

# **Full Time Support Optimization Process**

# Agenda

- Full-Time Support (FTS) Requirements
- FTS Challenges
- Current FTS Situation
- Full-Time Support Integration Council (FTSIC) and Road to People (RTP) Process

# Full-Time Support Integration Council (FTSIC)

**The purpose of the FTSIC is to:**

- (1) Determine and recognize valid requirements for FTS that are not authorized.
- (2) Identify the range of feasible short-term solutions to satisfy valid requirements.
- (3) Determine the cost of feasible solutions.
- (4) Present recommendations to the USARC Command Group for decision.
- (5) Inform the appropriate personnel apparatus to support execution. The FTSIC outcomes will inform long-term initiatives that produce lasting solutions to the chronic structural USARC FTS shortfall.

# USARC FTS Requirements

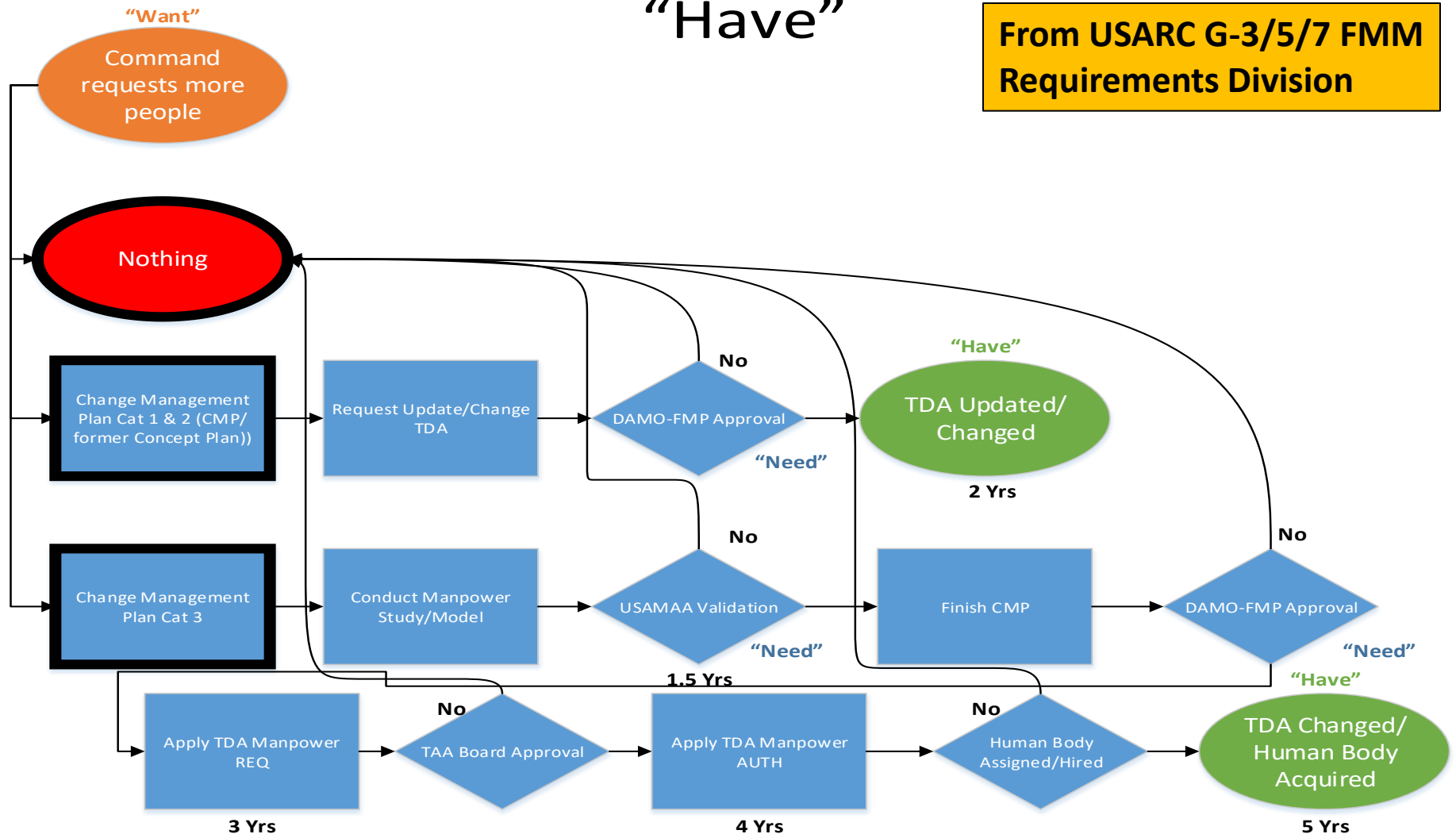
FTS manpower requirements are determined by models maintained by the USARC G-3/5/7 FMM Requirements Division and validated by the US Army Manpower Analysis Agency (USAMAA).

