questions of fact are to be resolved by regional and ODS management analysis staff prior to the submission of an appeal. Typically any augmentation of one region's final manpower authorization will be at the expense of one or more other regions' manpower authorizations.