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 Volume I

Manpower and Equipment Control

**FULL-TIME MANNING
 STAFFING GUIDE FOR ARMY NATIONAL GUARD
 OFFICE OF THE ADJUTANT GENERAL**

Summary. This pamphlet outlines the organization, mission, and functions of Army National Guard Office of the Adjutant General. Staffing tables in this pamphlet reflect the results of manpower staffing standards system studies (MS-3) conducted by the Army National Guard Full-Time Support Division (NGB-ARM).

Applicability. This pamphlet (Vol I) applies only to Army National Guard Office of the Adjutant General.

Interim Changes. Interim changes are not official unless authenticated by the Chief, Administrative Services. Interim changes will be destroyed on their

expiration dates unless sooner superseded or rescinded.

Internal Control Systems. This pamphlet is subject to the requirements of AR 11-2. Internal control checklists for this pamphlet are published separately as pertains to AR 570-5.

Suggested Improvements. The proponent of this pamphlet is the Army Full-Time Support Division, National Guard Bureau. Users of this pamphlet are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ARNG OAC, NGB-ARM-ME, Building 6811, Aberdeen Proving Ground, MD 21010-5420.

Content (listed by para number)

CHAPTER 1	Para	CHAPTER 2	
Introduction		Staffing Sections	
 Section I		 Section I	
Nature and Purpose of Staffing Guide		Organization of the Office of the	Para
Purpose	1-1	Adjutant General	
Explanation of abbreviations	1-2	General Organization	2-1
General Applicability of Staffing Guide	1-3	 Section II	
Use of Staffing Guide in Manpower Surveys	1-4	Office of the Adjutant General	
Manpower Utilization	1-5	Inspector Generals Office	
Manpower Management	1-6	Work Center Description	2-2
 Section II		Work Center Description - Office of the	
Using the Staffing Guide		Inspector General	2-3
Staffing Table Code Structure	1-7	Work Center Description - Inspection Section	2-4
Work Center Description	1-8	Work Center Description - Assistance and	
Organization Charts	1-9	Investigations Section	2-5
Staffing Tables	1-10	 Section III	
 Section III		Judge Advocate General	
State Headquarters		Work Center Description	2-6
Type Organization	1-11		

* This pamphlet supersedes NGB Pam 570-1, Chapters 2 thru 8, 1 June 1987

Section IV
Public Affairs Office
 Work Center Description 2-7

Section V
Information Management Office
 Work Center Description 2-8

Section VI
Command Administrative Office
 Work Center Description 2-9

Section VII
Office of the Command Administrative Officer
 Work Center Description 2-10
 State Aviation & Safety Office
 Office of the State Aviation and Safety Officer - Work Center Description 2-11
 State Aviation Office, Office of Aviation & Safety, Ground Safety Section - Work Center Description 2-12
 State Aviation Office, Office of Aviation & Safety, Occupational Health Section - Work Center Description 2-13
 Safety & Occupational Health Office
 Office of Safety & Occupational Health Manager - Work Center Description 2-14
 Safety & Occupational Health Office
 Office of Safety & Occupational Health Manager, Ground Safety Section - Work Center Description 2-15
 Safety & Occupational Health Office
 Office of Safety & Occupational Health Manager, Occupational Health Section - Work Center Description 2-16
 Command Sergeant Major - Work Center Description 2-17

APPENDIXES

- A. List of Army Functional Dictionary (AFD) Codes
- B. Index of Type Standards
- C. Type Standard Requirements
- D. Standard Indirect Categories

Glossary

Chapter 1
Introduction

Section I
Nature and Purpose of Staffing Guide

1-1. Purpose

a. This staffing guide provides guidance for determining the number and types of full-time person-

nel required to operate the Office of the Adjutant General.

b. The workload factors contained in this guide are designed to be applicable to all ARNG activities with the exception of Guam. These workload factors will assist managers in the field in determining manpower requirements.

1-2. Explanation of abbreviations

Abbreviations used in this pamphlet are explained in the **glossary**.

1-3. General Applicability of the Staffing Guide

a. Manpower. Staffing tables indicate all required full-time manpower **regardless of source**. Staffing tables provide for a 40 hour a week operation unless otherwise noted and include allowances for non-available time such as annual and sick leave, training and orientation and military duties.

b. Operating Situations.

(1) Manpower requirements shown in this guide are those required to perform recognized federal functions under optimum operating situations.

(2) The staffing guide does not constitute an authorization for positions or personnel. The Support Personnel Manning Document (SPMD), in conjunction with the manpower voucher, issued by the Full-Time Support Division is authorization for hiring authority to the states.

1-4. Use of the Staffing Guide in Manpower Surveys

a. This guide will be used as a base document for identification of functions associated with each major work center.

b. This staffing guide will be revised periodically to reflect changes in manpower requirements based on current activities, organization and mission. The basic sources of information for revision of this guide are manpower survey reports, TDAs, organization and function manuals, directives issued by the Chief, National Guard Bureau and Department of the Army. Survey reports will be prepared in sufficient detail to provide sufficient information regarding workload, identification and definition of work units, number of personnel used and manhours expended.

c. New or revised functions, when appropriately validated, will be used. Workload data must be expressed in terms of the identified workload factor annotated on each staffing table.

d. Development of New Staffing Tables. When sufficient information is available, new staffing tables will be developed and incorporated into future changes or revisions of the guide.

1-5. Manpower Utilization

a. While intended chiefly as a guide for determining proper manpower requirements for the performance of Office of the Adjutant General functions, this guide also has an important related objective, the conservation of manpower resources. In accordance with the Department of the Army (DA) policy of exercising utmost economy in use of manpower, every effort should be made to operate within recognized requirements or to operate with less manpower than indicated.

b. Staffing requirement based on guidelines established in this publication should be reduced when automatic data processing is used to accomplish the function or tasks; e.g., maintenance of records and preparation of reports.

1-6. Manpower Management

a. A primary goal of the ARNG Directorate is to provide favorable and expeditious response to full time support manpower requests. To achieve desired manpower management objectives and conform to DA policy, the following procedures are followed by NGB-ARM prior to validating manpower requests.

- (1) Analysis of mission and workload.
- (2) Analysis of operating procedures.
- (3) Review of all existing and proposed position descriptions to assist in determination of functional responsibilities.
- (4) Analysis of current position utilization.
- (5) Resolution of all personnel/management problems (to include training/organization structure).

b. In order to effectively determine manpower requirements, requests for additional manpower must include:

- (1) A statement(s) certifying that all functions have been reviewed and prioritized, unnecessary functions have been eliminated and personnel working in areas of decreased workload have been realigned to areas with increased workload.
- (2) Evidence of new missions assigned by NGB.
- (3) Existing and proposed position descriptions.
- (4) Estimated workload.
- (5) Program contents, including functions to be performed.
- (6) Documentation of existing backlog for individual work centers.
- (7) Copies of Standing Operating Procedures (SOPs).

(8) Proposed organization structure.

c. All manpower requests will be submitted to NGB-ARM for consideration and action. Close coordination of all studies will be made with the appropriate Office of Primary Responsibility (OPR). OPRs will provide technical expertise/iaison on responsibility of functional areas, organizational structure, current management information systems and reports, and technical guidance to facilitate comprehensive study planning.