USARC organizations are reviewed annually for structure changes that could affect FTS requirements (i.e., inactivations, strength changes, stationing, relocations etc.) and staffing guides are updated accordingly. Authorizations are determined by USARC G-3/5/7 Authorizations Division according to resourcing priorities.

# USARC FTS Growth

## Personnel Growth: From “Want” to “Need” to “Have”

From USARC G-3/5/7 FMM Requirements Division

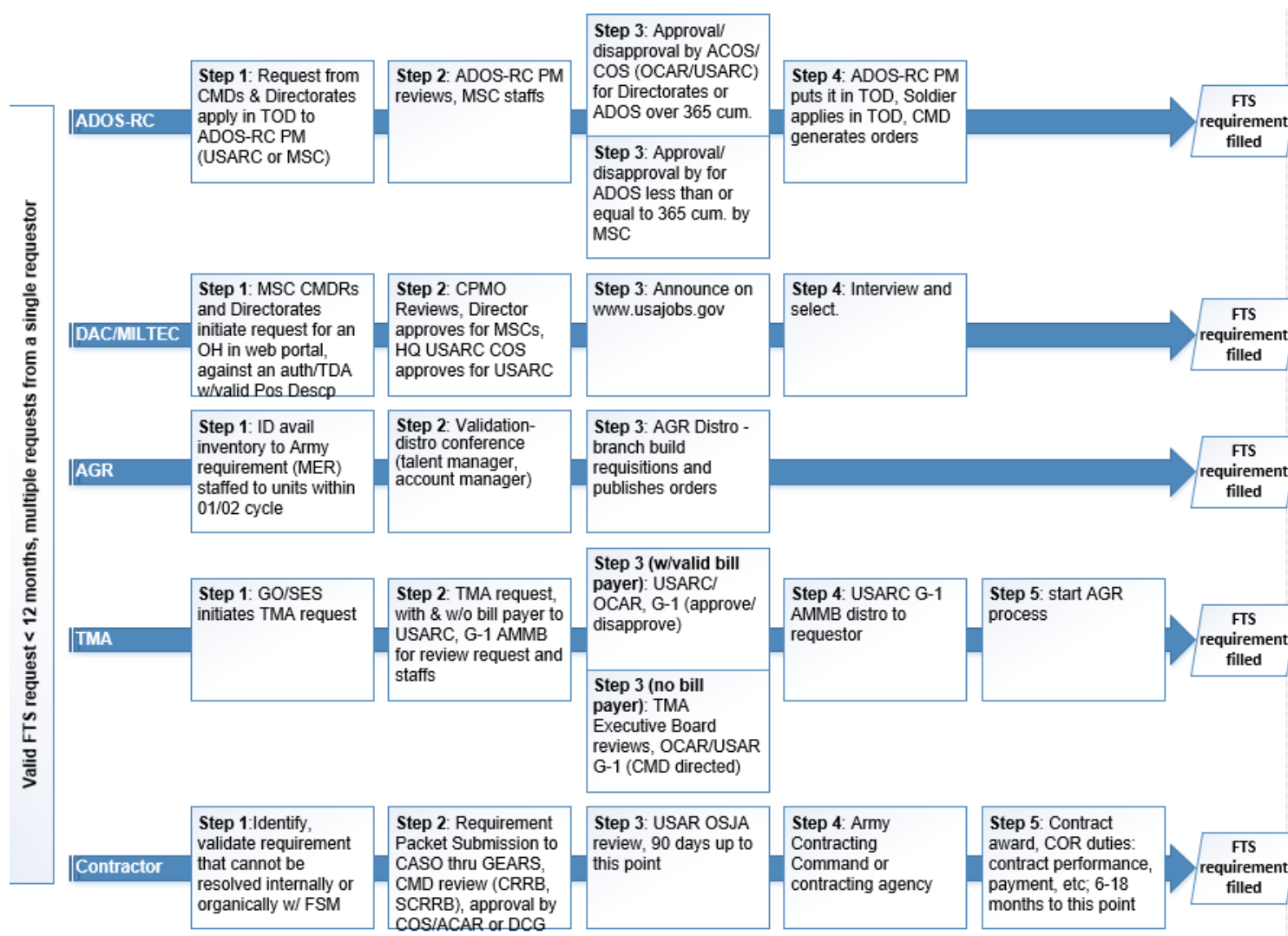


## **USARC FTS Challenges**

A significant USARC challenge is that our authorized FTS structure is the lowest of the Reserve Components, relative to authorized end strength.

This creates a condition in which USARC organizations at all levels approve locally, or request from the higher headquarters, additional FTS not