



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
2300 E STREET NW
WASHINGTON DC 20372-5300

IN REPLY REFER TO
BUMEDINST 5310.8
BUMED-1542
5 Mar 93

BUMED INSTRUCTION 5310.8

From: Chief, Bureau of Medicine and Surgery

Subj: MANPOWER REQUIREMENTS DETERMINATION (REDE)

Ref: (a) DoDINST 5010.37 of 17 Nov 87 (NOTAL)
(b) SECNAVINST 5010.1A (NOTAL)
(c) OPNAVINST 5310.14C (NOTAL)
(d) OPNAVINST 1000.16G
(e) OPNAVINST 4860.7B (NOTAL)
(f) SECNAVINST 12510.9 (NOTAL)
(g) Navy Total Force Manpower Requirements Handbook
of Sep 91
(h) NAVCOMPTNOTE 7041 (Latest Issuance)
(i) BUMEDINST 7000.6
(j) CNO ltr 5310 ser 121B/OU572142 of 3 Apr 90 (NOTAL)
(k) BUMED ltr 5320 ser 152/0076 of 3 May 91 (NOTAL)
(l) SECNAVINST 5214.2B

Encl: (1) Definitions
(2) Efficiency Review Report Format

1. Purpose. To provide policy, guidance, and assign responsibilities to develop, implement, execute, and administer the manpower requirements determination (REDE) process throughout the Bureau of Medicine and Surgery (BUMED) following references (a) through (l).

2. Discussion

a. By reference (c), the Chief of Naval Operations (CNO) published the Secretary of the Navy (SECNAV) guidelines for a decentralized efficiency review (ER) which transferred responsibility for the reviews to major claimants. The Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN(M&RA)) has overall management responsibility for ER. The Bureau of Naval Personnel (BUPERS-51) provides policy and management control of manpower requirements that include approval of all most efficient organization (MEO) proposals, staffing standards, manpower models, and manpower documents. Manpower REDE teams support the Chief, BUMED as the primary support for the manpower REDE process effort within the assigned geographical area. The teams are established at Naval Healthcare Support Offices (HLTHCARE SUPPOS) in Norfolk and San Diego.



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b. The long-term goals of the manpower REDE process are to ensure efficient, adequate, economical staffing of all BUMED activities and accurate documentation of manpower requirements. A credible ER is essential to identify, justify, and successfully defend BUMED's manpower requirements. An ER study is a total review of the activity processes, procedures, organizational structure, tasking, resources, facilities, and equipment.

c. The claimancy manpower REDE process requires activities be studied in their entirety rather than by function. Billet and position requirements will be incorporated in the ER study as part of the total MEO requirements without review where manpower requirements have been previously determined under commercial activities (CA) program review (a CA/MEO exists or is scheduled for study). In all the above instances, the function should be reported at the current staffing level, including all vacancies under active recruitment (intended to be filled).

d. A wide variety of standard analytical techniques are available to use in determining manpower requirements. Use work measurement techniques and method studies to develop the MEO. The manpower REDE teams assist in the selection and development of techniques.

(1) Applicable staffing standards, Department of Defense (DoD) or Navy, identified during the planning phase must be validated during the ER study to determine the actual manpower requirements for that activity. ER-based standards, even when applied correctly, only provide an estimate of the true requirements; therefore, onsite validation is necessary during the ER study. ER study validation will take precedence over the initial application of the standard. This may result in the development of additives, deviations, or exceptions to the standard for an activity which can then be used to forecast outyear requirements based on projected changes in tasking or workload drivers for the standard.

(2) The Navy Total Force Manpower Requirements Handbook (reference (g)) addresses effective techniques for work measurement, methods improvement, total quality leadership (TQL), and economic analyses. Procedures in this handbook should be used in conducting ERs.

e. The Navy Manpower Analysis Center's (NAVMAC) School of Manpower Management provides entry, intermediate, and senior level courses on manpower requirements study techniques, TQL, process, quality and productivity improvement, and reporting requirements.

f. Enclosure (1) is a listing of manpower definitions used throughout this directive, and serves as a useful reference when conducting an ER study.

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3. Policy

a. The manpower REDE process is a key element in achieving the strategic goals and objectives of BUMED. ER studies must be conducted by each BUMED activity on a continuing basis. Study results must be consolidated and submitted in an ER report (ERR) following enclosure (2). MEOs developed through the manpower REDE process at all BUMED activities will be entered into the Total Force Manpower Management System (TFMMS) by the end of fiscal year 1994. Any subsequent manpower change requests to the implemented MEO must be as a result of a change in workload or the mission and functions of an activity. A change in mission and functions requires a corresponding modification to the performance work statement (PWS), PIs, and the resultant ERR.

b. Upon approval of MEOs, BUMED (MED-15) will forward the manpower authorization changes via TFMMS to BUPERS-51. CNO policy is that MEO savings may be retained for reapplication to new requirements within a claimancy at least for the budget execution year.

c. In executing civilian manpower, the procedures associated with the managing to payroll (MTP) program in reference (f) apply. Activities may make modifications to their civilian position requirements baseline established in their approved MEOs provided their activity civilian MTP authorization is not exceeded. Major modifications which affect total staffing will require claimant review and resultant changes to activity MTP.

d. Managers, employees, unions, and other employee representatives must be informed at the beginning of the study to ensure understanding of the objectives, to provide an opportunity to contribute to the improvement process, and to gain support for the implementation.

