

AIRMAN LEADERSHIP SCHOOL
STUDENT GUIDE

PART I
COVER SHEET

LESSON TITLE: SA07, RESOURCE STEWARDSHIP

TIME: 2 Hours

METHOD: Guided Discussion and Experiential

REFERENCES

Air Force Instruction (AFI) 38-201, *Management of Manpower Requirements and Authorizations*, 30 January 2014

Air Force Instruction (AFI) 38-204, *Programming USAF Manpower*, 1 August 1999

Air Force Instruction (AFI) 38-205, *Expeditionary Manpower Management*, 1 May 2012

Air Force Instruction (AFI) 38-206, *Additional Duty Management*,

Air Force Instruction (AFI) 65-601 Volume 1, *Financial Management, Budget Guidance and Procedures*, 16 August 2012

Air Force Instruction (AFI) 65-601 Volume 2, *Financial Management, Budget Management for Operations*, 18 May 2012

Air Force Instruction (AFI) 65-601 Volume 3, *Financial Management, The Air Force Budget Corporate Process*, 8 August 2011

<http://www.af.mil/News/ArticleDisplay/tabid/223/Article/554085/commentary-airmen-powered-by-innovation-program-launches-new-site.aspx> (accessed 29 Dec 14)

STUDENT PREPARATION: Students must complete all reading assignments (4,600 words – approx 40 minutes) and come to class fully prepared to participate in experiential exercises and guided discussions.

PART IA

GENERAL LEARNING OUTCOME: Students who graduate from Airman Leadership School will possess an improved knowledge and understanding of Resource Stewardship.

SUPPORTED COMPETENCIES/DIRECTIVES:

This lesson supports Resource Stewardship which is 1 of 3 sub-competencies associated with the Institutional Competency of *Managing Organizations and Resources*.

TERMINAL COGNITIVE OBJECTIVE: Comprehend Resource Stewardship concepts and their impact on NCO, unit, and mission effectiveness.

TERMINAL COGNITIVE SAMPLES OF BEHAVIOR:

1. Explain Resource Stewardship concepts and their impact on NCO, unit, and mission effectiveness.
2. Give examples of Resource Stewardship concepts and their impact on NCO, unit, and mission effectiveness.
3. Predict the impact of Resource Stewardship concepts on NCO, unit, and mission effectiveness.

AFFECTIVE OBJECTIVE: Value Resource Stewardship concepts and their impact on NCO, unit, and mission effectiveness.

PART IB

ORGANIZATIONAL PATTERN: Topical

ASSOCIATED LESSONS: SA08, *Continuous Improvement*

PART IC

LESSON OUTLINE:

CONTENT
INTRODUCTION: Attention, Motivation and Overview
MP 1. Resource Stewardship and the Types of Resources
MP 2. Financial Resources
MP 3. Personnel Resources
MP 4: The Importance of the Proper Use and Conservation of Resources
CONCLUSION: Summary, Re-motivation and Closure

PART II

STUDENT READING

INTRODUCTION

Resource Stewardship is one of the Air Force Institutional Competencies. According to the competencies, at the NCO level, you are charged with achieving both basic and intermediate proficiency levels in Resource Stewardship. This means that, as NCOs, you must be able to identify, acquire, and conserve resources needed to accomplish the mission. You must also be able to adhere to timelines and milestones set for mission accomplishment and use resources as directed/available.

The concepts discussed here are necessary because the Air Force has recognized that staff sergeants, technical sergeants, and master sergeants all need to become more knowledgeable on financial and manpower processes earlier in their career. Soon you will be in charge of your own sections and you need to know how to acquire all the resources necessary to get the job done. The knowledge you gain here at the Airman Leadership School on Resource Stewardship will not only help you in your current rank and position, but will prepare you for future roles as you will be expected to project and advocate for funding and manning resources.

Remember as children when our parents and elders asked us not to waste water or turn the lights off when leaving a room? Conserving these and other valuable resources is an action we all learned early in life and those basic principles serve us well today as Air Force leaders and managers. As members of management, we are ever-challenged to conserve, preserve, and defend the resources critical to accomplishing our mission. Our personnel and the necessary funding are more than just commodities; they are the lifeblood that enables our Air Force to fulfill its indispensable commitment to defend the American People and its allies.