authorized. Because these FTS are not authorized, they are not financially resourced and only operationally resourced by exception.

# Current Approval Processes for Additional FTS



Cascading/stove-piped requests creates misaligned FTS (grades and types) and strains budgetary outlays

Separate processes occurring w/o coordination and independent of holistic reviews

# FTSIC Scope of Responsibilities

FTSIC is intended to facilitate personnel solutions in support of HQ USARC and its MSCs, not any other organizations, including deployments.

AGR: FTSIC is not involved in staffing positions that are required and authorized on an MTOE or TDA.

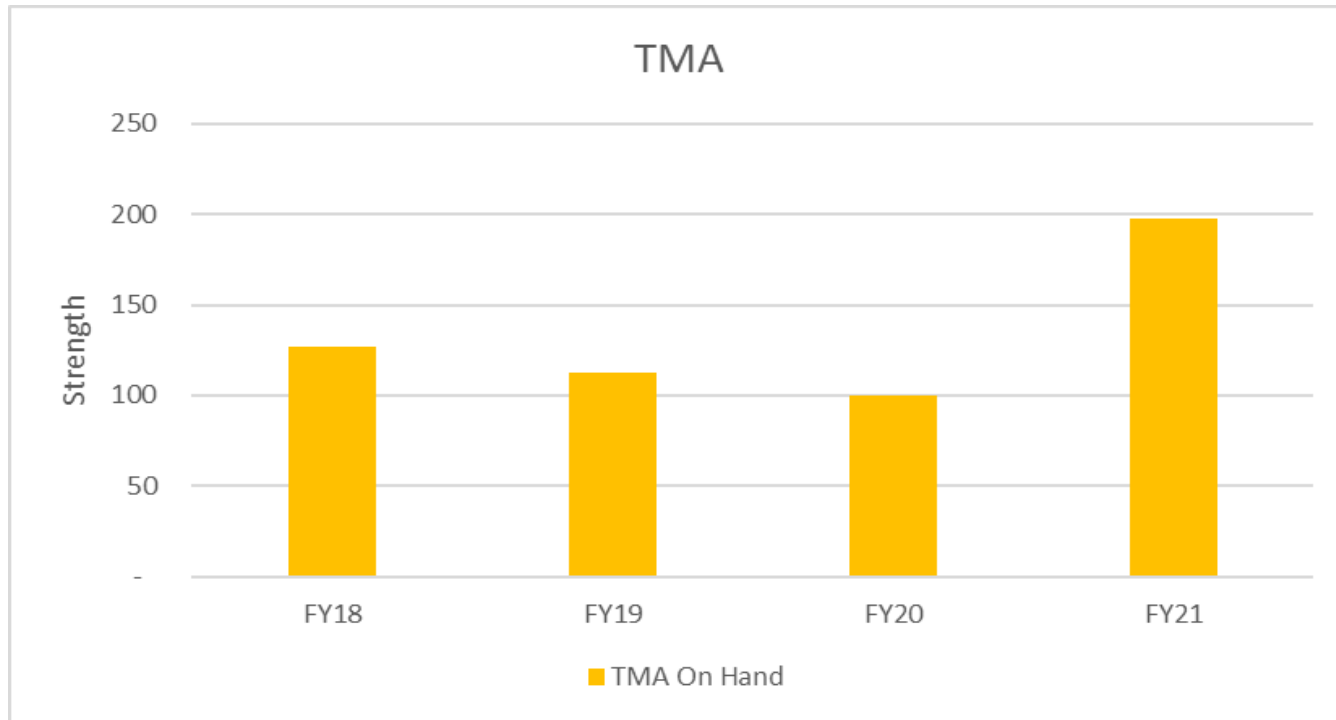
TMA: FTSIC will recommend action on TMA assignments not specifically covered in the annual TMA Soldier policy.

