

JAN 6 1998

CHAPTER 3

SHORE MANPOWER REQUIREMENTS DETERMINATION PROGRAM (SMRDP)300. General

1. The SMRDP is a dynamic process that provides a systematic means of determining and documenting minimum manpower necessary to accomplish an approved activity tasking issued in the form of a mission statement per reference (1).

2. The objectives of the Navy's SMRDP are to:

a. Review, measure, and assess workload in terms of the activity's directed MFTs across all conditions of readiness to support risk assessments and prioritizations in making resource allocation decisions.

b. Link peacetime and mobilization manpower requirements by developing a common workload-based system based on directed MFTs and WIs.

c. Set the framework for a standardized approach for manpower planning and analysis of like activities and/or functions. Publish a dictionary of standard MFTs and WIs to be used by manpower claimants in determining and validating shore manpower requirements.

d. Provide centralized management oversight to ensure:

(1) Consistent application of shore manpower requirements across the Navy,

(2) proper allocation of military personnel resources,
and

(3) facilitation of the sharing of good ideas and tools across claimancies.

3. Many naval functions and activities are similar in their mission and functions, and lend themselves to comparison. The Navy's SMRDP is working toward the goal of standardizing, where possible, MFTs and WIs. Ultimately total force manpower requirements for like functions within and across claimancies will be standardized. As these standards are published, manpower

Enclosure (1)

JAN 6 1998

claimants shall apply them and update the activity's AMD as required.

4. Manpower claimants shall base manpower requirements on directed MFTs and workload, and reflect these manpower requirements in the SMR or mobilization SMR (MSMR) and activity AMD. Format the SMR and MSMR the same. Once the initial SMR and/or MSMR has been implemented, manpower claimants shall ensure these manpower requirements are reviewed and updated as changes in taskings and/or workload occur. Manpower claimants are responsible for the accuracy of the manpower requirements reflected on the AMD. Manpower claimants shall also include in the activity's SMR and AMD associated manpower for commercial activities (CA) functions under study.

5. Manpower requirements reflected on the AMD serve as the baseline for future changes to MFTs, WIs, and manpower requirements. Manpower claimants shall justify future changes to an activity's manpower requirements based on changes in directed tasking or workload, and these revised manpower requirements become the new baseline for future additions, changes, and deletions.

6. Manpower claimants have the flexibility to determine how they will execute the SMRDP (e.g., establishing a manpower claimant manpower requirements determination team, delegating this responsibility down to the activity level, contracting out this function, etc.).

7. Manpower claimants shall ensure personnel responsible for determining peacetime and mobilization manpower requirements have a comprehensive knowledge of the policies and procedures regarding the process.

301. CA Program

1. Reference (m) establishes policies and procedures for determining whether needed commercial or industrial work should be performed by contract with private resources or in-house, using government facilities and personnel. It also reaffirms government policy to rely on competitive private enterprise for products and services needed, using cost as the deciding factor. References (d) and (n) implement separate CA programs within DON. CNO (N4) manages the CA program.

JAN 6 1998

2. Prior to beginning a study for an activity or function under the SMRDP, determine whether any completed CA study exists, is ongoing, or is scheduled for the activity or function to be studied. Review and verify the CA requirement status with the manpower claimant CA program manager and the activity CA coordinator. The source document for this effort is the CA inventory report. CA work centers shall be defined as such and shall be documented separately in the results of the study.
3. Use the Compelling Reason Codes found in reference (o) and the activity's CA inventory to determine whether or not to include a CA function in a manpower study.
4. Manpower claimants need not conduct another manpower study if the manpower requirements were determined under the CA program.

302. Phases of the SMRDP

1. Phase I. Determine peacetime manpower requirements based on MFTs and workload and reflect the results in the activity's SMR. Steps involved in performing a manpower requirements determination study may be found in reference (p).
2. Phase II. Use the SMR as baseline to determine mobilization manpower requirements and reflect these manpower requirements in the MSMR. (Note: When making a change to either peacetime or mobilization manpower requirements, it is the manpower claimants' responsibility to determine and document how a change to one impacts the other.)
3. Phase III. Report manpower requirements (performed after Phases I and II above) via an AMD Change Request.