Section II Using the Staffing Guide

1-7. Staffing Table Code Structure

Chapter 2 contains a series of staffing sections, each representing a branch or component of the Office of the Adjutant General.

a. Army Functional Dictionary Coding. Each staffing table indicates an Army Functional Dictionary (AFD) Code for the work center. This code has been selected ensuring consistency with the overall mission and specific responsibilities of the work center or function. Use of this code is in accordance with Army guidance to develop a data base for effective control of functional information. A list of the codes used in this guide is located in **appendix A**.

b. Manning Document Numbers. Staffing tables include the Manning Document Number (MD No.) assigned to the Support Personnel Manning Document (SPMD) by the Full-Time Support Division. This will assist managers in cross referencing the table with the appropriate SPMD.

1-8. Work Center Descriptions (WCD)

Each work center is prefaced by a summary of work performed. The WCD encompasses all federally recognized functions that should be performed by the organization. A detailed functional breakout is available upon request from the Full-Time Support Division, Management Engineering Branch, (NGB-ARM-ME).

1-9. Organization Charts

The structure depicted by the organization charts were developed with consideration for future needs of the Army National Guard. The organizational structure is employed to facilitate presentation and application of staffing information contained in this guide. Within each staffing section, an organizational block is depicted. Directly below this block are the broad general functional areas for which the branch is responsible. This may assist managers in

developing the internal organization within the respective branch.

1-10. Staffing Tables

Staffing tables provide specific guidance for determining the appropriate numbers and kinds of personnel to staff each organizational element. The contents of the staffing table are further explained below.

a. Quantitative Guidance.

(1) Workloads are expressed in terms of significant workload factors as annotated on the table, unless otherwise specified.

(2) Minimum manning computations are used in situations where work measurement is not of any benefit. Such computations are so noted within the staffing table.

(3) Whole man position requirements are used for documentation when requirements are directed.

(4) Where no staffing requirement could be developed because of lack of experience data, unmeasurable nature of work, or other reasons, minimum manning has been provided and annotated as a footnote to the table.

(5) Worksheets are provided, where appropriate, to assist the user in properly determining requirements.

(6) Standards developed for each work center are classified into one of five types. A detailed explanation of the statistical parameters for each type standard is contained in **appendix C**. Each table is prefaced by the standard type. If an individual position deviated from the overall work center type, it is annotated separately as a footnote to the table.

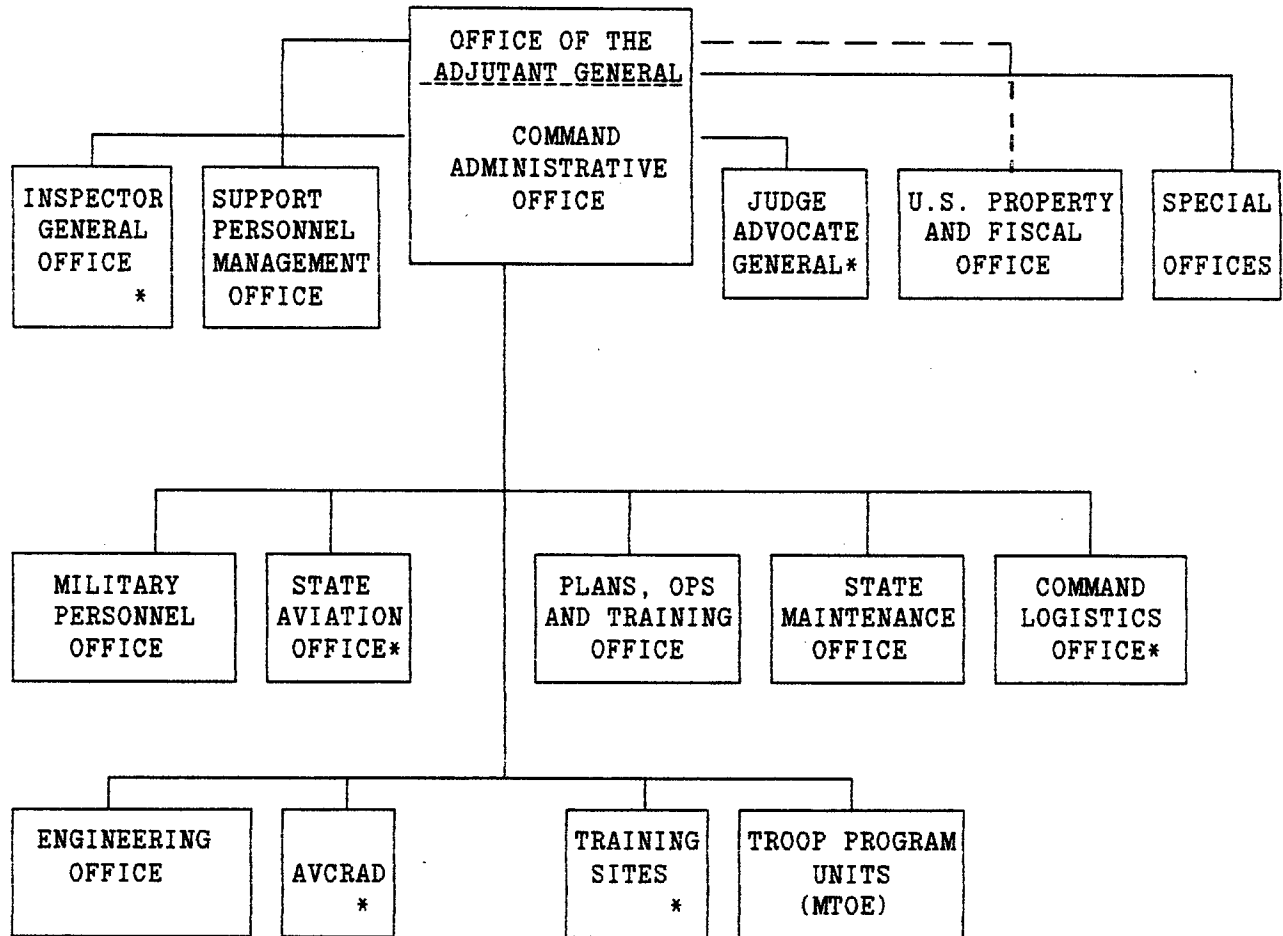
b. Qualitative Guidance.

(1) Military Position Titles given to military positions (both Active Guard Reserve (AGR) and technician) are descriptive to the duties performed, and where applicable, conform to the speciality titles under support personnel management systems. Official titles for technician positions are determined by NGB-PR.

(2) **Footnotes.** Explanatory or qualifying footnotes or remarks intended to supplement information given in the staffing tables are provided immediately below the table in the appropriate "Remarks" section.

**Section III
State Headquarters**

1-11. Type Organization



SPECIAL OFFICES (For Example):

Marksmanship Training Unit	(AR)
Eastern ARNG Aviation Training Site	(PA)
Western ARNG Aviation Training Site	(AZ)
Los Alamitos Flight Line Activity	(CA)
Components Listing	(ME)
ARNG Multi-Media Center	(AL)

NOTE: Type organization for each Office is in the applicable portion of this pamphlet except where noted.