ADOS-RC: FTSIC will recommend action on requests for positions on HQ USARC staff and MSCs (that exceed local FTS budgets).

DAC and MT: FTSIC is not involved in staffing positions that are required and authorized on an MTOE or TDA or otherwise allowed by the annual USARC Civilian Hiring Strategy.

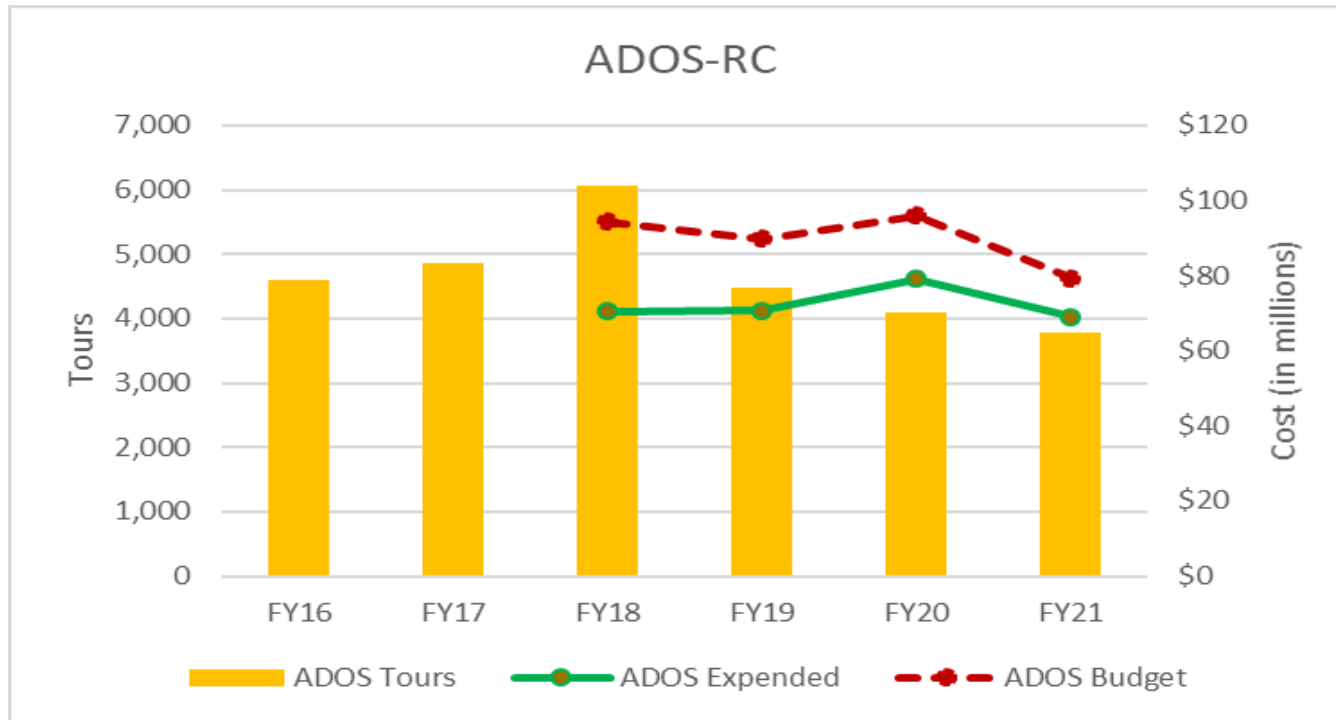


# TMA



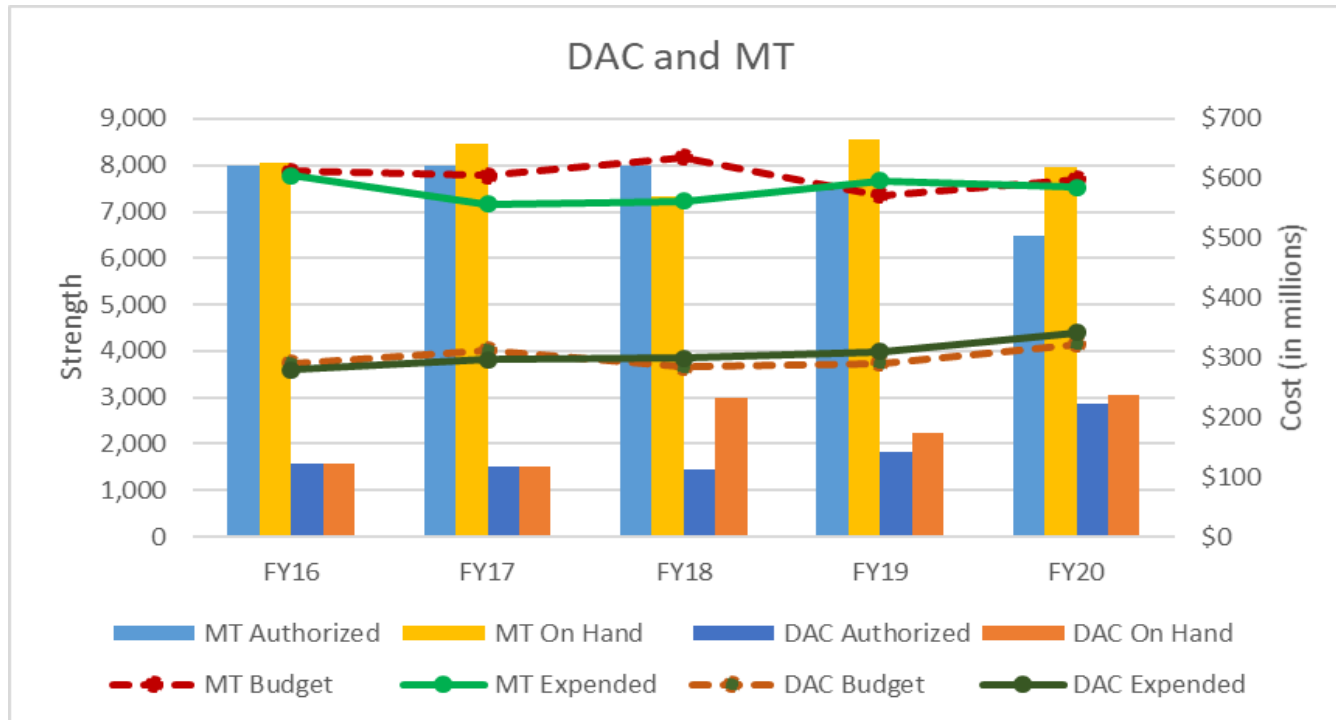
- AGR manning guidance reviewed and published annually in coordination with USARC G-3/5/7 FMM.
- Chart reflects TMA requests approved by TMA Executive Board. Excludes recruiter mission (USAREC: 295, ARCD: 31) and requests with valid bill-payers.
- 116 CAR-directed TMAs approved in FY21.

# ADOS-RC



- ADOS tour database external to USARC (DA contractor administrated).
- Major Subordinate Commands have independent budgets and manning processes; HQ USARC tours managed by USARC G1.
- For FY18-21 (YTD) USAR executed an average of 81% of annual ADOS budget.
- Fewer total tours in recent years, but tour duration has increased steadily since 2016.

