



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

APAJ-RM-C

28 OCT 2021

COMMAND POLICY MEMORANDUM 21-23

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SUBJECT: Periodic Manpower Studies of Local National (LN) 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. PURPOSE: This command policy establishes procedural guidance for conducting a periodic Manpower Study every five years to identify, evaluate, 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).

3. APPLICABILITY: This policy applies to USARJ, staff directorates, subordinate commands, other units, and activities utilizing LN positions and operating within the area of responsibility for which USARJ is the Executive Agent.

4. POLICY: All commands and activities with LN 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 the workload requirement and LN positions of each command and activity. Workload and staffing levels will be reviewed to

ensure that LN 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 the Army is a good steward of the workforce the Government of Japan (GOJ) provides.

b. The workload and manpower analysis method described by U.S. Army Manpower Analysis Agency (USAMAA) will be used to conduct this study.

c. Results of findings from the Manpower Study will be briefed to the activity and any 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 and 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.

5. PROCEDURES:

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

b. Starting 31 March 2022, all GOJ funded positions that have not been validated within five years for each command and activity will be reviewed. Subsequent reviews will occur at the end of every Japanese Fiscal Year (31 March). One percent of all non-validated work years will be pulled from the command or activity and moved to the CG withhold to fund CG approved, unfunded requirements prioritized during the USARJ DC BOD. Commands and activities may submit a request for exception to this policy NLT 31 March each year for consideration and approval by the CG.

6. 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 notified command and activity on how to prepare a Baseline Submission Package (BSP).

(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 Division (CPD), Foreign Labor Office (FLO) 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 the BSP training.

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

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

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

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

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7. This supersedes Command Policy Memorandum 18-15, 28 August 2018.
8. The point of contact for this policy memo is Chief, USARJ G8 CSD at 262-4015.

Digitally signed

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MG, USA

Commanding

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