



Defense Logistics Agency **INSTRUCTION**

DLAI 1125.01
Effective September 23, 2013

J8

SUBJECT: Use of Approved Workforce Staffing Model

References: (a) 2011 Director's Guidance, SE-6, "Develop DLA enterprise cost and staffing assessment capabilities to facilitate improved future opportunities for performance enhancements and additional savings", October 2011
(b) Memorandum for DLA Executive Board, "Fiscal Year 2011 Director's Guidance Stewardship Excellence (SE-6) Recommendations", October 2011

1. PURPOSE. This Instruction implements policy, assigns responsibilities, and provides procedures for the development and use of approved staffing models across the Defense Logistics Agency (DLA).

2. APPLICABILITY. This Instruction applies to DLA Headquarters (HQ), DLA Primary Level Field Activities (PLFA), other DLA Field Activities, and DLA Business Services.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DLA policy that:

a. DLA shall utilize workforce staffing models to ensure effective and efficient operations in accordance with Reference (a).

b. DLA shall use the tenets described in the Procedures section of this Instruction.

c. Any proposal for staffing resource changes submitted during the Program Budget Review (PBR) process will include staffing model analysis and the appropriate ratio, wall-to-wall inventory results, and/or other detailed justification for the proposed change.

5. RESPONSIBILITIES. See Enclosure 1.

6. PROCEDURES. See Enclosure 2.

7. INTERNAL CONTROLS. The staffing model will be managed, maintained, and monitored through existing Process Owner and Enterprise Business Cycle Owner governance processes, DLA J/D Codes/Field Activities, and via internal controls inherently included in the annual assessment and requirements of the PBR procedures. The DLA Alignment Group (AG) will provide overarching governance.

8. RELEASEABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DLA Issuances Internet Website.

9. EFFECTIVE DATE. This Instruction:

a. Is effective on September 23, 2013

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with DLAI 5025.01, DLA Issuance Program. If not, it will expire effective September 23, 2023 and be removed from the DLA Issuances Website.

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Director, DLA Strategic Plans and Policy

Enclosures

Enclosure 1 - Responsibilities

Enclosure 2 - Procedures

Glossary

ENCLOSURE 1:
RESPONSIBILITIES

1. The DLA AG shall:
 - a. Approve staffing model results.
 - b. Provide overall guidance on staffing model implementation and use.
2. DLA Finance (J8) shall:
 - a. Review, update, and maintain this Instruction as required.
 - b. Include reference to this Instruction in the annual PBR guidance.
3. DLA Human Resources (J1) shall:
 - a. Provide data in the areas of classification, position management, and performance management to DLA Operations Research and Resource Analysis (DORRA).
 - b. Provide information on Functional Community Managers to DORRA.
4. DORRA shall:
 - a. Engage with the Functional Community Managers to identify staffing model gaps and develop coverage solutions.
 - b. Follow the approved procedures and timelines as outlined in this document when developing staffing models.
 - c. Coordinate and manage the development and maintenance of the approved staffing models.
5. DLA J/D Codes/Field Activities shall:
 - a. Institutionalize and integrate the use of the models within the business process to ensure that workforce planning becomes a fundamental consideration of effectiveness and efficiency.
 - b. Engage and actively participate with DORRA throughout the staffing model development and maintenance process by providing subject matter expertise and other data inputs to include participating in site visits and personnel interviews.
 - c. Work with DORRA experts to review and validate development of staffing model drafts. Correspond with DORRA via the “DORRA Staffing Models” group email account.

d. Partner with DORRA to brief final results and findings to the Alignment Group as a joint responsibility. This will include briefing the organization's or activity's intent for the implementation and application of staffing model results and findings.

6. Functional Community Managers shall monitor:

a. Current and projected mission requirements (both expeditionary and nonexpeditionary), environmental influences, attrition and retirement trends, and workload forecasts to identify current and future community manpower requirements.

b. Inventory analysis of the numbers in the community against projected manpower needs to identify workforce gaps.

c. Competencies of the community members against those needed for mission performance to identify competency gaps.