*Full-Time support requirements not recognized for all states

**Chapter 2
Staffing Sections**

**Section I
Organization of the Office of the Adjutant General**

2-1. General Organization

The general organization of the Office of the Adjutant General is depicted in figure 2-1. Staffing tables have been developed reflecting this structure. Work Center Descriptions for each branch are outlined in subsequent sections of this pamphlet. These de-

scriptions are intended to present the major functional requirements for each branch. Primary elements of the Office of the Adjutant General are:

- a. Command Administrative Office.
- b. Inspector General Office.
- c. Judge Advocate General.
- d. Public Affairs Office.
- e. Information Management Office.

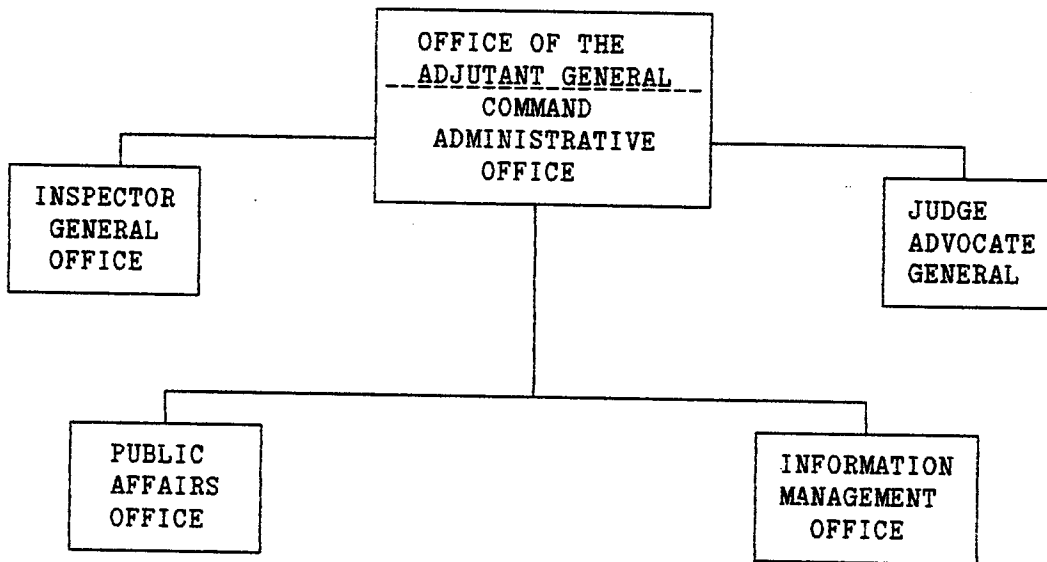


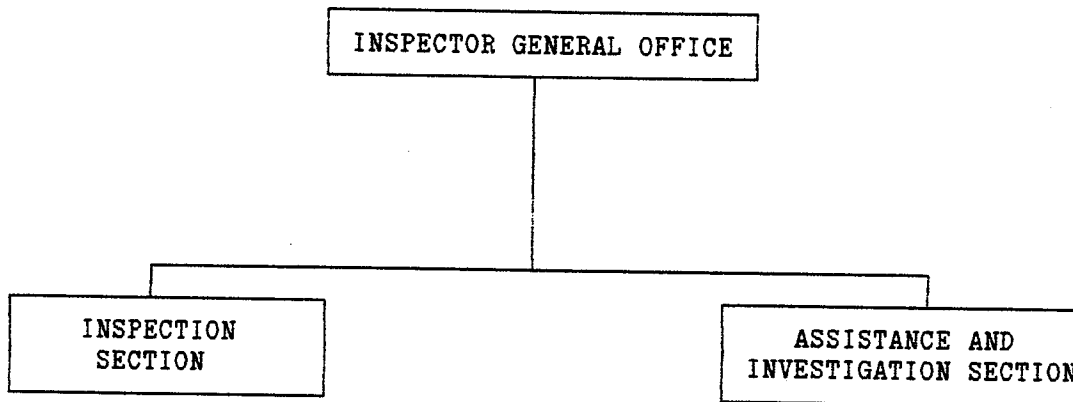
Figure 2-1. Office of The Adjutant General Organization

**Section II
Office of The Adjutant General
Inspector Generals Office**

2-2. Work Center Description

Advises the State Adjutant General on existing conditions relating to the performance of mission and the state of discipline, efficiency, morale, esprit de corps, and economy within the state. Performs general inspections, functional inspections, procurement inspections, special inspections, surveys, studies, and inquiries. Inspects nonappropriated fund

accounts. Receives, investigates, and reports on allegations, complaints, grievances, and requests for assistance of individuals and agencies. Recommends remedial action to correct deficiencies and systemic problems noted in inspections and investigations. Assists individuals and organizations by explaining/teaching the applicable processes, procedures, and systems associated with identified problems. Performs follow-up to ensure that prompt, effective, coordinated corrective action is taken. Formulates plans and policies pertaining to inspector general activities.



NOTE: Full-Time support requirements for this workcenter are recognized upon state acceptance of the Active Component Inspector General.

Office of The Adjutant General
Office of Inspector General
 (AFD: CE MD 1214 TYPE: III)

assignment of operational and administrative effectiveness of the command through evaluation of managerial procedures and practices, identification and analysis of causes of mission performance problems, and follow-up corrective action; reports information concerning personnel performing inspector general functions into the data base of the Inspector General Management Information and Reporting System; assists individuals and organizations by explaining/teaching the applicable processes, procedures, and systems associated with identified problems.

2-3. Work Center Description

DIRECT FUNCTIONS:

Directs and coordinates activities of the Inspector General section to include inspections, investigations, follow-up, and requests for assistance; advises Adjutant General on mission performance and state of discipline, efficiency, economy, morale, esprit, and welfare in the command; supervises the

Office of Inspector General, TAG		
Workload Factor:		
Directed*		
Manpower Requirement		2
Line	Title	Distribution of Positions
1	Inspector General	1
2	Secretary Clerk Typist	1

*Active component requirement recognized for states/territories participating in full-time IG program.

**Office of The Adjutant General
Office of Inspector General
Inspection Section
(AFD: CFB MD 1214 TYPE: III)**

2-4. Work Center Description

DIRECT FUNCTIONS:

Conducts general, special, and functional inspections activities and facilities using a compliance/systemic approach as required by law, regulations, or as directed; assists individuals and organizations by explaining/teaching the applicable pro-

cesses, procedures, and systems associated with identified problems; plans, schedules, and coordinates inspections assuring full and periodic coverage; prepares and coordinates reports of inspection and take the steps necessary to load required information into the Inspector General Management Information and Reporting System data base; conducts follow-up to ensure that prompt, effective, coordinated corrective action is taken as a result of audits or inspections; performs special studies, surveys, and inquiries.

Inspection Section, Office of Inspector General				
Workload Factor:		1	76	145
# of AA UIC's		75	144	210
Manpower Requirement		1	2	3
Line	Title	Distribution of Positions		
1	Inspector General	1	1	1
2	IG NCO	-	1	2

**Office of The Adjutant General
Office of Inspector General
Assistance and Investigations Section
(AFD: CFC MD 1214 TYPE: III)**

2-5. Work Center Description

DIRECT FUNCTION

Performs investigations as directed by the State Adjutant General (TAG) or other appropriate authorities; receives, reviews, and processes requests for assistance; performs investigations, inquiries, stud-

ies, and surveys in specific areas and prepares reports and recommendations; performs follow-up on the implementation of approved corrective actions; reviews complaints or requests for assistance received from individuals or referred by other authority and ensures that appropriate action is taken; completes coding and enters required information into the Inspector General Management Information and Reporting System data base; analyzes captured data to detect trends or grievances and determines and reports on general state of discipline and morale.