Figure 1. *Defining Resource*

According to AFI 36-2618, *Enlisted Force Structure*, the primary focus of the NCO tier is mission accomplishment. Operating at the tactical level, Staff Sergeants accomplish the mission as effectively and efficiently as possible using available personnel and resources.¹ They are charged to properly and effectively use all resources under their control to ensure the mission is effectively and efficiently accomplished and also responsible for their subordinates' development and the effective accomplishment of all assigned tasks.² The efforts of today's NCO are critical in supporting the NCO's responsibilities to ensure money, facilities, and other resources are utilized in an effective and efficient manner and in the best interest of the Air Force.³

MP 1. RESOURCE STEWARDSHIP AND THE TYPES OF RESOURCES

Resource stewardship is the "careful and responsible management of resources under one's control." For the NCO, this requires the efficient and effective use of assigned resources such as: personnel, financial, information and technology, warfare, energy, and material.

Let's examine the various types of resources that you may be responsible for as an NCO.

- **Personnel:** Considered our “most valuable resource,” the appropriate amount (and mix) of skilled and qualified individuals provides the workforce necessary for organizations to meet ongoing and future mission requirements. Training and development plans, institutional programs and processes, along with support organizations are integrated to assist in effectively managing personnel.
- **Financial:** This is the resource that is required in order to procure the material, information and technology, and warfare resources we need to accomplish our missions. Understanding how the financial systems and processes work is critical to the NCOs ability to ensure their Airmen have what they need to successfully complete their missions both at home station and deployed locations.
- **Information and Technology:** Information and Technology resources include things such as cyber operations submissions (including Defense Business Systems), national security systems (NSS), Command and Control (C2), Communications and related programs, Combat Identification, Cyberspace Operations, Information Assurance (including Information Systems Security), Offensive Cyber Operations, Defense Cyber Operations, Operational Preparation of the Environment, Threat Detection and Analysis, meteorological and navigations systems/programs as well as budgeting for contributions to intergovernmental e-gov initiatives.⁴
- **Warfare:** Warfare resources are those resources such as aircraft, missiles, armor/armaments, specialized ground handling equipment, etc. that support contingencies and warfare.
- **Energy:** Any usable power, including but not limited to coal, petroleum products, steam, electricity, natural gas, propane, military operational fuels and propellants, alternative fuels and renewable energy. Renewable energy includes things like synthetic and biomass-derived fuels, solar, wind, geothermal, and nuclear, but excludes nuclear energy used in ship propulsion.
- **Material:** Material resources are the physical goods that are required by our personnel to complete their assigned duties. This is a vast category that includes natural and man-made resources to include:

Natural:

- Agriculture
- Air
- Land
- Water
- Wood

Man-made:

- Clothing
- Food
- Office/Industrial equipment
- Plastic
- Vehicles

MP 2. FINANCIAL RESOURCES

To procure, conserve, maintain, or increase the resources mentioned above, we incorporate schedules, processes, and periodic cycles into our daily responsibilities. This ensures we meet the deadlines associated with the effective management of our assigned assets and meet our mission objectives. However, these administrative tools are only as good as our understanding of them. Let's first examine

how we receive funding to acquire the different types of resources we rely on in the military.

Each year, Congress enacts the Department of Defense (DoD) Appropriation Act and the Secretary of the Air Force Deputy Assistance Secretary for Budget (SAF/FMB) receives its allotment from the Office of the Secretary of Defense Comptroller. The SAF/FMB office then translates program requirements into approved budgets. The SAF/FMB office provides budget execution, supports resource allocation with systems, policy, oversight and advice. It is important to know that whenever Congress hasn't passed the new fiscal year's appropriation act by the start of the new fiscal year, the SAF/FMB will provide interim guidance based on Congress' passing of Continuing Resolution Authority.

Continuing Resolution Authority (CRA): Fiscal law authority that allows the government to continue operations at a minimum level for a specific amount of time, usually a few days to a few weeks. This is important for NCOs to know because it usually delays the initial distribution of funds. During CRA, units typically receive funding authority for approximately 80% of the previous year's budget amount. A CRA is needed to prevent agencies from shutting down because without it, agencies have no authority to incur fiscal obligations.