303. Procedures

1. Manpower claimants have the latitude to use a broad range of industrial engineering or other justifiable techniques provided they yield accurate manpower requirements and can withstand outside scrutiny. Manpower claimants may also utilize positional manning, which identifies certain requirements necessary during peacetime and wartime irrespective of workload volume. These requirements are driven by a specific skill or watchstanding requirement and must be based on taskings supported in writing and directed by higher authority. Review existing staffing standards for applicability, and use as appropriate.

JAN 6 1998

2. Manpower claimants shall:

a. Develop detailed peacetime and mobilization MFTs based on taskings supported in writing and directed by higher authority, and link all work to a valid tasking directive. Manpower claimants shall determine whether the tasking is authorized, assumed, or inferred.

(1) Assumed Tasking/Workload. Work being accomplished not normally tasked or required of the work center/organizational component (e.g., no identifiable tasking document) is assumed work and shall not be used to support manpower requirements.

(2) Inferred Tasking/Workload. Work being performed by a person in a given work center/organizational component defined as the responsibility of another work center/organizational component or not specifically tasked, but is inferred by the general tasking. If not specifically tasked, the manpower claimant shall validate the workload and initiate action to amend tasking directives prior to using the workload to support manpower requirements.

b. Use the appropriate Navy Standard Workweek (available productive monthly work-hours) in calculating peacetime and mobilization manpower requirements (appendix C).

c. Maintain detailed backup documentation that supports validated peacetime and mobilization MFTs, workload, and manpower requirements. Retain backup documentation until the next study. Backup documentation should at a minimum:

(1) Contain copies of directed taskings and a list of the MFTs and associated WIs.

(2) Identify methodologies used to determine manpower requirements (quantity and quality).

(3) Identify the approved peacetime manpower requirements' baseline (by organizational component).

(4) Identify changes made to the peacetime baseline and justifications for the changes (e.g., base realignment and closure (BRAC)).

JAN 6 1998

(5) Contain supporting documentation for type manpower identified, including SELRES.

(6) In addition to the above, for mobilization manpower requirements, document the following:

(a) Projected workload.

(b) Changes in quantity, quality, or time-phasing of mobilization manpower requirements and the reasons for the changes with supporting documentation (e.g., expanded mission).

(c) List by organizational component manpower requirements supported by:

1. Mobilization workload increases equal to the mobilization work-hour availability factor (WAF) (249 monthly work-hours per manpower requirement) thus peacetime manpower requirements are sufficient to accomplish the mobilization tasking (equivalent workload).

2. Mobilization workload that decreases below the work-hour level of the peacetime workload (reduced workload).

3. Mobilization workload that remains at the same work-hour level as the peacetime workload (constant workload).

4. Peacetime only workload, not performed in mobilization.

5. Increased workload exceeding that which can be accomplished by the peacetime manpower requirements after the application of the mobilization WAF (expanded workload).

6. Workload that will be accomplished only during mobilization.

(d) State the quantity of the peacetime baseline manpower requirements associated with reduced, constant, peacetime only, expanded, and mobilization only workload.

(e) List the directives and/or state the MFTs and associated WIs for reduced, constant, peacetime only, expanded, and mobilization only workload.

JAN 6 1968

(f) State reduced, constant, expanded, and mobilization only workload in monthly work-hours.

(g) List the quantity and quality of excess manpower requirements for reduced, constant, and peacetime only workload; increased manpower requirements for expanded workload; and mobilization only workload.

d. As requested, provide CNO (N12) and/or NAVMAC information pertaining to MFTs, workload, or manpower requirements to assist in the performance of CNO (N12)'s oversight responsibilities.

304. Mobilization Manpower

1. Part of the SMRDP is the requirement for mobilization planning and determination of mobilization manpower requirements. For purposes of this instruction, mobilization is defined as "the act of assembling and organizing national resources to support national objectives in time of war or other emergencies." This includes activating all or part of the reserve components, as well as assembling and organizing personnel, supplies, and material. M-Day is defined as "the day National Command Authorities (NCA) declare Full Mobilization." M-Day application to individual reservists and reserve units varies. Not all individual or reserve units are called up on the same date. The mobilization process is time-phased depending on the readiness of the individual/unit, availability of supplies and equipment, and immediate requirement of the active components. Mobilization processing begins once the individual/unit has been notified of recall. Developers of mobilization manpower documents must have access to and be keenly aware of the mobilization planning process delineated in the current NCMP and other pertinent planning documents.