# DAC and MILTECH



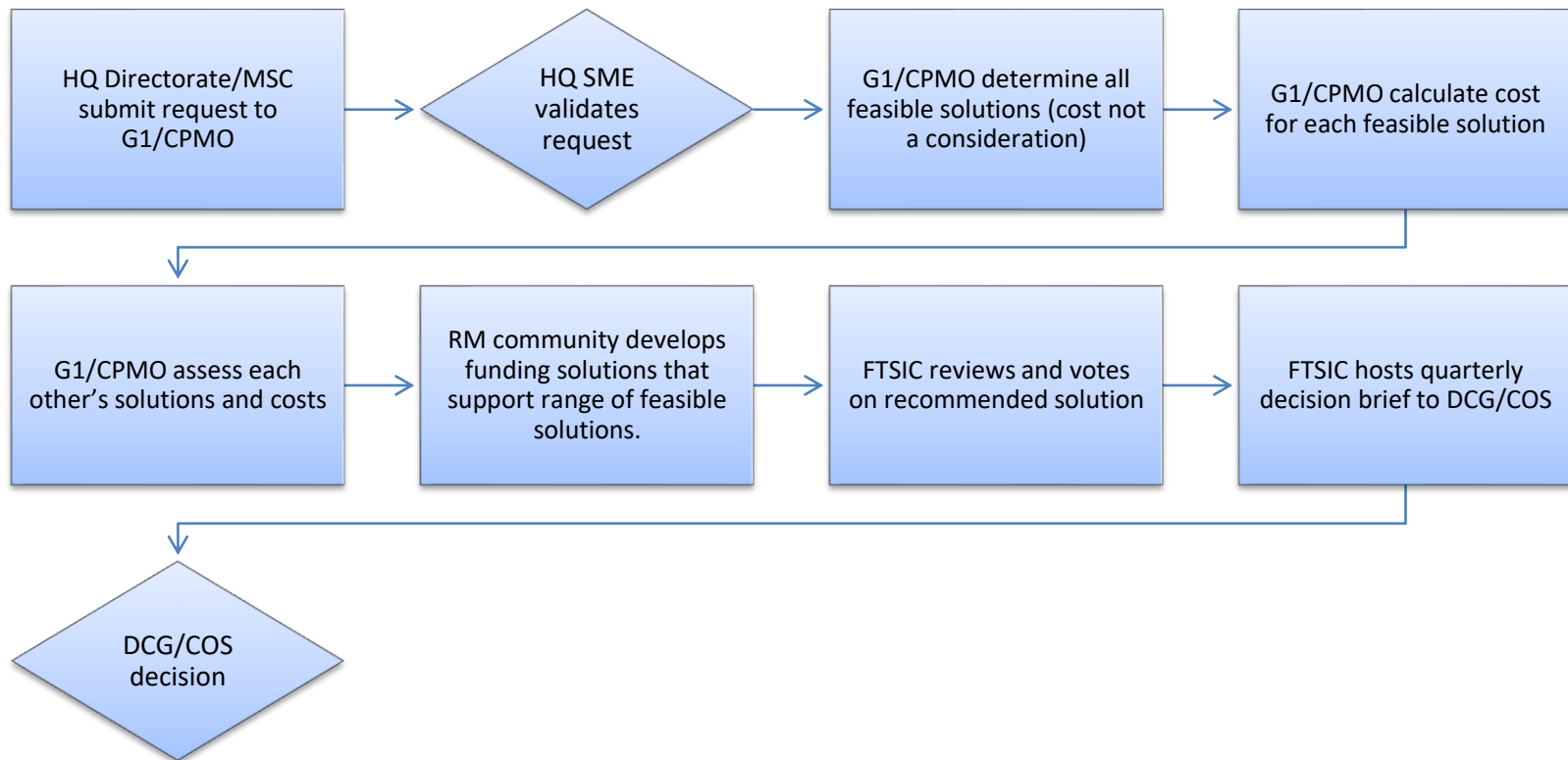
- Over-hire and over-execution of DAC and MT budgets intentional and encouraged by USAR leadership.
- Requirements for civilians rarely less than 12 months.
- DAC and MT end strength forecast for out years; annual hiring and manning guidance published by USARC.

## Contractor

- G-8 is not able to provide data outlining labor service contracts and associated CMEs.
- If the FTSIC is limited in scope to “un-resourced requests for labor service contracts”, the FTSIC can react to that and requires no additional information other than the specific request and supporting information related to the request; any historical data or context is not required for the FTSIC to take action within its charter.
- CASO currently processes approximately 1/3 of USAR contracts.
- Databases tracking contractor employees are new, not centralized, and sparsely populated.

# New FTSIC Road to People Workflow

Requests and decisions are no longer in a vacuum. No more redundancies for support and budget outlays



Overall FTSIC requests review and approval process. This combines the SMEs with the individual requests matched with a holistic review by the combined staff to factor: the validity of the request, alternatives to the request, budgetary impacts, and ultimately approval/disapproval.