Assistance and Investigations Section, Office of Inspector General				
Workload Factor:		1000	8000	17000
Assigned Military Strength		7999	16999	24000
Manpower Requirement		1	2	3
Line	Title	Distribution of Positions		
1	Inspector General	1	1	1
2	IG NCO	-	1	2

Section III
Office of the Adjutant General
Judge Advocate General
(AFD: CAA MD 1210 TYPE: V)

DIRECT FUNCTIONS:
 Provides legal advice and services to the State Adjutant General and his staff, subordinate ARNG and ANG elements, and the USPFO, on matters in which there is a substantial Federal interest

2-6. Work Center Description

Judge Advocate General, Office of the AG		
Workload Factor: Directed		
Manpower Requirement		1
Line	Title	Distribution of Positions
1	Judge Advocate General	1

Section IV
Office of The Adjutant General
Public Affairs Office
(AFD: CCA MD# 1210 TYPE: V)

television scripts; ensures that attitudes and communication needs of various publics are analyzed and accounted for in command decisions; manages communication resources to facilitate the flow of information to all audiences; provides public affairs counsel to the state Adjutant General, senior state level staff and subordinate units on public affairs matters of both controversial and routine matters; develops state National Guard policy statements on issues and promulgates them after appropriate staffing; develops and formulates public affairs initiatives including methods of communication to deal with emerging issues; provides policy and security review of material intended for release to internal and external audiences.

2-7. Work Center Description

DIRECT FUNCTIONS: Serves as State Public Affairs Officer for all Army and Air Guard activities; plans, organizes, coordinates, and conducts command information, community relations, media relations, recruiting and retention, and Family and Employer Support related PA activities within the state; engages in various facets of print and broadcast journalism to include feature writing, editing and preparation of speeches, fact sheets, and radio and

Public Affairs Office, Office of the AG		
Workload Factor: Directed		
Manpower Requirement		1
Line	Title	Distribution of Positions
1	Public Affairs Officer	1

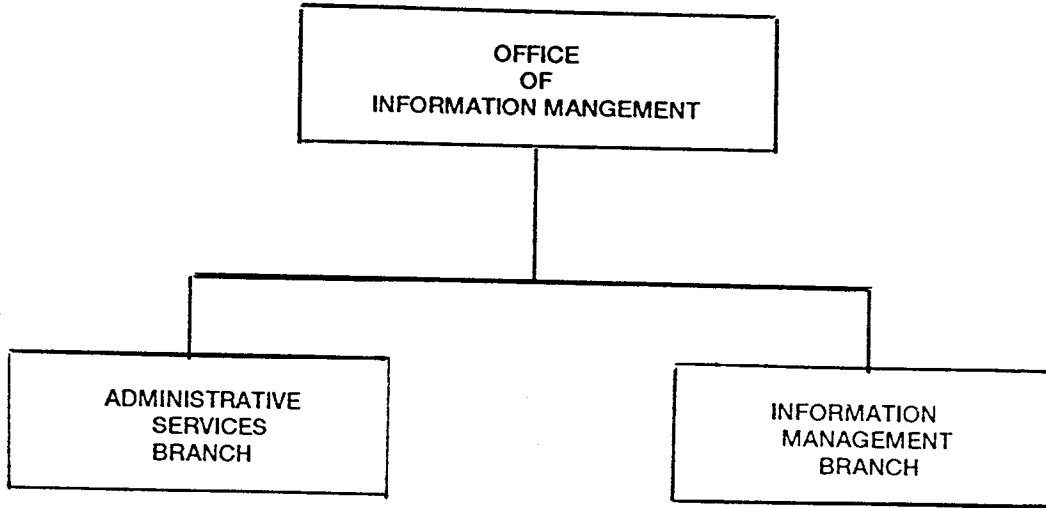


Figure 1-1. Organization of an Information Management Office

Section V
Administrative Service Branch
PUBLICATIONS MANAGEMENT
(AFD/SWCC: AJA, AJC)

1. Work Center Description

DIRECT FUNCTIONS:

Initiates request for publications and forms account; Maintains blank forms account and publications account; Conducts stock room inventory; Distributes publications; Conducts inspection/assistance visit; Resupplies stockroom; Maintains publications library; Processes request to order publications; Orders forms; Distributes blank forms; Reviews and approves regulation or blank form; Completes forms reports.

PRINTING/DUPLICATING
(AFD/SWCC: AGA, AGB, AGC, AGD, ADA)

2. Work Center Description

DIRECT FUNCTIONS:

Prints document; Distributes document; Maintains expenditure account; Services equipment; Prepares GPO contract request; Performs bindery functions for booklets, briefings, other.

MAIL MANAGEMENT
(AFD/SWCC: AMA, AMB)

3. Work Center Description

DIRECT FUNCTIONS:

Procures mail stamps and meter heads; Meters outgoing mail; Issues mail stamps or meter heads to units; Authorizes use of registered, certified and express mail; Prepares postage usage reports; Receives mail; Distributes mail; Operates electronic mail system; Conducts inspection/ assistance visit; Accepts and logs in registered/certified mail.

RECORDS MANAGEMENT
(AFD/SWCC: ACA, ACB)

4. WORKCENTER DESCRIPTION

DIRECT FUNCTIONS:

Disposes of obsolete record; Maintains record holding area; Converts record to microform; Conducts training in the Modern Army Record Keeping System (MARKS).

FREEDOM OF INFORMATION/PRIVACY ACT
(AFD/SWCC: ACA)

5. WORKCENTER DESCRIPTION

DIRECT FUNCTIONS:

Controls incoming request; Responds to Freedom of Information Act (FOIA) and Privacy Act (PA) requests; Prepares annual FOIA and PA report; Conducts FOIA/PA training.

Administrative Services Branch								
Workload Factor:	0	872	1387	2151	3399	5804	12372	
ARNG Auth Strength	871	1386	2150	3398	5803	12371	PLUS	
Manpower Required	3	4	5	6	7	8	9	
Line	Title	Distribution of Positions						
1	Support Services Supervisor	1	1	1	1	1	1	1
2	Offset Press Operator or Duplication Equipment Operator	1	1	1	1	1	1	1
3	Supply Clerk	1	1	1	1	1	2	2
4	Mail Clerk		1	1	1	1	1	2
5	Management Analyst			1	1	1	1	1
6	Management Assistant				1	1	1	1
7	Secretary					1	1	1

Information Management Branch**AUTOMATION****(AFD/SWCC: DAA, DAB)****6. Work Center Description****DIRECT FUNCTIONS:**