2. Full mobilization is the expansion of the Armed Forces resulting from actions by Congress or the President to mobilize all units in the existing approved force structure and all individual reservists, as well as the required equipment and supplies. This level of mobilization for shore activities is normally reached at M+6. A subset of the full mobilization manpower requirements are those mobilization manpower requirements necessary to meet two nearly simultaneous major regional contingencies.

JAN 6 1998

305. Graduated Mobilization Response (GMR)

1. General. GMR, a strategic concept, is a controlled approach to planning, programming, budgeting, and executing mobilization actions, and in particular those relating to the industrial base. It can be applied to a broad spectrum of crises or emergencies from natural disasters, to regional conflicts, to global war.

2. Assumptions. The principal feature of GMR is the assumption that major conflicts are likely to be preceded by a period of rising tensions, adversarial preparation, client war, or even low intensity conflict involving United States (U.S.) forces. The GMR approach is keyed to the perceived severity of a possible ongoing crisis and involves:

a. Maintaining an adequate preparedness capability by developing comprehensive plans and programs.

b. Conducting detailed planning, targeted on specific problems and objectives in response to warning indicators of the potential evolution or imminent occurrence of a crisis.

c. Implementing preparatory actions to improve the mobilization posture to address a specific crisis.

d. Proceeding with minimal levels of mobilization response to incrementally match the nature of the crisis.

3. Use the GMR framework in the management of critical military essential elements (e.g., science and technology developments, industrial base capacity, manpower availability, and supplies of logistic materials). This framework has three stages:

a. Stage 3--Peacetime Planning and Preparation. The NCA monitors and observes national and international developments for signals of rising tensions and potential crisis or conflict.

b. Stage 2--Crisis Management. Activities are focused on a specific emerging crisis situation. During Stage 2, Department of Defense (DOD) takes preparatory actions not possible during Stage 3, either because of resource constraints or the absence of a specific crisis prevents development of specific plans and preparations.

c. Stage 1--National Emergency or War. Stage 1 assumes the U.S. has begun mobilizing the economy for a possible major crisis

JAN 6 1998

or war. A move to Stage 1 most likely will be preceded or accompanied by a declaration of national emergency and will require actions that allow the U.S. to get ahead of, and counter, a potential adversarial action.

306. Mobilization Manpower Determination (MOBMAND) Study

1. Manpower claimants shall conduct a MOBMAND study to document the mobilization manpower requirements of an activity. The need for these manpower requirements shall be based on approved DOD and Navy mobilization planning guidance, contingency plans, directed MFTs, and associated funded workload. Summarize the results of the study in an MSMR.

2. An MSMR shall:

a. Match mobilization manpower requirements to validated peacetime manpower requirements and organizational structure on the AMD.

b. Provide valid mobilization manpower requirements in the PPBS.

c. Provide the Navy the ability to justify mobilization manpower requirements.

d. Comply with Congressional and DOD policies and instructions.

3. MOBMAND study process consists of the same basic steps used to determine peacetime manpower requirements. Specific procedures for determining mobilization manpower requirements follow.

a. Authenticate the activity's mobilization mission. The following directives, not inclusive, may help in making this determination:

(1) Current AMD to establish mobilization manpower requirements' baseline to identify the impact of the MOBMAND study.

(2) NCMP.

(3) Commander in Chief Operations Plan (CINC OPLAN).