Appropriation

Appropriations: A provision of legal authority by an act of the Congress that permits Federal agencies to incur obligations and to make payments out of the Treasury for specified purposes. An appropriation usually follows enactment of authorizing legislation (i.e. the DoD Appropriation Act enacted by Congress each year.) Appropriations do not represent cash actually set aside in the Treasury for purposes specified in the appropriation act; they represent limitations of amounts which agencies may obligate during the time period specified in the respective appropriation acts.⁵

The most common appropriation you will use is known as *Operations and Maintenance* (O&M) funds. This includes funding for mobilization, recruiting, training, administration, and service-wide activities, military/civilian salaries, operating and maintaining an installation, environmental restoration, and a myriad of other costs associated with *day-to-day* Air Force operations.

Government Purchase Card (GPC) responsibilities.

NCOs at your level often perform additional duties such as Government Purchase Card (GPC) card holder. As a GPC card holder you must understand the budget process so you can properly budget your allocated funds each fiscal year. Don't wait until the end of the budget cycle to spend your allocated money...plan early for your section's needs (supplies, equipment, etc.) If you are not performing duties as a GPC card holder and your workcenter requires supplies, equipment, etc. then you will work with your unit's Resource Advisor or unit leadership to request resources. Sometimes you may even be responsible for requesting funding if the purchase amount of the resources you need exceed \$2,500 and your GPC limit cannot be increased. These are just a few examples of the responsibilities you could fill as a new NCO.

Budget Process

The budget process is a perpetual cycle of planning, programming, revising, adjusting, and spending. Each cycle lasts one fiscal year (FY) which begins on 1 October and ends on 30 September of the following year. Each FY is divided into quarters and specific actions take place within each quarter as outlined in Figure 2 below.

Consider a budget as a system of timelines and milestones associated with resource stewardship. To be

good stewards of our available resources NCO's must adhere to the budget cycle. The budget cycle (1 Oct - 30 Sep) as well as each quarter within the cycle offer concrete dates for determining, analyzing, and prioritizing budgeting actions and decisions. Along the same lines, each budget cycle includes several milestones such as quarterly spending targets, execution plan submissions, and end-of-year close out.

Planning, Programming, Budgeting, and Execution (PPBE)

A formal, systematic structure for making decisions on policy, strategy, and the development of forces and capabilities to accomplish anticipated missions. PPBE is an annual process that produces the Defense Planning and Programming Guidance (DPPG), an approved Program Objective Memorandum (POM) for the Military Departments and Defense agencies covering a 5-year period cycle, and the DoD portion of the President's Budget (PB) covering one year.⁶

Budget Cycle

The Budget Cycle illustrated below is based on the (FY) Fiscal Year (1 Oct – 30 Sep) During the first quarter (1 Oct-31 Dec) funds are allocated downward and cost centers begin working their budget execution review. If you require funds for your section or workcenter, this is the quarter you would send your unfunded requests up to your resource advisor. The second quarter is important to you because this is where your resource advisor submits the first Budget Execution Review. If your section needs resources for the next FY; then you will send your requests up in January of the second quarter. It is important to note that 50% of the budget must be obligated and/or spent by 1 April and 75% must be obligated or spent by 1 July of each FY. The FY ends on 30 September and 100% of the budget must be spent.