4. Action

a. The Assistant Chief for Resource Management/Comptroller (MED-01) is responsible for managing the manpower REDE process and is assigned overall responsibility to develop, direct, implement, and maintain the ER as follows:

(1) The Director, Manpower Division (MED-15) is responsible for developing policy and exercising management control over the entire manpower REDE process.

(2) The BUMED Manpower Requirements Officer (MED-154) is responsible for manpower REDE implementation, recommendation of policy, and execution of process operations as follows:

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(a) Acts as claimancy point of contact on manpower REDE matters, establishing lines of communication with higher authority, other claimancies, BUMED personnel, responsible line commanders (RLCs), HLTHCARE SUPPOS, and other BUMED activities.

(b) Consolidates and submits the BUMED ER schedule to BUPERS-51 by 30 October of each year.

(c) Maintains liaison with appropriate BUMED codes, HLTHCARE SUPPOS, and mission-specific commands regarding individual activity ER study process and status, and maintain a library of completed ER studies.

(d) Provides guidance to the HLTHCARE SUPPO manpower REDE teams for conducting onsite visits to the field activities.

(e) Reviews manpower REDE processes and products. Forwards completed ERR to Chief, BUMED for approval before submitting the final activity ERR to BUPERS-51.

(f) Submits any changes to military (officer and enlisted) and civilian authorizations following reference (d) via TFMMS concurrent with ERR.

b. The HLTHCARE SUPPOS must:

(1) Manage and assist assigned BUMED activities in the manpower REDE process. Provide onsite liaison to resolve problems via the manpower REDE teams.

(2) Review and apply quality control to all ERRs, manpower change requests, and related correspondence via the manpower REDE teams.

(3) Provide the Chief, BUMED (MED-154) with a point of contact and ER asset listing of assigned personnel by 1 October of each year.

(4) Provide MED-154 with a quarterly status report within 5 working days after the start of a new quarter. This report should include actual dates activities commenced or completed their ERRs and changes to their plan of action and milestones (POA&M).

c. Commanding officers and officers in charge of medical treatment facilities (MTFs), dental treatment facilities (DTFs), and mission-specific commands with ER responsibilities must:

(1) With the assistance of the manpower REDE teams, design an ER study plan using chapter 3 of reference (g). Elements in the plan must include study scope, mission and

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function authorities, study team composition and charter, study methodologies, expected outputs, study milestones, schedules of accomplishments, and plan to capture study costs.

(2) Submit a POA&M to MED-15 via the cognizant HLTHCARE SUPPO, 90 days before the scheduled ER study commencement date. The POA&M must include, as a minimum: point of contact (POC), study participants, actual study start date, and planned completion date.

(3) Conduct "top down" ER study following current directives. Use DoD, OPNAV, and BUMED-approved standards. Consult with BUMED and the manpower REDE teams on the use of the Joint Healthcare Management Engineering Team (JHMET) approved or proposed standards before applying them.

(4) Submit complete ERR to the HLTHCARE SUPPO REDE team (Code 151) with a copy to the RLC before forwarding to BUMED. The HLTHCARE SUPPOS, mission-specific commands, and the four teaching hospitals must submit POA&Ms, status reports, and ERRs to the HLTHCARE SUPPO REDE team.

(5) Attach a resource implications display form to the ERR following enclosures (1) and (2) of reference (i). This form will be retained in MED-15, but the unfunded implications will be part of the forwarding letter to OPNAV.

(6) Compile and locally retain an audit file for the ER study consisting of all data collection forms and working papers used or developed during the study course to assist in the review, approval, and audit process. Organize backup data so an auditor can follow and understand the steps taken through all phases of the ER study. The ERR findings or recommendations should be clearly supported. Format any cost data records using standard accounting techniques.

5. Report Exemption. The requirements contained in this instruction are exempt from reports control by reference (1), part IV, paragraph G8.