JAN 6 1996

- (4) Time-phased force deployment data (TPFDD).
 - (5) ER report (ERR).
 - (6) SMR.
 - (7) MFT statement.
 - (8) Activity establishment letter.
 - (9) Higher authority tasking letters, directives, etc.
 - (10) General standing Navy directives.
 - (11) Inter/intra agency service support agreements (ISAs).
 - (12) Manpower mobilization support plans (MMSPs).
- b. Use the peacetime MFTs and associated WIs to identify and document the mobilization changes in tasking, workload, output, and processes.
- c. Review peacetime MFTs and WIs for development of the mobilization manpower requirements for each organizational component.
- d. When determining mobilization manpower requirements, manpower claimants shall ensure additional duty (ADDU) manpower requirements are reviewed for possible impact on the number of mobilization manpower requirements an activity needs. (Note: An ADDU from manpower requirement cannot reflect a mobilization begin and end date but an ADDU to manpower requirement can be designated as a mobilization manpower requirement.)
- e. Screen Civilian Peacetime Workforce. The purpose of this screening is to identify key positions filled by civilians that cannot be vacated during a national contingency without seriously impairing the capability of the organization to function effectively. Due to the essential nature of key positions, they are not to be filled by ready reservists. This will preclude such positions from being vacated during a mobilization. This screening will also ensure mobilization manpower requirements are not overstated if the command's civilian workforce includes reservists assigned to the same or similar civilian position upon mobilization (reference (q) applies).

JAN 6 1998

(1) Identify positions that would be considered "key" during a contingency.

(2) Preclude SELRES personnel from filling key positions vacated by other members of the SELRES who are assigned elsewhere upon mobilization.

(3) Preclude SELRES personnel from filling positions during mobilization that are the same or similar positions held during civil service.

f. Apply the adjusted mobilization WAF of 249 monthly work-hours to staffing standards used to determine peacetime manpower requirements. The standards should then be evaluated for potential application within each organizational component. The purpose of this evaluation is to determine whether the adjusted standard generates the appropriate mobilization manpower requirements.

g. Conduct Work Measurement. Mobilization workload is all projected workload. The activities' and their organizational components' peacetime documented work is, in many cases, not being performed at mobilization in the same quantity or frequency. As a result, the mobilization workload is neither observable nor measurable. Additionally, the WAF changes from the peacetime of 145.136 productive monthly work-hours available to the mobilization WAF of 249 productive monthly work-hours available.

h. Determine Quantity of Mobilization Manpower Requirements. Workload associated with mobilization will increase, decrease, or remain the same as peacetime dependent upon changes in workload levels and/or tasking. Based on the application of the 60-hour Navy standard mobilization workweek (249 monthly work-hours), the number of manpower requirements needed at mobilization may be more, less, or identical to those identified for peacetime.

(1) Peacetime Workload with Continuing Mobilization Workload. There are Navy shore activities tasked with both a peacetime and mobilization mission to support and sustain combat forces. Determine mobilization manpower requirements, by organizational components, for functions performed in peacetime that continue in mobilization as follows:

JAN 6 1996

(a) Identify peacetime MFTs and WIs and the associated manpower requirements that will continue during mobilization.

(b) Multiply the peacetime manpower requirements by the mobilization WAF (249 monthly work-hours) to determine total monthly work-hours available during mobilization. For example:

156	(peacetime manpower requirements continuing during mobilization)
X 249	(available mob monthly work-hours per manpower requirement)
<u>38,844</u>	(total mobilization monthly work-hours available)

(c) Determine the projected mobilization workload in monthly work-hours. The projected workload may be equal to or greater than the available mobilization work-hours calculated in the above paragraph.

(d) Subtract the total available monthly work-hours from the projected monthly work-hours to arrive at any excess or shortage of monthly work-hours. For example:

45,389	(projected mobilization monthly work-hours)
-38,844	(available mobilization monthly work-hours)
<u>6,545</u>	(total shortage mobilization monthly work-hours)

(e) Divide monthly work-hour shortages or excesses by the mobilization WAF (249 monthly work-hours) to determine the number of mobilization manpower requirements needed or in excess.

For example:

$$\frac{6,545 \text{ (shortage)}}{249 \text{ WAF}} = 26.3 \text{ manpower requirements needed}$$

(2) Mobilization Only Workload. There are certain activities that have no peacetime mission; however, they may have some full-time support in an administrative or caretaker (maintenance) capacity. These activities are subject to deployment and may engage in combat duty. Determine, by organizational component, the mobilization manpower requirements for mobilization only functions and tasks.

(a) Identify functions and tasks required only during mobilization.

(b) Determine the projected mobilization workload in monthly work-hours.