Coordinates the interface of tactical automation systems with sustainment base systems; Develops, coordinates, and presents automation training; Establishes and provides policy and guidance for the conduct of end-user support within the Army National Guard; Provides technical advice on automation matters; Performs system design, and develops computer programs; Performs hardware/software troubleshooting; Develops, provides, and/or give on-the-job and classroom training for operation personnel, applications programs pertaining to current state-of-the-art software, and hardware security techniques; Trains all TASO's and ISSO's; Assist in the development, implementation, interpretation, and maintenance of detailed policies, guidance, plans, goals, objectives, procedures, standards, and criteria appropriate to management of an overall automation security program; Assists in establishing formal internal policy and procedures for program and data file retention; Assists in developing, publishing, and specifications for programming, testing, and documenting standards which satisfy security requirements for audit capability; Identifies security classification of computer input and output data files and reports; Assists in the research and analysis of trends and developments in automation technology; Assists in the evaluation of security impact of systems changes to include interfaces, existing or proposed, with other computerized systems throughout command and services tenants; Assists in the development and documentation of information required by the security accreditation authority, as required, for reaccreditation; Assists in providing information to accreditation authority for the accreditation review process; Reports immediately to supervisor any system failures contributing to unauthorized data disclosure, or attempts to sabotage computer operation; Makes recommendations to supervisor to suspend operation, partially or completely, immediately upon detection or suspicion of action which appears to compromise or jeopardize security of operations; Assists in conducting the annual review of threats and vulnerabilities to properly assess risk, and recommends such measures as are appropriate facility assets from damage, destruction, alteration, or misappropriation; Assists in the compilation and maintenance of information management facility security profile in accordance with regulations; Maintains all records for validated security clearances and access authorization; Assists the supervisor in controlling and managing generation, security, and dissemination of all system user identification and passwords; Prepares audit trails used for internal security, to include property records and hardware/software; Assists in maintaining continuing security surveillance over contractor's compliance with technical specifications;

Confers with contractors to resolve problems relating to inadequate or questionable technical specifications, contract deliverables, and/or performance; Programs, monitors and budgets for funds to support related programs; Coordinates requirements and activities of vendors and contractors to repair and maintain related office equipment or supply activities.

TELECOMMUNICATION**(AFD/SWCC: DAA, DAB, DMA)****7. Work Center Description****DIRECT FUNCTIONS:**

Reviews and processes telephone certification request; Establishes and maintains telephone circuit request; Maintains and conducts cost efficient analysis of telephone records accounts; Trouble shoots, programs telephone and key-service units; Maintains dial-in modem connections; Maintains, secures, installs, and trains the user on equipment; Performs system design, programs, and systems administration support, on telecommunication systems and equipment; Develops fielding plans, maintains and trains on STU III use; Develops fielding plans, maintains and trains on FAX use; Administers Information System Network; Administers Concentrator, Maintains telephone directories; Maintains telephone bills; Installs and maintains LANS; Administers telephone calling cards; Maintains and controls cellular telephones.

VISUAL INFORMATION**(AFD/SWCC: DAA, DAB, DFA, DFD, DFF)****8. Work Center Description****DIRECT FUNCTIONS:**

Designs and composes visual information (slides, charts, graphs, other); Purchases/ procures visual information; Prepares hand receipt for visual information equipment; Assembles and disassembles visual information equipment.

Information Management Branch**ELECTRICAL DIGITAL COMPUTER MECHANIC****(AFD/SWCC: LWA)****9. Work Center Description****DIRECT FUNCTIONS:**

Installs, inspects, maintains, troubleshoots, and repairs computer systems supported by the IMO; Schedules and conducts preventive maintenance services; Evaluates and makes recommendations concerning maintainability of proposed system hardware for possible procurement; Surveys sites for new systems and coordinates installation of necessary telephone and cable line to permit proper installation; Modifies existing systems to permit installation of memory and program upgrades; Determines when equipment is not economically repairable and

should be declared unserviceable; Orders and maintains bench stock of repair parts; Uses test equipment such as oscilloscopes, voltmeters, and logic probes; Maintains library or repair manuals, schematics, and related reference materials; main-

tains maintenance and repair logs; Assists in checking new automation equipment coming into State, preparing property records, and coordinating issue to using unit/end user.

Information Management Branch										
Workload Factor:	0	62	400	1220	2709	5045	8398	12931	18806	
ARNG Auth Strength	61	399	1219	2708	5044	8397	12930	18805	26175	
Manpower Required	2	3	4	5	6	7	8	9	10	
Line	Title	Distribution of Positions								
1	Supervisory Computer Specialist	1	1	1	1	1	1	1	1	1
2	Computer Assistant	1	1	1	1	1	1	1	2	3
3	Computer Systems Programmer			1	1	1	1	1	1	1
4	Communication Management Specialist		1	1	1	1	1	2	2	2
5	Computer Programmer Instructor				1	1	1	1	1	1
6	Visual Information Specialist					1	1	1	1	1
7	Secretary						1	1	1	1
8	*Electrical Digital Computer Mech	1	1	1	1	1	1	1	1	1

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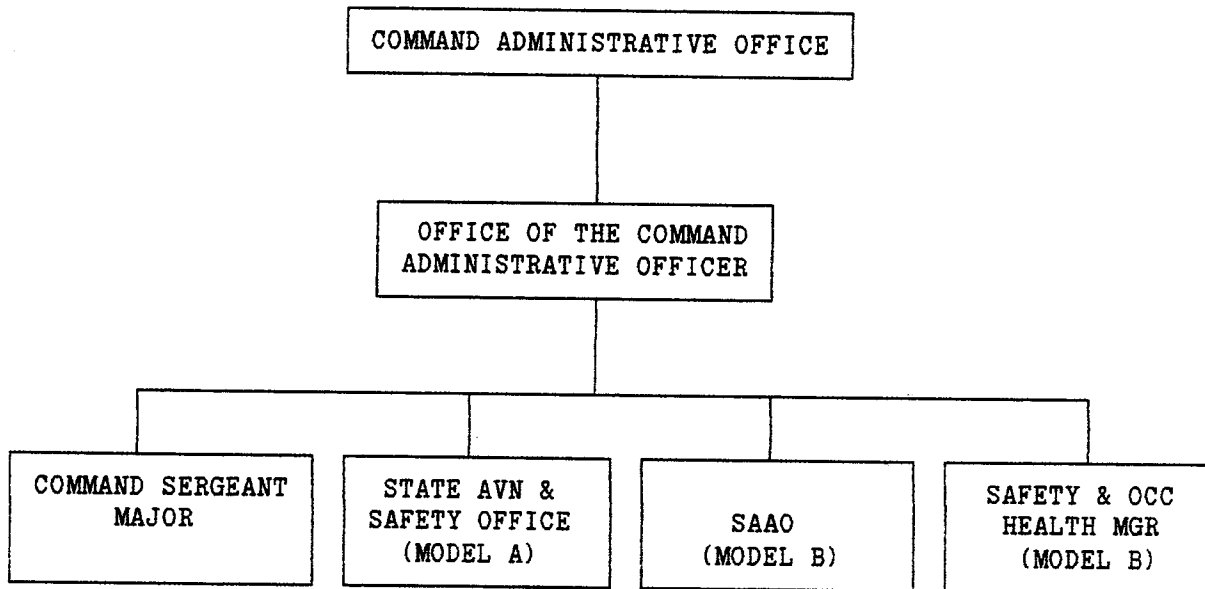
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Section VI
Office of The Adjutant General
Command Administrative Office