ENCLOSURE 2

PROCEDURES

1. All DLA J/D Codes/Field Activities will initially follow a phased execution approach to get to the full implementation of Enterprise Staffing Models in time for the PBR17 process:

a. Spiral One: DLA Aviation, Land and Maritime, Troop Support, and Distribution (does not include E-Procurement End Users and Navy Inventory Management and Stock Positioning (IMSP) locations). **Estimated Completion Date (ECD): September 30, 2013.**

b. Spiral Two: DLA Installation Services; DLA Disposition Services; DLA Aviation, Land and Maritime, Troop Support E-Procurement End Users; and Navy IMSP locations. **ECD: March 31, 2014.**

c. Spiral Three: DLA Energy and DLA HQ Operational J Codes. **ECD: September 30, 2014.**

d. Spiral Four: DLA HQ Corporate to include Special Staff. **ECD: December 31, 2014.**

2. All DLA J/D Codes/Field Activities with staffing models currently implemented will continue to utilize, maintain and update their applicable model. Existing staffing models three years old or older will be re-validated by DORRA.

3. All DLA J/D Codes/Field Activities without current staffing models will engage DORRA for assistance with staffing model development. Organizations currently developing models will collaborate with DORRA as needed. During the development of a staffing model, DORRA will complete the following items with DLA organizational level support as needed:

a. Develop the structure and template for the staffing model.

b. Conduct site visits as required to interview end users and observe processes.

c. Develop required staffing model inputs for workload and Full Time Equivalent calculations.

d. Populate the staffing model with required data inputs.

e. Coordinate the review and validation process.

f. Revise the staffing model as needed.

g. Provide final briefings to organizational leadership and the AG. The briefing to the AG will be a joint responsibility shared by DORRA and the responsible organization.

4. All DLA J/D Codes/Field Activities will remain engaged with DORRA after the initial staffing model completion to ensure that their staffing models stay current and relevant as they experience major changes in mission, functions, and processes.

5. Tenets of Operation:

a. Operational Functions should have a staffing model that is based on identifying the frequency and time to perform activities/operations. A standard methodology such as that established for the EBS Supply Chain model should be used. The standard methodology should be leveraged in every other aspect of business operations that attempts to review work activity or provide instruction on how work activity is accomplished.

b. Non-Operational Functions (Oversight) should have a staffing model that is based on a percentage or ratio of the operation function they are responsible for that is in line with DLA senior leaders approved standards and backed up with either a certified workforce activity analysis map (a.k.a. wall-to-wall) or enhanced utilization of the Employee Activity Guide for Labor Entry (EAGLE) timekeeping system with project codes. EAGLE capabilities provide codes management and reporting functionality.

c. Non-Operational Functions (Support) should have staffing models that are based on 1) a ratio of employees to the historical workload, or 2) original research that documents a logic trail and approach that is approved by the authoritative DLA J-code/AG.

GLOSSARY

PART 1. ABBREVIATIONS AND ACRONYMS

AG	Alignment Group
DORRA	DLA Operations Research and Resource Analysis
DS	DLA Installation Support
EAGLE	Employee Activity Guide for Labor Entry
EBS	Enterprise Business System
ECD	Expected Completion Date
HQ	Headquarters
IMSP	DLA Inventory Management and Stock Positioning
PLFA	Primary Level Field Activity

PART II. DEFINITIONS

Functional Community Manager. A senior member of a functional community (DLA J/D Codes/Field Activities) who defines human capital goals for their communities, enterprise-wide, and collaborates with PLFAs, managers, and other stakeholders to identify and align skills and competencies needed in their workforce. This individual also sets the strategic direction in terms of mission priorities, goals and objectives, and budgetary considerations for Strategic Human Capital Planning.

Non-Operational Function. An organization/activity which provides oversight or support to an operational activity (i.e. DLA Logistics Information Service, DLA Document Services, DLA Installations Support (DS) DLA Human Resources, DLA Headquarters).

Operational Function. An organization/activity which uses a transaction based event to generate an output or result (i.e. Enterprise Business System (EBS) Supply Chain, Aviation Depot Level Repairable, Procurement, Distribution).

Staffing Model. A management tool which provides a means to assess staffing levels within an organization against the organization's mission resources and workload.