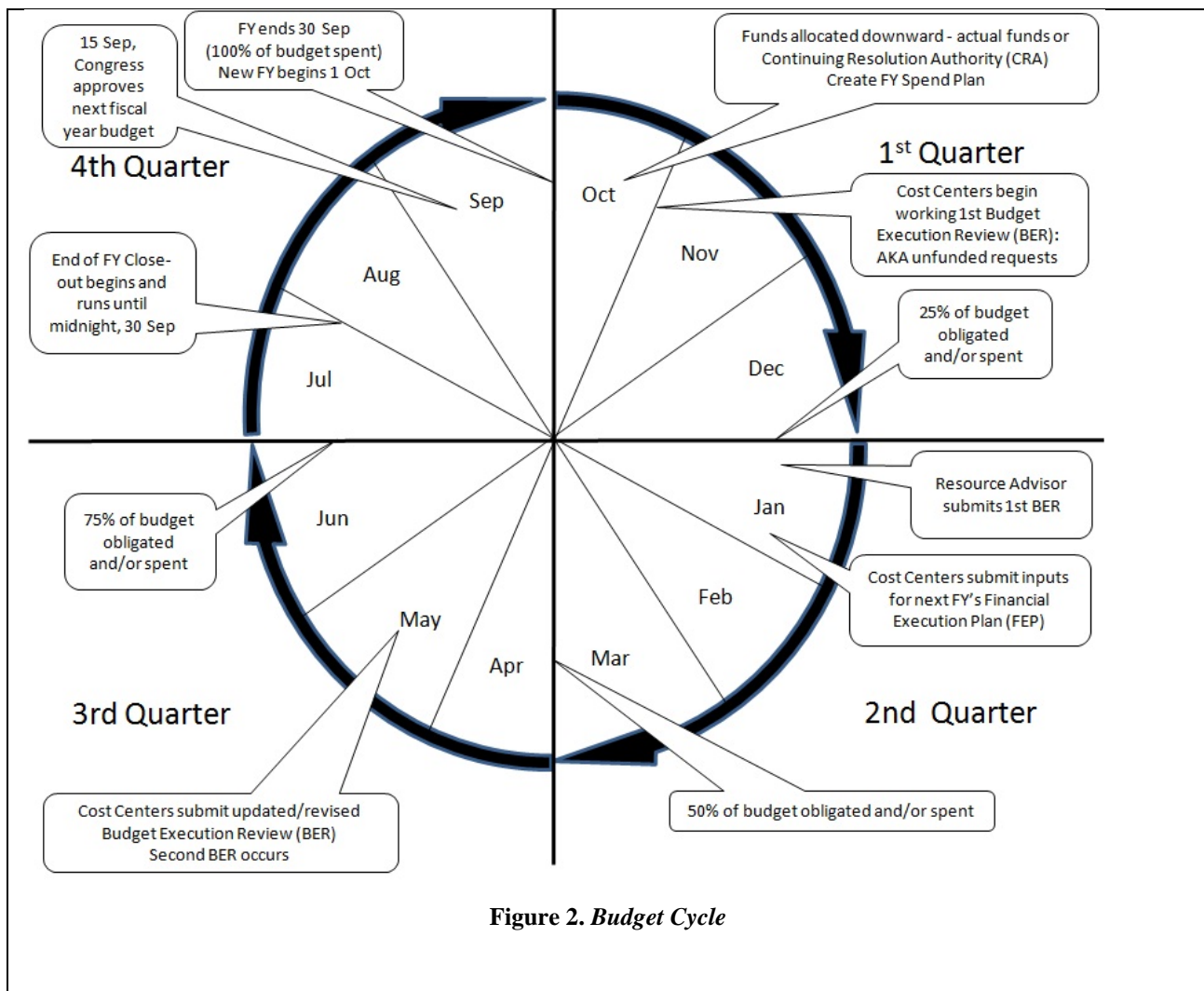


Figure 2. Budget Cycle

End-of-Year Closeout

In managing Air Force funds, we want to use available funds most effectively for recognized operational needs; ensure obligations recorded by 30 September are valid so the Air Force does not lose funds.⁷ Typically the resource advisor or other financial point of contact in your unit will record valid obligations in the accounting system no later than midnight to avoid unnecessary end-of-year funding shortfalls.

Prior Year Unobligated Balances (Fall-out/Fall-in)

Every year the Air Force risks losing billions of dollars due to un-spent balances and historical under-execution of the financial plan (budget). Fall-out money is based on the deobligation of expired funds. In some cases, obligations are underestimated and result in a fall-in situation, which requires additional funds to cover actual obligations. Historically, the Air Force execution has resulted in more fall-out than fall-in funds. As an NCO, this is important because you may be responsible for submitting requests to receive fall-out money for the resources to accomplish the mission.⁸

Anti-Deficiency Act

The Anti-Deficiency Act (ADA) is a law where Congress exercises its constitutional control over the public purse. The act requires agencies that have violated its rules to report to the President and Congress all relevant facts and a statement of actions taken. The act further requires agencies to transmit a copy of each report to the Comptroller General on the same date the report is transmitted to the President and Congress.