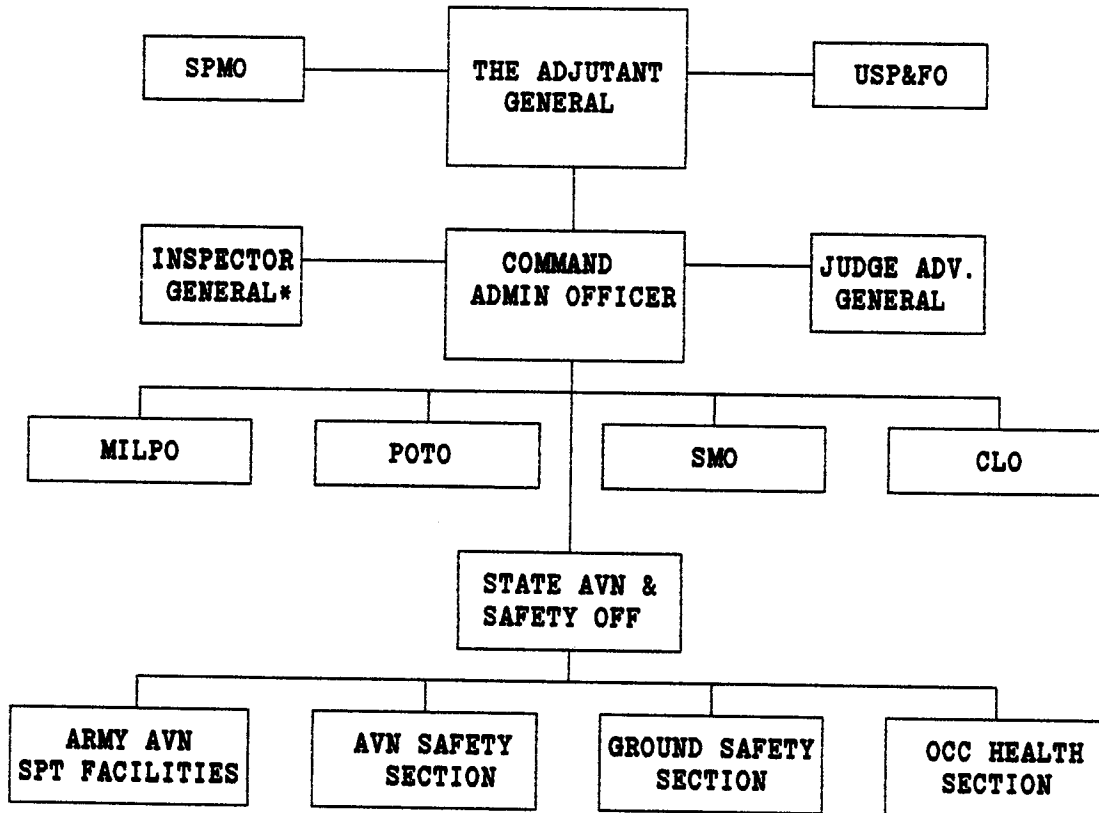
Staff to the State Adjutant General in exercising the federally required duties of that office. Coordinates administrative, personnel, training, supply, maintenance, community affairs, and public relations activities within the State.

2-9. Work Center Description

The office of the Command Administrative Officer functions as the executive office or office of Chief of



MODEL A

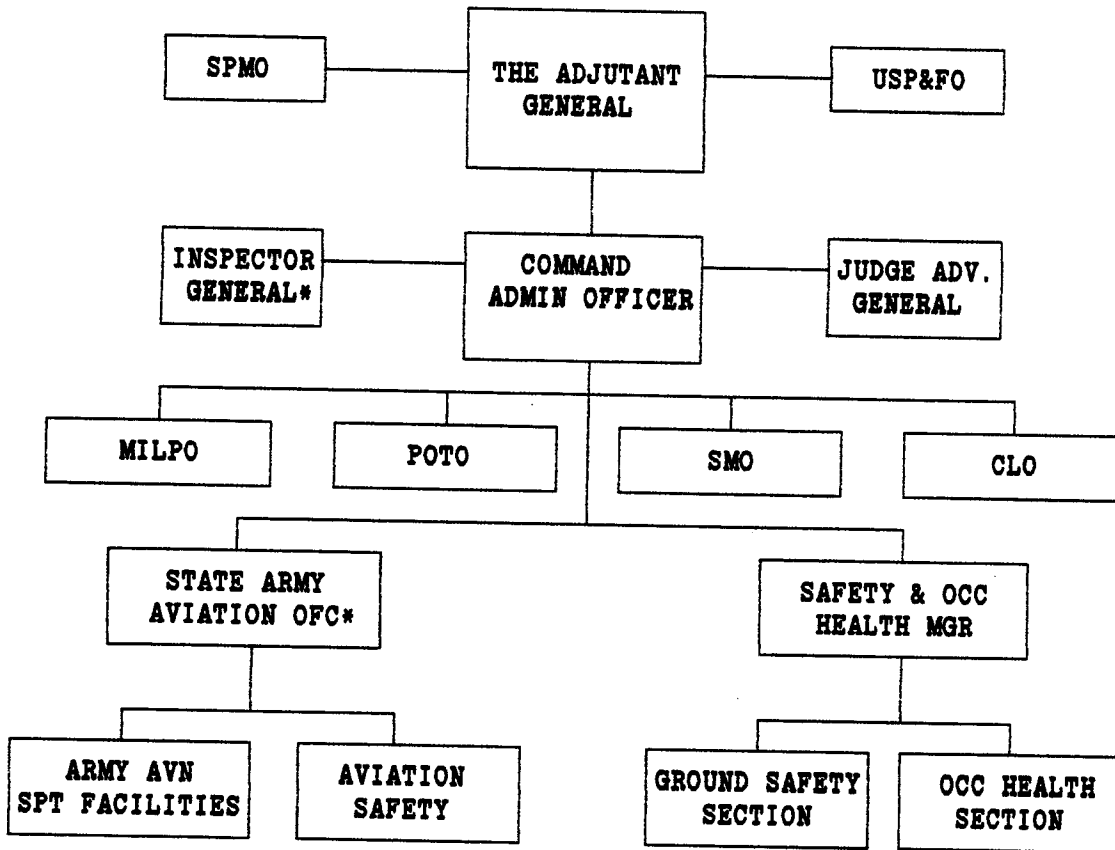


***FTS requirements not recognized for All States**

Information Regarding Implementation of Model A

It authorizes the consolidation of all Staff Safety functions with the management of the State aviation functions in one work center on the STARC TDA.

MODEL B



***FTS Requirements not recognized for All States**

Information Regarding Implementation of Model B

This model retains the responsibility for aviation safety and aircraft accident prevention under the State Army Aviation Officer and consolidates ground safety (OSHA and accident prevention), occupational health management, and industrial hygiene management under the State Ground Safety Officer.

Section VII
Office of The Adjutant General
Command Administrative Office
Office of the Command Administrative Officer
(AFD: CAA MD#: 1210 TYPE: V)

2-10. Work Center Description

DIRECT FUNCTIONS:

Directs and supervises the activities of the State Headquarters Army National Guard and coordinates with State Headquarters joint offices; formulates and announces staff policies and keeps the State Adjutant General and staff informed on matters af-

fecting the situation; receives instructions from the State Adjutant General/Assistant State Adjutant General and ensures implementation by appropriate instructions to the staff, assignment of specific duties, and review of staff actions to assure that they are adequate, integrated, and designed to produce the intended result; maintains the master policy files; ensures that instructions issued to subordinate commands agree with National Guard Bureau and State Adjutant General's policies and plans; monitors State standing operating procedures; initiates and implements Federal Safety policy and procedures; manages the State Internal Control Program.