JAN 6 1998

(c) Divide the projected monthly work-hours by the mobilization WAF (249 monthly work-hours) to determine the number of manpower requirements. For example:

$$\frac{1,200 \text{ (projected monthly WHs)}}{249 \text{ WAF}} = 4.8 \text{ manpower requirements}$$

(3) Peacetime Only Workload. Some activities have no mobilization mission upon declaration of full mobilization. Generally, these activities contain peacetime personnel assets which have been previously programmed to fill existing mobilization manpower requirements or may be reassigned to support other commands with a shortfall in their mobilization manpower. Derive excess "freed-up" manpower by identifying peacetime only functions and tasks by organizational component performed only in peacetime. Calculate the excess manpower associated with peacetime only workload.

(a) Identify the peacetime functions and/or tasks and associated manpower requirements and workload not performed for mobilization.

(b) Multiply peacetime manpower requirements by the mobilization WAF (249 monthly work-hours) to determine monthly work-hour availability. For example:

$$\begin{array}{r} 53 \text{ (peacetime manpower requirements)} \\ \times 249 \text{ (mobilization WAF)} \\ \hline 13,197 \text{ (available mobilization monthly work-hours)} \end{array}$$

(c) Determine the projected mobilization workload in monthly work-hours for workload not performed during mobilization.

(d) Subtract the projected monthly work-hours from the available monthly work-hours to arrive at the excess monthly work-hours. For example:

$$\begin{array}{r} 13,197 \text{ (available mobilization monthly work-hours)} \\ -10,500 \text{ (projected mobilization monthly work-hours)} \\ \hline 2,697 \text{ (excess mobilization monthly work-hours)} \end{array}$$

(e) Divide the excess monthly work-hours by the mobilization WAF (249 monthly work-hours) to determine the number of excess manpower requirements associated with functions and tasks not performed for mobilization. For example:

JAN 6 1968

2,697 (excess mob monthly WHs) = 10.8 excess manpower requirements
249 (mobilization WAF)

(4) Staffing Standards. Apply applicable staffing standards after adjustment for mobilization WAF of 249 monthly work-hours. The application of the adjusted standard will provide documentation for increases and/or decreases in mobilization manpower requirements.

(5) Workload Redistribution. Perform workload redistribution analysis to determine and document excess manpower requirements that can be applied to mobilization manpower requirement shortages within other organizational components.

(6) Total mobilization manpower requirements by organizational component.

(a) Total manpower requirements with peacetime workload that continues for mobilization.

(b) Total manpower requirements with mobilization only workload.

(c) Total manpower requirements with peacetime only workload that will not continue for mobilization.

(d) Net total manpower requirements required or in excess for mobilization.

(7) Basic assumptions are:

(a) The availability of plant property and equipment inventory impact mobilization manpower requirements. Mobilization manpower requirements will not normally be validated without reasonable expectation of availability of required material assets.

(b) Dependents in contingency areas overseas (except those who are Civil Service personnel) will be returned to the U.S. or to a less hazardous area, as soon as possible.

(c) Functions not considered by the Navy to be essential to the mobilization effort will be terminated in order to permit the reallocation of personnel to higher priority functions.

JAN 6 1968

(d) Manpower will be reduced according to the projected workloads that diminish at any point after mobilization begins.

(e) Personnel made available by workload terminations and reductions, or by unit inactivations will be reallocated to higher priority tasks.

(f) All peacetime civilian and contractor manpower requirements will continue throughout mobilization.

(g) Where necessary, excess civilian employees will be detailed, reassigned, or relocated to satisfy critical mobilization workload of other DOD components.

(h) Upon mobilization and consistent with the need to stabilize key positions, military personnel occupying support manpower requirements (e.g., clerical, receptionist, librarian, drivers, messengers, laborers, special services, etc.) performed during mobilization will be replaced with civilian employees, military retirees, or contractors.

(i) Military personnel replaced by civilian employees, military retirees, or contractors will be transferred to deploying units or assigned as replacements.

(j) Do not assign military personnel to jobs not contributing directly to the execution of the mobilization effort.

(k) Local U.S. Employment Service offices will be notified to activate special recruitment plans and pre-placed job orders for emergency recruitment of civilian personnel under the authority of the Federal Personnel Manual.

(l) No increase in civilian manpower requirements at activities outside the continental United States (OUTCONUS), except Hawaii and Alaska, is planned.