Anti-Deficiency Act: Prohibits from involving the government in a contract or obligation for the payment of money before an appropriation is made unless authorized by law. Prohibits against over obligating or overspending an appropriation.

Anti-Deficiency Act Violations: An act that results in exceeding limitations [misuse] of funds authorized and appropriated by Congress in support of contract obligations.

The fiscal principles underlying the Anti-deficiency Act are really quite simple. Government officials may not make payments or commit the United States to make payments at some future time for goods or services unless there is enough money in the "bank" to cover the cost in full. The "bank," of course, is the available appropriation. If you are responsible for funds in your unit, do not obligate your unit to spend more funds than authorized. Never spend money on unauthorized items. For example, using O&M money to purchase unit coins and T-shirts to give to family members during the annual picnic is an unauthorized use of government funds.

Military and civilian employees who violate the Anti-Deficiency Act are subject to appropriate administrative and punitive measures including, when circumstances warrant, suspension from duty without pay or removal from office. In addition, those who "knowingly and willfully" violate any of the provisions cited above "shall be fined not more than \$5,000, imprisoned for not more than 2 years, or both." Other measures include admonishments, reprimands, and adverse performance reports.

Below are other examples where NCOs are susceptible to violating the Anti-Deficiency Act.

Business Cards: Professionally-made cards are typically limited to recruiters and investigators; others may buy card stock and use office printing equipment to make cards.

Coins: Buying unit designated coins as mementos to give to family members of deployed personnel would not be proper. Generally, O&M funds may be used for purchases that support an award for excellence in accomplishment or competition.

T-Shirts: The purchase of T-shirts for sports competitions is authorized as long as such competitions are of a continuing nature.⁹ However, buying shirts for all unit personnel in attendance is not authorized. Purchases are limited to shirts presented to winners in support of unit sporting events.

Out-of-Cycle Use: Using unfunded money to purchase items, equipment, supplies, services, and contracts that will be used or begin in the following FY is prohibited.

Terms and Definitions Associated with Financial Resources

Cost Center Manager (CCM): The cost center is the basic production organization (e.g. flights). The CCM regulates the consumption of work hours, supplies, equipment and services in producing things and doing tasks.¹⁰

Resource Advisors (RA): Budget representative for an organization. The resource advisor monitors and helps prepare estimates for resources, develops obligation and expense targets, monitors the use of resources and daily operations. Resource advisors must know the details of the organization's cost, program and fiscal requirements and understands the relationship between output and cost.¹¹

Execution Plan (EP): Commonly referred to as a Financial Plan or FinPlan, the basic purpose of the EP submission is to ensure an equitable distribution of the President's Budget (PB) for the next fiscal year consistent with accomplishing Air Force program objectives. Installations and units complete their EPs on request and forward them up the chain to their MAJCOM.¹²

Obligation: A legal binding agreement between the government and another party. The Air Force has entered a contractual obligation; however, no goods or services have yet been received.

Program Objective Memorandum (POM): An annual memorandum submitted to the Secretary of Defense from each Military Department and Defense agency. It proposes total program requirements for the next five years. It includes rationale for planned changes from the approved Future Years Defense Program baseline within the fiscal guidance issued by the Secretary of Defense.¹³

As an NCO, your role in the execution of a financial plan depends on a strict adherence to resource stewardship. The 23rd Secretary of the Air Force Deborah James and 37th Vice Chief of Staff General Spencer refer to this by stating, "Make Every Dollar Count: All in, All The Time."¹⁴ Your actions will directly affect and enable the Air Force to fund current operations, while planning to fund the future.

MP 3. PERSONNEL RESOURCES

The Air Force Manpower core competencies are Organization structure, Program Allocation and Control, Manpower Requirements Determination, and Improve Performance.¹⁵ All NCO's should be aware of how Air Force Manpower structures for effectiveness, supports operational planning, and constantly evaluates for efficiency and effectiveness.