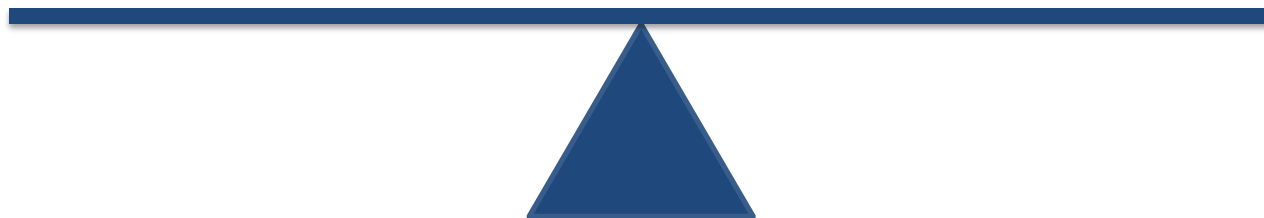
# RTP Long-term and Short-term Solutions

## Short-Term Practicality:

The Quarterly FTSIC Decision Brief will address all individual requests for FTS that have entered and completed FTSIC workflow, with a focus on micro-staffing. This process will adjudicate all requests for (1) unauthorized DAC or MILTECH FTS not specifically authorized by the annual Civilian Hiring Strategy, (2) TMA requests not specifically authorized by the annual TMA Soldier policy, and (3) ADOS-RC requests in support of USARC HQ and MSCs.

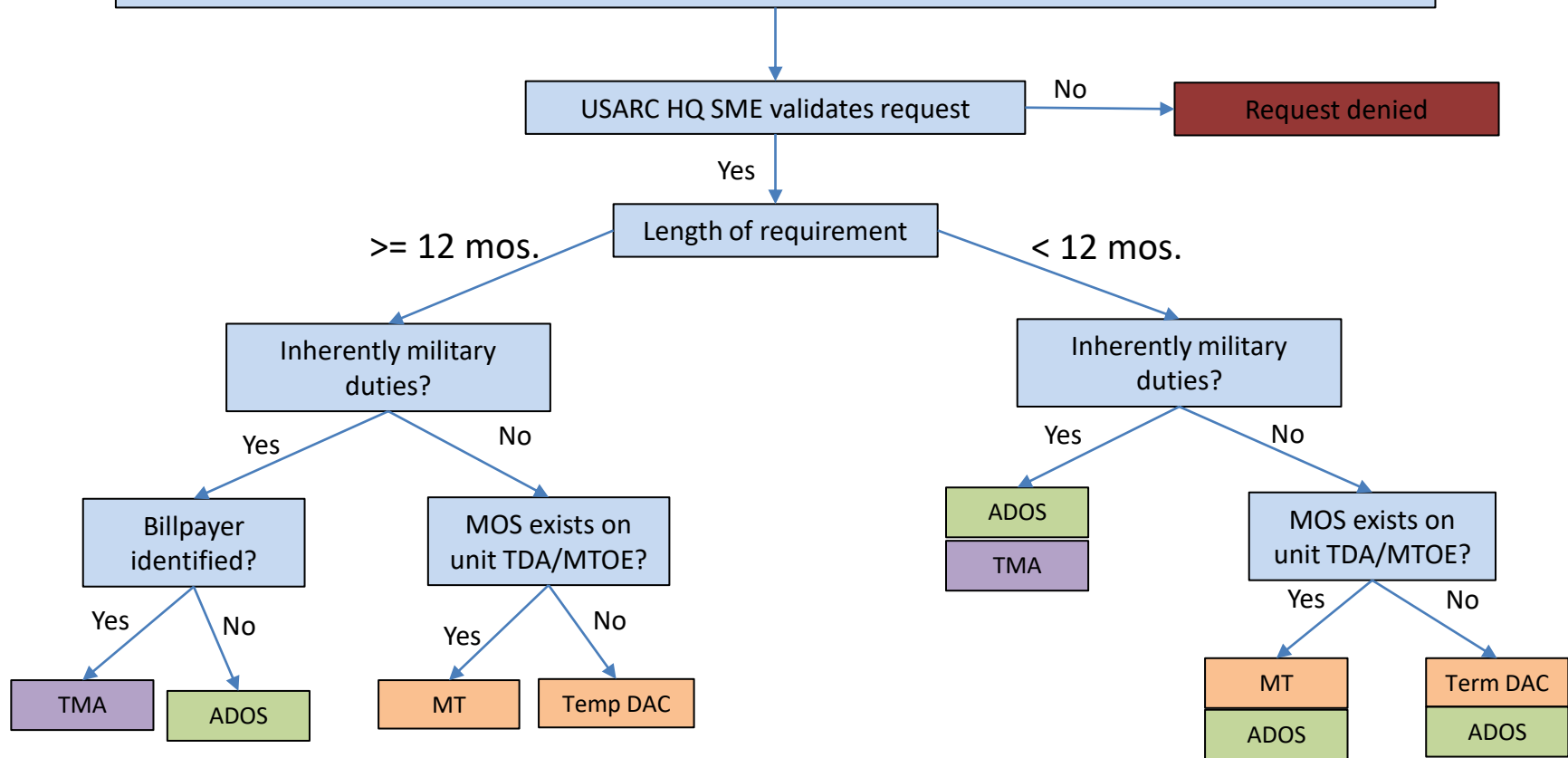
## Long-Term Outlook:

