



DEPARTMENT OF THE NAVY
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SECNAVINST 5312.10C
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SECNAVINST INSTRUCTION 5312.10C

From: Secretary of the Navy

Subj: Manpower planning systems

1. Purpose. The purpose of this instruction is to consolidate in a single instruction Department of the Navy policies in regard to the determination, documentation, and utilization of manpower resources. It assigns responsibilities for the development of manpower planning systems for the Navy and Marine Corps, and changes the name of the Navy Manpower Survey Program to the Navy Manpower Requirements System. (R)

2. Cancellation. The following instructions are superseded and canceled by this instruction:

SECNAVINST 5310.2A of 26 Feb 1964
SECNAVINST 5310.9 of 20 Apr 1964
SECNAVINST 5312.11 of 30 Apr 1964
SECNAVINST 5312.10B of 16 Aug 1968

3. Background. One measure of the success of the Navy and Marine Corps manpower planning systems will be the ability of forces afloat and ashore to accomplish essential missions and functions within the imposed fiscal, end-strength, and other constraints. In addition to constrained manpower the mobilization manpower is determined based on required capabilities in wartime. While substantial progress has been made in recent years in developing methods to determine and document minimum manpower needs, continued improvement in the development of integrated manpower planning systems is required. (R)

4. Discussion

a. Manpower requirements systems should provide the base from which we develop plans to procure, train, assign, and ultimately separate or retire military (active and Reserve) and civilian personnel. Since Navy and Marine Corps forces operate in a dynamic environment and must adapt to changing threats, and to other externally imposed constraints, their manpower requirements systems should be capable of quick response to such changes. (A)

b. In past years, it has been Navy policy to draw distinctions between the two fields of manpower management and personnel administration. These are defined as follows: (A)

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(1) Manpower Management -- planning, statistical forecasting, balancing, and approving the Navy or Marine Corps manpower requirements; that is, the specific quality and quantity of military billets and/or civilian positions.

(2) Personnel Administration -- the administration of people, as opposed to requirements. This involves their recruiting, classifying, training, career development, transporting, placement (distribution or assigning), counseling, disciplining, morale servicing, grievances, promoting, recording, accounting, separating, and retiring.

- A) c. Short-term determination of manpower requirements in quantitative and qualitative terms has often been divorced from an examination of the Navy's ability to satisfy these requirements in terms of people with the requisite skills. In an "all volunteer force" environment and within the Total Force Planning Policy, it is increasingly important to examine the long-term feasibility of meeting the quantitative and qualitative manpower requirements associated with the acquisition of new systems or subsystems. The integrated manpower planning systems must provide for the interaction between requirements planning and personnel administration. Suitable recognition will be made to military and civilian managers who devise ways to improve productivity and accomplish essential tasks with fewer personnel.
- A) 5. Goals and Objectives. In order to ensure effective management of Navy and Marine Corps manpower resources, a need exists to develop and implement integrated manpower planning systems which will:
- R) a. Precisely determine minimum military and civilian manpower requirements to achieve approved operational and missions demands.
- A) b. Provide staffing standards for functions performed ashore and afloat, based on recognized management and industrial engineering techniques and objective determinations of workload.
- A) c. Provide a system for the aggregation of manpower requirements information at the various levels above the activity level, to support and justify Navy manpower requirements during all stages of the Planning, Programming, and Budgeting System.
- A) d. Relate support manpower requirements within the shore establishment to the changing demands of the operating forces.
- A) e. Minimize response time for manpower information by providing a capability to respond rapidly to essential management queries.
- A) f. Ensure that manpower requirements and maintenance responsibilities for new weapons, equipments, systems, and initiatives are specified sufficiently in advance of fleet introduction to allow their consideration in the programming cycle.

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g. Provide reliable planning information to personnel inventory managers (both military and civilian) so they may assess the feasibility and impacts of manpower management actions. (A)

6. Assignment of Responsibilities

a. The Chief of Naval Operations is assigned responsibility for planning, directing, and coordinating the development and implementation of a manpower planning system which will incorporate the goals and objectives outlined in paragraph 5 above for the Department of the Navy (less the Marine Corps).

b. The Commandant of the Marine Corps is assigned responsibility for planning, directing, and coordinating the development of a manpower planning system for the Marine Corps.

c. The Chief of Naval Operations and the Commandant of the Marine Corps are responsible for maintaining an appropriate means of recognizing achievements in manpower utilization by members of their respective services, and for taking action to assure that such recognition is made a part of the individual's personnel record. (A)

7. Action. The Chief of Naval Operations and the Commandant of the Marine Corps will be responsible for taking action necessary to implement this instruction. (A)

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Joseph T. McCullen, Jr.
Assistant Secretary of the Navy
Manpower and Reserve Affairs

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