Organization Structure: This competency deals with the functionality of organizations, specifically activation, inactivation, redesignation, and reorganization. The Organizational Change Request (OCR) is the instrument used to activate, inactivate, redesignate, or reorganize organizations.

Program Allocation and Control: This competency centers on the Unit Manpower Document (UMD), funded and unfunded position requirements.

- a. **UMD:** This computer product details the organization structure, (the number, skills, and grade and security requirements of manpower authorizations), the position number for each authorization and other pertinent data commanders and managers need to manage manpower resources. Any change to the UMD requires a formal Authorization Change Request (ACR – see below), signed by the appropriate commander.

*Note: The UMD **does not** reflect personnel assigned (faces). See the Unit Personnel Management Roster (UPMR) for faces in spaces.*

- b. **Funded Requirement:** Authorized and funded positions needed to accomplish the assigned workload. Funded manpower positions are allocated by category (officer, enlisted,

and civilian). Given the fact that requirements typically exceed available funding, commanders first prioritize requirements and then allocate funding to the highest priority.

c. Unfunded Requirement: Authorized, **but unfunded** positions needed to accomplish the assigned workload.

Requirements Determination: This competency centers on the ACR which is a multi-purpose instrument used to propose adjustments to a UMD. ACRs are commonly used to request increases, decreases, or realignments of manpower requirements and/or to change attributes on the UMD. When your organizational mission changes, it may prompt an adjustment to one, some, or many of the positions listed on the UMD. For instance, consider the Vehicle Operations position (“space”), Position Number: 003287450J in the below UMD (Table 1 – attachment 1). Due to recent mission demands requiring more vehicles, you will need to assign a 7-skill level to this position capable of managing a larger assigned fleet.

To make this change, you would submit an ACR (described above in Program Allocation and Control) to change the UMD. Once the UMD change is approved, the below UPMR (Table 2 – attachment 1) is then updated, with the qualified person (the “face”) to match the attributes of the position. Some other examples of when you might use an ACR to change attributes authorized on the UMD include:

- Changes Air Force Specialty Codes (AFSC)
- Adjustment pay grade or skill levels
- Change Security clearance (Special Access Requirement or “SAR”)
- Personnel Reliability Program (PRP) codes

Do not submit an ACR to solve short-term problems or when experiencing:

- Temporary shortage of assigned personnel
- Poor or inadequate supervision, personality conflicts, or lack of qualified personnel
- Self-imposed work over load
- Inefficient procedures and/or ineffective/inefficient use of personnel

Though most organizations have their own format, ACRs should include as a minimum:

- (1) List of the UMD attributes that identify the affected position
- (2) List of the UMD attributes that represent the desired change (typically bolded)
- (3) Justification for each proposed change (what, why, and when)

Note: Check with your local Manpower Office before composing or submitting an ACR. They can save you time and frustration by offering expert advice and direction. Also, contact your MAJCOM functional manager and ensure the current UMD is accurate and that previously submitted ACRs are confirmed.

Performance Management: This manpower competency concentrates on programs that increase workforce efficiency and organization cost effectiveness. One of the major programs you can use to enhance Performance Management is the Productivity Enhancement Capital Investment (PECI) Program. This program can provide you with expedient funding for capital acquisition projects,

productivity improvement projects, and investment opportunities which provide measurable benefits, real savings, and produce a return on investment (ROI) for the Air Force within a 2 to 4 year period.

Each year, PEGI invests an average of \$10-\$11 million that will net an average life cycle savings of approximately \$112 million. These investments have funded a wide variety of productivity improvements - from technology upgrades that increase administrative speed to major equipment purchases that increase base capabilities. While the details of each PEGI project may vary, they all have two key elements in common - measurable benefits and real savings. The fundamental purpose of the PEGI program is to improve the Air Force by conserving the resources necessary to meet mission requirements in the most effective and efficient manner possible.

All of the remaining dollar savings that result from the improved productivity are kept at the base to be used for any other purpose. So the more money that your project ideas save, the more money your base gets to spend!