D. F. HAGEN

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DEFINITIONS

1. Activity Manpower Document (AMD). The AMD replaces the manpower authorization (MPA) and is considered the single most important document in Navy manpower. It provides the quantitative and qualitative manpower requirements and authorizations provided to a naval activity to perform the assigned mission.
2. Commercial Activities (CA) Program. When referring to the CA Program, the word "activities" is synonymous with function and not with unit, organization, or installation. OMB Circular No. A-76 (Revised) provides the basic guidelines for the CA Program. The CA Program establishes policies and procedures to determine if needed commercial or industrial type work should be performed by contract with private enterprise to supply the products and services needed. The program emphasizes that economical considerations should determine the means of performing work with cost being the deciding factor.
3. Efficiency Review (ER). A structured approach to operational improvement. Includes applying staffing standards, methods study, and work measurement to determine and document the MEO for the component under study.
4. Efficiency Review Report (ERR). A report that documents the final results of an ER study. An ERR includes PWSs, an implementation plan for achieving the MEO, projected changes in activity cost operations when recommendations are implemented, a summary of changes identified during the ER, a narrative justification for assignment of military essentiality codes (MECs) to military billets, and the cost of conducting the ER study.
5. Manage to Payroll (MTP). Provides military and civilian managers with the authority to establish and classify civilian positions, subject to the civilian payroll resources available at their organization.
6. Most Efficient Organization (MEO). The organizational structure which exists when all ERR recommendations are implemented. This structure represents the most economical way to accomplish an activity's mission.
7. Performance Work Statement (PWS). Identifies authorized products or services.
8. Program Objectives Memorandum (POM). The SECNAV biannual recommendation to the Secretary of Defense for the detailed application of the Department of the Navy resources.

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9. Performance Indicators (PI). Work units that are readily identifiable and measurable. They should be the primary measure of output for the organizational component being studied. They must be predictors of manpower requirements. They should reflect the following standards of performance:

a. Quantitative. How many work units produced in an average month (e.g., average number of prescriptions filled per month).

b. Qualitative. Measure of how well work units were produced against a standard (e.g., all prescriptions filled with 100 percent accuracy).

c. Timeliness. The average time taken to complete a single work unit (e.g., average number of minutes to fill a single prescription). Timeliness documented in the PIs should account for a minimum of 60 percent of an activity's total monthly manhours. Remaining hours should be accounted for in study backup documentation, and be available for an audit trail.

10. Total Force MICRO Manpower Change Application (TMMCA). A software program that allows creating, updating, printing, and transferring change requests on a personal computer. Submit all BUMED ER MEOs via TMMCA to the HLTHCARE SUPPO or the appropriate manpower REDE team, which will upload into the TFMMS and forward after quality assurance to MED-152.

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EFFICIENCY REVIEW REPORT FORMAT

1. The ER format should include:
 - a. Executive summary.
 - b. Organization chart; current and proposed.
 - c. Table of Contents
 - (1) Mission.
 - (2) ER summary-resource implications display.
 - (3) Implementation plan.
 - (4) MEC justification.
 - (5) ER impact summary.
 - (6) Departmental Studies with:
 - (a) PWS.
 - (b) PIs.
 - (c) Findings.
 - (d) Discussion.
 - (e) MEO.
2. Format sections as follows:
 - a. Cover and Back. Cardboard if possible. Should contain title, command or activity, month and year, organization emblem as appropriate.
 - b. Title and Approval Page. Contains study title, organization performing study, dates of study, names of team members and necessary approving persons.
 - c. Executive Summary. Provide the command with a summary of the entire report. Should serve as a stand-alone document, and provides overall picture of activity ER study.
 - d. Organization Chart. Approved and proposed (as applicable).
 - e. Table of Contents. Chapter names, major headings, subheadings, appendices by title, with the page number for each.

Enclosure (2)

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f. Mission. The ER activity's approved mission and functions.

g. ER Summary. This describes the report and includes resource implications display (reference (i)). As an example:

(1) The results of this study are summarized on the ER impact summaries, page ____, which project changes in the cost of operations at the activity when recommendations are implemented. Additionally, the man-year and dollar costs of conducting the ER study are stated.

(2) The PWS, PIs, and individual findings are found on pages ____ of this report. All supporting workload data are on file at (activity).

(3) Resource implications display.

h. Implementation Plan. Lists or describes how the command should implement the recommendations made. Cites recommendations for staffing, etc. As an example:

(1) Military Changes

(a) Action. The MEO changes are effected by the submission of a Manpower Authorization Change Request, via TFMMS, as part of the ERR submission.

(b) Action Officer.

(c) Completion Date.

(2) Civilian Changes. Same as above.

(3) Staffing Standards. List authority for all staffing standards. As an example: JHMET approved standards, OPNAVINST 1306.____, etc.

i. Justification for MECs. MECs for all billet requirements are as follows:

Name of Activity Primary Unit Identification Code (PUIC)

Officer Billets

MEC Justification Requirement

Enlisted Billets

MEC Justification Requirement

j. ER Impact Summaries. All summary sheets.

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k. Individual Departments Studied. Each department is defined as a chapter. Should include PWS, PIs, statement of condition (as applicable, i.e., clinic is open from 0800-1200, etc.), findings, discussions, and summary of current authorized, current onboard, MEO, delta, savings. As an example:

Chapter 6. Command Group

Chapter 7. Director for Administration