The Annual FTSIC Decision Brief is synchronized with the change in Fiscal Year to develop year of execution strategies that support FTS needs supported by current year budget, with a focus on macro-policy. The Annual Decision Brief will determine (1) ADOS-RC Long Tour support to HQ USARC and MSCs, (2) annual TMA Soldier Policy, and (3) annual Civilian Hiring Strategy. The Annual Decision Brief will formulate funding solutions that support policy. The Annual Decision Brief will be conducted in the 3rd QTR prior to start of new FY, and may be synchronized with the Quarterly FTSIC Decision Brief for the 3rd QTR.



# (Candidate) RTP Staffing Feasibility Decision Tree

Requests sent to G1 and CPMO. Requestors can ask for specific type of FTS, but FTSIC will make final decision based on SME input, funding, inventory, and impact on readiness. G1 and CPMO meet regularly to deconflict and ensure duplicate requests are not sent forward for SME validation.



DAC/MT (CPMO)

ADOS (G38)

TMA (G1)

# Conclusion

**The Road to People process is the backbone of FTSIC operations used to assess individual requests for personnel. The RTP process leverages existing personnel request mechanisms to focus on solution optimization that considers both operational benefit and financial cost.**

The FTSIC, as guided by the Chairperson, will review all validated requests and formulate the roster of feasible resourcing solutions. Solutions will consider:

- (1) The recommendations of the requestor and USARC Staff SME,
- (2) Available inventory of existing personnel,
- (3) Financial and operational cost for each solution,
- (4) Aggregate funding for each USAR appropriation, and
- (5) Other relevant guidance.



# Questions

## **Facts**

- DAC/MILTECH funded with OMAR
- AGR funded with RPA
- ADOS-RC funded with RPA, unit funds
- Service contracts are funded with OMAR

## **Assumptions**

- ADOS-RC is limited to Directorate/MSC budget
- FTSIC will be the single decision point for HQ, USARC and MSCs
- Service contracts are not interchangeable

# **G-3/5/7 FMM Manpower Requirements Division**

## **MISSION**

- To determine the minimum number of FTS requirements and category of personnel needed to perform mission essential work for the Army Reserve; providing the capability to perform day-to-day operations in support of Title 10 responsibilities.

## **OBJECTIVE**

- Provide understandable and defensible methodologies for determining FTS requirements; while standardizing requirements for like type structure.

## **FUNCTIONS**

- Conduct Manpower Studies/Models
- Workload Analysis (Change Management Plans)
- Force Structure Analysis
- Develop & Publish Staffing Guides Based on Force Structure

# References

- ❑ Full Time Support Integration Council v7
- ❑ AR 135-18, The Active Guard Reserve (AGR) Program
- ❑ DA PAM 600–3 Personnel-General Commissioned Officer Professional Development and Career Mgmt
- ❑ Memorandum, Office of the Chief, Army Reserve, DAAR-HR, 29 September 2017, subject: Army Reserve (AR) Active Guard Reserve (AGR) Manning Guidance
- ❑ Temporary Manpower Allocation (TMA)
- ❑ Contract and Procurement Handbook – FY21
- ❑ ADOS-RC Procedures and Requirements - FY16
- ❑ USARC HQ ADOS-RC Procedures – FY20
- ❑ USAR Unit Manning Guidance – FY20
- ❑ CPMM 21-004 FY21 Civilian Personnel Hiring Policy & Guidance
- ❑ DoDI 1205.18, Full-Time Support (FTS) to the Reserve Components