Along with PEGI, the Air Force uses the Airman Powered by Innovation (API) program that allows total force Airmen to elevate ideas that affect cost savings, quality, productivity, cycle time, process improvement, and morale. Airmen can submit ideas by working with their local base AFISO21 expert and submitting ideas through the AF Portal's API website. Since the launch of the API program, Airmen all across the Air Force have submitted thousands of ideas. One such idea submitted in 2014 from Tyndall AFB for missile/drone retriever boat re-power plan will save the Air Force \$25.93 million dollars. (e.g., the Secretary of Defense Productivity Excellence Awards Program, the Air Force Productivity Awards for Professional Excellence, performance appraisal, etc.).

To emphasize the NCOs role in process improvement and resource conservation, the *Enlisted Force Structure* states that NCOs must, "Develop innovative ways to improve processes and provide suggestions up the chain of command that will directly contribute to unit and mission success" and to "Seek ways to reduce costs and improve efficiency."¹⁶ In today's challenged economy, we must do our part as military service members and American citizens to reduce operational costs to maximize the taxpayer's return of investment and better serve our warfighters.

MP 4. THE IMPORTANCE OF THE PROPER USE AND CONSERVATION OF RESOURCES

*"The waste of plenty is the resource of scarcity."
- Thomas Love Peacock¹⁷*

As we discovered throughout this reading, our organizations would not be able to successfully execute their portions of the Air Force mission if the resources we relied on most were unavailable. It is quite easy to take the necessities we use, and often times misuse, for granted. As resource stewards, it is imperative that we appropriately use, conserve, preserve, even defend the resources that enable us to meet organizational goals of today-and tomorrow. To help in the your resource conservation efforts, there is a myriad of instructions, laws, policies, and regulations available to reference-with many of them listed on pages 1 and 2 in the *Reference* section of this reading assignment.

Developing Today's Resource Stewards

As members of management, we support the efforts of our leadership to acquire the necessary personnel, financial, material, warfare, and information & technology training and equipment our people need. As enlisted leaders, NCOs are the moral fiber that ensures the effective and efficient use of all resources to continuously meet mission requirements.

Be the N.C.O! Be the one who:

- Nurtures and creates an organizational culture that fosters and promotes a resource-conscious attitude. Coach and support the awareness and development of every Airman by teaching, training, and educating them in the ways we effectively use the resources we depend on.

- Champions resource stewardship by advocating for the resources you need. Promote and defend the programs, processes, and leadership decisions that ensure the smart use of our resources and be aware of the fiscal timelines to support your efforts. Include your Airmen in process improvements by soliciting ideas and inputs regularly on how we can improve operations for future Airmen. Make resource conservation and team effort!

- Takes Ownership in the organization's resource management program. Be an active role model in effectively using and managing the resources of your organization. Be on the lookout for and correct the activities and personnel that waste or misuse resources and commend those who appropriately conserve. The actions, attitude, and behaviors you demonstrate as a resource steward will influence the Airmen you serve with now and the generations that will follow.

Table 1 Unit Manpower Document, UMD (“The Spaces”)
Attachment 1

CID	POS NBR	AFSC	Duty Title	SEI	CAT	GRD	SKL	PEC	CEC	P R P	S A R	F Y 1 0	F Y 1 1	F Y 1 2
0J	003244340J	91C0	Commander		Off	Major		84771A		Y	6	1	1	1
0J	003244350J	2W271	Nuclear Weapons		ENL	SMSgt	9	84771A		Y	6	1	1	1
0J	003287110J	1N371	Germanic Linguist		ENL	MSgt	7	84771A		Y	5	1	1	0
0J	003287450J	2T151	Vehicle Operations		ENL	SSgt	5	84771A		N	5	1	1	1
0J	003291890J	2S052	Supply Systems Analyst		ENL	SSgt	5	84771A		N	5	1	1	1
0J	003292000J	3C051	Communication Sys Operations		ENL	SrA	5	84771A		N	5	1	1	1

Table 2 Unit Personnel Management Roster (“The Faces”)