Office of the Command Administrative Officer, TAG		
Workload Factor:		
Directed		
Manpower Requirement		6
Line	Title	Distribution of Positions
1	Command Admin Officer	1
2	Command Program Support Specialist	1
3	Secretary	1
4	Clerk/Typist A/	3

A/Admin support for all workcenters in the Office of CAO and special staff.

Office of The Adjutant General
Command Administrative Office
Office of the Command Administrative Officer
State Aviation and Safety Office
Office of the State Aviation and Safety Officer
(AFD: LDC MD: 1650 Type: IV)

2-11. Work Center Description

DIRECT FUNCTIONS:

Provides centralized control over utilization, operation and maintenance of the aircraft of the ARNG in the State. Provides overall management of the aviation program in its day-to-day operations. Exercises staff and direct supervision over the technicians engaged in aviation training, operational, and maintenance activities. Responsible to the State Adjutant

General for the effectiveness of ARNG activities and readiness for mobilization and emergency operations. Manages and administers the State ARNG general Safety Program with overall responsibility for all phases of the program. Ensures execution of that program. Develops and implements plans, policies and procedures to comply with DOD, DA and NGB safety regulations and directives. Supervises and directs the states accomplishment of the following: Accident prevention and reporting, OSHA (Occupational Safety and Health Administration) work place surveys/inspections, Safety Awards Program, Ammunition and Range Safety Program, Ground Safety Training, Medical Surveillance Program, Hearing Conservation Program, Vision Screening Program, Radiation Protection Program, Hazard Communication Program and Industrial Hygiene Surveys.

Office of the State Aviation Officer, SAO		
Workload Factor:		
Directed		
Manpower Requirement		
Line	Title	Distribution of Positions
1	ACFT Pilot Supvr	One per State authorized two AASF/AAFA and 75 aviators aviators.
2	Management Assistant	In lieu of any aviation position one per State having multiple aviation facilities authorized a total of 100 AASF/AAFA technicians.
3	Secretary (Typing)	One per full-time State Aviation Officer position

*FTS requirements not recognized for All States

**Office of The Adjutant General
 Command Administrative Office
 Office of The Command Administrative Officer
 State Aviation Office
 Office of Aviation and Safety
 Ground Safety Section
 (AFD: CPY MD: 2870 TYPE: II)**

2-12. Work Center Description

DIRECT FUNCTIONS: Provides technical and professional expertise to managers to establish techniques and procedures for the elimination or control of unsafe behaviors, environment and hazards. Plans and conducts periodic and unscheduled surveys and inspections of a wide variety of National Guard facilities to determine compliance with OSHA standards. Visits facilities for observation of safe work methods. Conducts detailed accident investigations. Processes accident reports. Develops and conducts ground safety training classes. Plans and conducts an annual safety conference. Prepares

safety bulletins, newsletters, and alerts. Designs or obtains safety training aides. Inspects explosive ammunition storage areas. Administers the State Safety Awards Program. Provides technical assistance to personnel involved in hazardous operations, and to ensure areas are safe for further operations if a dangerous conditions develops. Inspects explosive ammunition storage areas. Coordinates and provides assistance to the Material and Petroleum Activity and DOD Explosive Safety Board inspections. Investigates ARNG technician complaints with the Department of Labor. Classifies seriousness of complaint and determines abatement process and timeframe for abatement. Surveys, inspects and recertifies existing indoor/outdoor ranges. Participates in the budget process to identify costs required to support the ARNG Safety Program. Participates in Regional Accident Prevention Survey (RAPS) teams. Selects, obtains, and distributes promotional and informative ground safety materials.

Ground Safety Section						
Workload Factor:		0	439	1702	2967	4231
Total Tech/AGR Strength		438	1701	2966	4230	
Manpower Requirement		1	2	3	4	5
Line	Title	Distribution of Positions				
1	Safety Specialist	1	1	1	1	1
2	Safety Specialist	-	1	2	3	4

**Office of The Adjutant General
 Command Administrative Office
 Office of the Command Administrative Officer
 State Aviation Office
 Office of Aviation and Safety
 Occupational Health Section
 (AFD: CPY MD: 2870 TYPE: II)**

required medical surveillance of personnel either in-house, contract or through MEDCENs or other government agencies. Conducts detailed investigations of occupational illnesses. Develops the hearing conservation program for the state. Maintains, records and conducts the hearing tests. Administers the State Ionizing Radiation Protection Program. Performs the duties as the State Radiological Protection Officer. Responsible for monitoring, wipe testing, handling, shipping and storage of all radioactive materials. Conducts and analyzes industrial hygiene surveys. Administers the Hazard Communication Program. Maintains automated registry systems. Participates in the budget process to identify costs required to support the ARNG Occupational Health Program. Selects, obtains, and distributes promotional and informative Occupational Health materials.

2-13. Work Center Description

DIRECT FUNCTIONS: Administers the Medical Surveillance Program. Identifies medical surveillance requirements for technicians and AGR personnel assigned. Conducts pre-employment, periodic and termination hearing and medical screening tests such as pulmonary function tests, respirator fit testing, and occupational vision requirements. Participates in developing programs for procurement of

Occupational Health Section							
Workload Factor:		0	764	1549	2333	3117	3902
Total Tech/AGR Strength		763	1548	2332	3116	3901	over
Manpower Requirement		1	2	3	4	5	6
Line	Title	Distribution of Positions					
1	Occupational Health Nurse	1	1	1	1	1	1
2	Industrial Hygiene Technician	-	1	1	2	2	2
3	Occupational Health Technician	-	-	1	1	2	3

**Office of The Adjutant General
 Command Administrative Office
 Office of the Command Administrative Officer
 Safety and Occupational Health Office
 Office of the Safety and Occupational Health
 Manager
 (AFD: CPY MD 2870 TYPE: V)**

2-14. Work Center Description

DIRECT FUNCTIONS:

Manages and administers the State ARNG General Safety Program with overall responsibility for all phases of the program. Ensures execution of that

program. Develops and implements plans, policies and procedures to comply with DOD, DA and NGB safety regulations and directives. Supervises and directs the states accomplishment of the following: Accident prevention and reporting, OSHA (Occupational Safety and Health Administration) work place surveys/inspections, Safety Awards Program, Ammunition and Range Safety Program, Ground Safety Training, Medical Surveillance Program, Hearing Conservation Program, Vision Screening Program, Radiation Protection Program, Hazard Communication Program and Industrial Hygiene Surveys.

