



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY JAPAN  
UNIT 45005  
APO AP 96343-5005

APAJ-PRC-C

20 MAR 2024

COMMAND POLICY MEMORANDUM 24-04

FOR SEE DISTRIBUTION

SUBJECT: Periodic Manpower Studies of Foreign National (FN) Positions

1. REFERENCES.

- a. U.S. Pacific Command (USPACOM) Instruction 0201.1, Personnel Administration for U.S. Forces Foreign National (FN) Employees in USPACOM Foreign Areas, 24 August 2005.
- b. U.S. Army Audit Agency Audit Report A-2017-0035-FMP, 15 February 2017.
- c. Army Regulation (AR) 570-4, Manpower Management, 8 February 2006.
- d. United States Forces Japan (USFJ) Instruction 38-3, Management of Government of Japan (GOJ) Labor Cost Sharing (LCS) Resources, 1 October 2019.
- e. United States Army Japan (USARJ) Pamphlet 690-1, Supervisor's Handbook.
- f. Guidelines for Obtaining Manpower Single-Point Study Validation/Approval, 14 September 2018.

2. RECORDS MANAGEMENT. All records created as a result of this policy will be managed in accordance with AR 25-400-2, Army Records Management Program and the USARPAC Records Management Program Policy Memorandum #23-01.

3. PURPOSE. This command policy establishes procedural guidance for conducting a periodic Manpower Study every five years to identify, evaluate, validate and prioritize workload requirements unique to Japan as well as developing standards, benchmarks, and metrics necessary to accomplish mission responsibilities in Japan. The study's five-year period will coincide with the Host Nation Special Measures Agreement (SMA), which began 1 April 2022 and runs through 31 March 2027.

4. APPLICABILITY. This policy applies to USARJ HQ, Direct Reporting Units, tenant units, and other activities utilizing FN positions and operating within the area of responsibility for which USARJ is the Executive Agent.

5. POLICY. All commands and activities with FN positions that fall within the scope mentioned in the applicability will be subject to periodic Manpower Studies.

a. Manpower Studies will be conducted to provide workload-based requirements and justification for FN positions of each command and activity. Workload and staffing levels will be reviewed to ensure that FN positions are effectively utilized and used in accordance with authorized and approved missions. Commanders and supervisors will cooperate, and provide necessary assistance, in completing manpower studies to ensure that the Army is a good steward of the workforce provided by the GOJ.

b. The workload and manpower analysis methodology prescribed by the U.S. Army Manpower Analysis Agency (USAMAA) will be used to conduct studies.

c. Results of findings from the Manpower Study will be briefed to the activity and a written reclama will be considered before the result of the study is finalized. Efficiencies identified as a result of the Manpower Study may be reallocated to an approved unfunded requirement within the command or activity based on the findings and recommendations. Any residual available GOJ funded positions and spaces will be moved to the Commanding General (CG) withhold to fund CG approved, unfunded requirements submitted and identified during the USARJ Deputy Commander's Board of Directors (DC BOD) meeting.

## 6. PROCEDURES.

a. Commands and activities will be notified at least 30 days prior to a scheduled Manpower Study. Commands and activities with Manpower Offices (403rd Logistics Readiness Center (LRC)–Honshu, Japan Engineer District (JED), United States Army Garrison Japan (USAG Japan) and 78th Signal Battalion) will perform their own studies and submit results to USARJ G8 Cost Sharing Division (CSD), Manpower Branch for final validation. Other commands and activities may elect to conduct internal manpower studies with prior coordination through the USARJ G8 CSD, Manpower Branch.

b. Commands and activities should be working to complete their second manpower study with a target date of completion at the end of the current SMA period 31 March 2027. Failure to complete the second manpower study by the target date will result in one percent of the remaining non-validated work years being pulled from the command or activity and moved to the CG withhold to fund CG-approved, unfunded requirements prioritized during the USARJ DC BOD.

c. Those organizations that did not complete their initial study from Japan Fiscal Year (JFY) 2016 to JFY 2021 are required to complete both the initial study as well as a second revalidation study that corresponds to the JFY 2022 to JFY 2026 SMA period. All positions not validated through an initial study will be penalized a 1% decrement

beginning 31 March 2024 and each subsequent JFY thereafter. Exceptions to policy may be submitted for consideration by the USARJ CG.

## 7. RESPONSIBILITIES.

### a. USARJ G8 CSD, Manpower Branch will:

(1) Conduct manpower studies and/or review results of manpower studies and validate results.

(2) Notify commands and activities of the periodic Manpower Study on their organization at least 30 days prior to required commencement of study.

(3) Provide training and advice to the command or activity regarding preparation of study documentation.

(4) Coordinate with command and activity to conduct on-site data collection and interviews.

(5) Brief the command and activity of the Manpower study's findings and recommendations.

(6) Prior to finalizing the study, coordinate with G1, Civilian Personnel Director (CPD), Foreign Labor Office (FLO), and Japanese Employment Services Office (JESO) on possible impact on encumbered positions.

(7) Finalize Manpower Study, prepare documents, and obtain approval from the USARJ DC for implementation of Manpower Study result recommendations.

### b. All commands and activities, except those conducting internal studies, will:

(1) Provide a Manpower Study POC once notified of the scheduled Manpower Study to be conducted on their organization.

(2) Coordinate with USARJ G8 CSD, Manpower POC to receive instruction regarding preparation of study documentation.

(3) Prepare and complete the documentation. Time to complete will be dependent on the size of the command and activity and will be coordinated at the time of instruction.

(4) Coordinate with USARJ G8 CSD, Manpower POC for on-site data collection and interviews.

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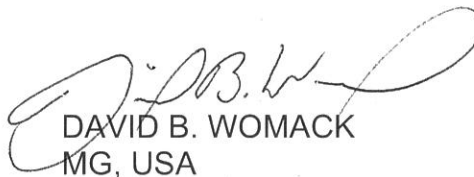
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(5) Submit written reclama as necessary prior to finalization of the Manpower Study.

c. Commands and activities conducting internal manpower studies are responsible for data collection, findings and recommendations, and submission of the final results to USARJ G8 CSD, Manpower Branch for final validation. Coordination study timeline, process, and procedures will be made with USARJ G8 CSD, Manpower Branch.

8. This supersedes Command Policy Memorandum 21-23, 28 October 2021.

9. The point of contact for this policy memo is Chief, USARJ G8 CSD at 262-4015.



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