(m) All foreign national and indirect hires at overseas locations in peacetime will continue throughout mobilization.

(n) Workload to be accomplished through a host nation support agreement will not become a Navy manpower resource requirement unless specifically addressed in the agreement.

JAN 6 1998

(o) Prearranged contingency contract provisions for increased or additional contract services will be implemented.

(p) All other services will provide their own support unless a previous ISA has been executed.

i. Reassignment. Because peacetime manpower will be the first source for additional manpower requirements, it will be necessary to reassign excess manpower within an activity prior to identifying additional manpower requirements for that activity.

(1) Immediate Reassignments

(a) Reassign those excess manpower authorizations to additional manpower requirements identified. The skill of the reassigned excess manpower authorization should match the skill requirement of the additional manpower requirement.

(b) State the organizational component with excess manpower and the organizational component with additional mobilization manpower requirements.

(c) List the excess manpower authorizations in both quantity and quality followed by the quantity and quality of the manpower requirements to which they are reassigned.

(2) Future Reassignments. State how the excess manpower requirements not reassigned will be accounted for in future mobilization manpower determinations.

j. Summarize and validate data.

k. Qualitization of Mobilization Manpower Requirements

(1) Designate increased mobilization manpower requirements as civilian unless determined to be military essential. Military essential mobilization manpower requirements are those where:

(a) The incumbent engages in or maintains readiness for combat.

(b) The incumbent must possess current military experience.

JAN 6 1998

(c) The incumbent must exercise direct military authority or perform military unique duties.

(d) The military incumbent is required by law.

(e) The mobilization manpower requirement exists OUTCONUS (except Hawaii and Alaska).

(f) A civilian with requisite skills cannot be hired or reasonably trained to meet necessary continental United States (CONUS) (including Hawaii and Alaska) time-phased mobilization manpower requirements.

(2) Civilianize or delete support manpower requirements (e.g., clerical, receptionist, librarian, drivers, messengers, laborers, special services, etc.) identified as military mobilization manpower requirements. Detailed justification must be provided to retain these manpower requirements as SELRES mobilization manpower requirements.

(3) The organizational component's increased manpower requirements should be assigned to the manpower type (military, civilian, or contractor) consistent with the existing peacetime manpower type unless such assignment is precluded by mobilization assumptions or other directives. Document and justify any deviation from the peacetime manpower type in the MOBMAND study.

(4) Military Essential Classification. Increased manpower requirements determined to be military essential shall be satisfied, in priority order, with either active duty reassigns, SELRES, or other mobilization (OTHMOB).

(a) Skill Deterioration Rates. A skill deterioration rate is defined as the absolute loss of ability to perform a required task satisfactorily. Degree of skill decay depends primarily on complexity of task, length of time since initial skill acquisition, and length of time since skill refresher training.

1. Mobilization manpower requirements with high skill deterioration may justify the assignment of a SELRES if the manpower requirement also meets the criteria listed in the basic instruction. Pilots and Gas Turbine System Technicians are examples of high skill deterioration.

JAN 6 1968

2. Manpower requirements with low skill deterioration should be considered for assignment as OTHMOB manpower requirements. LDO (administration) and Master-at-Arms are examples of low skill deterioration.

(b) OTHMOB Designation. Designate military essential manpower requirements necessary for mobilization but not meeting the SELRES criteria as OTHMOB. OTHMOB includes: Individual Ready Reserve (IRR), pretrained individual manpower (PIM), and fleet reserve and retired personnel.

(5) Civilian Designation. An increased mobilization manpower requirement shall be designated in the MSMR as a civilian requirement if the peacetime manpower requirement was identified as a civilian requirement. Additionally, the following statements apply to identifying mobilization manpower requirements as civilian requirements:

(a) Local U.S. Employment Service offices shall be notified to activate special recruitment plans and pre-placed job orders for emergency recruitment of civilian personnel. Thus, current civilian vacancies will be filled and new hires will be accessed rapidly.

(b) At mobilization, military manpower requirements shall not be assigned to increased workload that does not contribute directly to the execution of the mobilization effort or are not military essentiality.

(c) Mobilization manpower requirements for support positions (e.g., clerical, drivers, laborers, etc.) that must be performed at mobilization shall be designated as civilian requirements unless precluded by specific directive.