POS NBR	AFSC	Duty Title	Pr	Name	SSN	Rank	SKL	DAS	DOR	PRP
003244340J	91C0	Commander	Y	Pondiff, Karen W.	1124	Major		20080325	20000101	Y
003244350J	2W271	Nuclear Weapons	Y	Suave, Enrique L.	3458	SMSgt	9	20080304	20051225	Y
003287110J	1N371	Germanic Cryptologic Linguist	Y	Smith, Peter I.	9982	MSgt	7	20030102	20010701	Y
003287450J	2T151	Vehicle Operations	N	Jasper, Donald F.	6403	SSgt	5	19990213	19990101	N
003291890J	2S052	Supply SysAnalyst	N	Solara, Jessica F.	3359	SSgt	5	200606199	20070501	N
003292000J	3C051	Comm-Computer Systems Operations	N	Jordan, Paul S.	5547	SrA	5	20091014	20090415	N

UMD Terms and Definitions:

CID (Command Identifier): Identifies to which command the UMD applies--0J - Air Education and Training Command (AETC) or 1C - Air Combat Command (ACC).

POS (Position Number): is a 10-digit number assigned to each manpower authorization. The first 8 digits provide identification and interface capability between manpower and personnel data systems. The last two digits represent the CID.

AFSC (Air Force Specialty Code): identifies the positions required/authorized specialty. The data code field may be overridden by the use of a Duty Title Code, which is explained in paragraph 10. The AFSC description can be found by going to the AFPC web site, going to the "search" function and typing in AFECD (for enlisted AFSCs) and AFOCD (for officer AFSCs). (refer to AFI 36-2101)

SEI (Special Experience Identifier): is a three-character code, which indicates the requirement of special experience or qualification. The individual must possess the prerequisites in AFI 36-2101 prior to the MPF assigning him/her to the position. SEI codes common to an AFSC are found in AFI 36-2101 (not applicable to civilian authorizations).

GRD (Authorized Grade): is the authorized grade that is funded by Congress. It consists of the alpha characters for military rank and the current GS rank or TBD for civilian positions. When there are Contract Manpower Equivalents (CME) additions, CME is entered in this column. CME is the number of in-service man-years that would be required if the contracted workload was performed in-house at the same workload and performance level required in the contract performance work statement.

CEC (Civilian Employment Group Category): shows the category in which the civilian would be hired. Some examples are provided below. Again, a complete list of all the CEC codes can be found in the Reference Tables in MPES. (Salaried=GS, Wage=WG, etc.)

SAR (Security Access Requirement): Indicates the security access necessary for normal recurring work to be performed in the work center by the designated authorization. (Refer to AFI 31-501, Para 7.6.3.).

PRP/SCI (Personnel Reliability Program/Sensitive Compartmented Information): status code identifies authorizations that require a PRP or SCI qualified individual.

NOTES

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- ¹ Air Force Instruction (AFI) 36-2618. *The Enlisted Force Structure*, 27 February 2009. p 5.
- ² Ibid., p 12
- ³ Ibid., p 14.
- ⁴ DoD Financial Management Regulation, Volume 2B, chapter 18, November 2012
- ⁵ DoD Financial Management Regulation, Volume 2A, chapter 1, page 9, October 2008
- ⁶ Air Force Instruction (AFI) 65-601 volume 3, 8 August 2011, *The Air Force Corporate Budget Process*
- ⁷ Air Force Instruction (AFI) 65-601 volume 2, 18 May 2012, *Budget Management for Operations*
- ⁸ Ibid., p 16
- ⁹ Air Force Instruction (AFI) 65-601 volume 1,
- ¹⁰ Air Force Instruction (AFI) 65-601 volume 2, 18 May 2012, *Budget Management for Operations*
- ¹¹ Ibid., p 14
- ¹² Ibid., p 10
- ¹³ Air Force Instruction (AFI) 65-601 volume 3, 8 August 2011, *The Air Force Corporate Budget Process*
- ¹⁴ SecAF Memo to Airmen on Every Dollar Counts, 13 May 2014
- ¹⁵ AFSC 3S3X3 Manpower Career Field Education and Training Plan, 1 September 2012
- ¹⁶ Air Force Instruction (AFI) 36-2618. *The Enlisted Force Structure*, 27 February 2009. p 11.
- ¹⁷ Brainy Quote website, "Resource Quotes," http://www.brainyquote.com/quotes/keywords/resource_2.html