(d) Military personnel replaced by civilian employees shall be transferred to deploying units or reassigned as replacements.

(6) Contractor Designation. Upon mobilization, prearranged contingency contract provisions for increased or additional contract services shall be implemented. An increased mobilization manpower requirement shall be designated in the MSMR for contractor personnel if the same peacetime workload is being performed by contract.

(7) Mobilization Manpower Requirement Quality

JAN 6 1998

(a) The quality (series and grade) of the civilian mobilization manpower requirement should be consistent with the existing peacetime requirement's quality (i.e., series, grade) except where the nature of the workload dictates otherwise.

(b) The OTHMOB manpower requirement skills (i.e., designator, grade, NOBC, rating, rate, NEC) should be consistent with the existing peacetime manpower requirement quality except where the nature of the workload dictates otherwise.

(c) SELRES Manpower Requirement Quality. The SELRES manpower requirement skills (i.e., designator, grade, NOBC, rating, rate, NEC) should be consistent with the existing peacetime manpower requirement quality except where the nature of the workload dictates otherwise or as modified by the criteria listed below.

(d) SELRES Manpower Requirement/Authorization Grade

1. A SELRES manpower authorization may differ slightly in quality from the stated mobilization manpower requirement to improve the execution of the manpower statements.

2. Mobilization manpower requirements may contain paygrades below established reenlistment and/or quality control levels (O-2 and below or E-3 and below, as appropriate).

a. Where individual officer community managers (OCMs) require initial military service obligations such that the normal paygrade upon release from initial active duty service is O-4, the MSMR manpower authorization may be written at that paygrade.

b. The MSMR shall reflect the minimum quality required to meet the activity's MFTs and perform the associated increased workload.

c. Reasons for the difference in quality of the SMR and the MSMR shall be addressed in the MOBMAND study and the letter of justification (LOJ) accompanying the AMD Change Request.

3. NEC. Reference (c) provides restrictions on the assignment of NECs to SELRES manpower requirements. NAVMAC shall monitor the assignment of restricted NECs.

JAN 6 1998

4. Where mobilization manpower requirements contain unattainable NECs, NOBCs, subspecialties, or AQD codes, the SELRES authorizations may reflect a lesser training requirement if no other source of manpower is reasonably available (active duty reassigns, OTHMOB). Justification for the difference in quality of the manpower requirements in the SMR and the MSMR shall be addressed in the MOBMAND study and the LOJ accompanying the AMD Change Request.

5. Manpower claimants shall consult Commander, Naval Reserve Force (COMNAVRESFOR) on rating assignment for a SELRES manpower requirement as a generic petty officer (i.e., PO, APO).

(e) Other SELRES Designation Manpower requirements. Assign the SELRES Manpower Resource Code (MRC) to military mobilization manpower requirements.

(f) SELRES Manpower Requirements Backfill of Planned Active Duty Vacancies. SELRES may backfill mobilization manpower requirements planned to become vacant based on the reassignment of the active duty incumbent to a higher priority mobilization manpower requirement, if the mobilization manpower requirement meets the SELRES criteria listed in the basic instruction.

1. A manpower requirement with valid workload in peacetime and during mobilization is treated as though it were two separate manpower requirements:

a. A peacetime only manpower requirement whose active duty member is reassigned during increased readiness conditions, and

b. A mobilization manpower requirement which carries a SELRES authorization.

2. This process may be applied when:

a. A conscious planning decision is made to reassign active duty members (as is the case with medical personnel assigned to CONUS medical treatment facilities who are planned to be reassigned to Marine Corps medical units, fleet hospitals, hospital ships, etc. and SELRES backfilling the CONUS medical treatment facilities), or

OPNAVINST 1000.16J

JAN 6 1998

b. active duty members in sea intensive ratings serving a normal tour of shore duty in general duty designated manpower requirements may be reassigned to sea duty in increased readiness conditions and the manpower claimant revalidates the shore manpower requirement as military essential.

3. SELRES designated to backfill peacetime active duty manpower authorizations reassigned during mobilization shall reflect the same quality (designator/grade/NOBC/subspecialty or rating/rate/NEC) required by the shore activity.