Office of Safety and Occupational Health Manager		
Workload Factor:		
Directed		
Manpower Requirement		2
Line	Title	Distribution of Positions
1	Safety and Occupational Health Manager	1
2	Clerk Typist	1

**Office of The Adjutant General
 Command Administrative Office
 Office of the Command Administrative Officer
 Safety and Occupational Health Office
 Office of the Safety and Occupational Health
 Manager
 Ground Safety Section
 (AFD: CPY MD#: 2870 TYPE: IL)**

2-15. Work Center Description

DIRECT FUNCTIONS:

Provides technical and professional expertise to managers to establish techniques and procedures for the elimination or control of unsafe behaviors, environment and hazards. Plans and conducts periodic and unscheduled surveys and inspections of a wide variety of National Guard facilities to determine compliance with OSHA standards. Visits facilities for observation of safe work methods. Conducts detailed accident investigations. Processes accident reports. Develops and conducts ground safety

training classes. Plans and conducts an annual safety conference. Prepares safety bulletins, newsletters, and alerts. Designs or obtains safety training aides. Inspects explosive ammunition storage areas. Administers the State Safety Awards Program. Provides technical assistance to personnel involved in hazardous operations, and to ensure areas are safe for further operations if a dangerous condition develops. Inspects explosive ammunition storage areas. Coordinates and provides assistance to the Material and Petroleum Activity and DOD Explosive Safety Board inspections. Investigates ARNG technician complaints with the Department of Labor. Classifies seriousness of complaint and determines abatement process and timeframe for abatement. Surveys, inspects and recertifies existing indoor/outdoor ranges. Participates in the budget process to identify costs required to support the ARNG Safety Program. Participates in Regional Accident Prevention Survey (RAPS) teams. Selects, obtains, and distributes promotional and informative ground safety materials.

Ground Safety Section						
Workload Factor:		0	439	1702	2967	4231
Total Tech/AGR Strength		438	1701	2966	4230	
Manpower Requirement		1	2	3	4	5
Line	Title	Distribution of Positions				
1	Safety Specialist	1	1	1	1	1
2	Safety Specialist	-	1	2	3	4

**Office of The Adjutant General
 Command Administrative Office
 Office of the Command Administrative Officer
 Safety and Occupational Health Office
 Office of Safety and Occupational Health
 Manager
 Occupational Health Section
 (AFD: CPY MD: 2870 TYPE: II)**

programs for procurement of required medical surveillance of personnel either in-house, contract or through MEDCENs or other government agencies. Conducts detailed investigations of occupational illnesses. Develops the hearing conservation program for the state. Maintains, records and conducts the hearing tests. Administers the State Ionizing Radiation Protection Program. Performs the duties as the State Radiological Protection Officer. Responsible for monitoring, wipe testing, handling, shipping and storage of all radioactive materials. Conducts and analyzes industrial hygiene surveys. Administers the Hazard Communication Program. Maintains automated registry systems. Participates in the budget process to identify costs required to support the ARNG Occupational Health Program. Selects, obtains, and distributes promotional and informative Occupational Health materials.

2-16. Work Center Description

DIRECT FUNCTIONS:

Administers the Medical Surveillance Program. Identifies medical surveillance requirements for technicians and AGR personnel assigned. Conducts pre-employment, periodic and termination hearing and medical screening tests such as pulmonary function tests, respirator fit testing, and occupational vision requirements. Participates in developing

Occupational Health Section							
Workload Factor:		0	764	1549	2333	3117	3902
Total Tech/AGR Strength		763	1548	2332	3116	3901	over
Manpower Requirement		1	2	3	4	5	6
Line	Title	Distribution of Positions					
1	Occupational Health Nurse	1	1	1	1	1	1
2	Industrial Hygiene Technician	-	1	1	2	2	2
3	Occupational Health Technician	-	-	1	1	2	3

**Office of The Adjutant General
 Command Administrative Office
 Office of the Command Administrative Officer
 Command Sergeant Major
 (AFD: CCA MD: 1210 TYPE: V)**

2-17. Work Center Description

DIRECT FUNCTIONS:

Serves as the senior enlisted advisor for the Army National Guard; reports to the Adjutant General and his staff for a variety of matters pertaining to policies

and actions for enlisted ARNG; performs a variety of duties necessary for efficient operations, and the achievement and maintenance of readiness of the State ARNG, with particular emphasis on enlisted morale, welfare, discipline, performance, training, awards and recognition, recruiting, equal opportunity, promotion, assignment and reassignment administration and utilization as they affect the service contributions of ARNG enlisted personnel to the State ARNG.

Command Sergeant Major, Office of the CAO		
Workload Factor:		
Directed		
Manpower Requirement		1
Line	Title	Distribution of Positions
1	Command Sgt Major	1

APPENDIX A**Index of Army Functional Dictionary (AFD) Codes**

CODE	OFFICE	WORKCENTERS
CAA	CAO	Command Administrative Office, Office of the Command Administrative Officer
CAA	CAO	Office of the Command Administrative Officer, Command Sergeant Major
CCA	AG	Office of the Adjutant General, Public Affairs Office
CF	AG	Office of the Adjutant General, Office of the Inspector General
CFB	IG	Office of the Inspector General, Inspection Section
CFC	IG	Office of the Inspector General, Assistance and Investigations Section
CAA	AG	Office of the Adjutant General, Judge Advocate General
CPY	CAO	Office of the Command Administrative Officer, General Safety Section
CPY	CAO	Office of the Command Administrative Officer, Office of Safety and Occupational Health Manager
CPY	CAO	Office of the Command Administrative Officer, Occupational Health Section
DAA	ISO	Office of the Adjutant General, Information Systems Office

APPENDIX B
Index of Type Standards

TYPE	OFFICE	WORKCENTERS
II	CAO	Office of the Command Administrative Officer, Occupational Health Section
II	CAO	Office of the Command Administrative Officer, General Safety Section
III	AG	Office of the Adjutant General, Inspector General Office
III	IG	Office of the Inspector General, Assistance and Investigations Section
III	IG	Office of the Inspector General, Inspection Section
III	ISO	Office of the Adjutant General, Information Systems Office
V	AG	Office of the Adjutant General, Public Affairs Office
V	CAO	Command Administrative Office, Office of the Command Administrative Officer
V	AG	Office of the Adjutant General, Judge Advocate General
V	CAO	Office of the Command Administrative Officer, Command Sergeant Major
V	CAO	Office of the Command Administrative Officer, Office of Safety and Occupational Health manager

APPENDIX C

Type Standard - Requirements

Standards are classified by the following information:

DATA SOURCE AND STATISTICAL REQUIREMENTS			
A Standard Classification	B at least 80% of Data Based on	C With the Following Requirements	D *Criteria for the Standard Equation
TYPE I (AT LEAST ONE OR A COMBINATION OF ALL)	Work Sampling	95% confidence level Complete work cycle(s) sampled At least 2 work weeks sampled Minimum number of input locations used	Regression analysis used to obtain equation and.... $R^2 > .75$ $V < .15$ $F > F_{.95, m-1, n-m}$ (N/A if $N < 5$)
	Time Study	95% confidence level Complete work cycle sampled	
	Standard Time Data	Approved engineered standard time data that is documented and the statistical parameters identified.	
TYPE II (AT LEAST ONE OR A COMBINATION OF ALL)	Work Sampling	95% confidence level Complete work cycle sampled At least 1 work week sampled Minimum number of input locations used	Regression analysis used to obtain equation and $R^2 > .50$ $V < .25$ $F > F_{.90, m-1, n-m}$ (N/A if $N < 5$)
	Time Study	95% confidence level Minimum number of input locations used	
	Operational Audit	Operational Audit with minimum number of input locations.	
TYPE III		A baseline standard issued in the absence of historical data or mission refinement to allow workcenter activity to begin or resume.	
TYPE IV		A standard adopted from another agency, examined, and found to be applicable.	
TYPE V		A directed standard.	

*As defined in AR 570-5

APPENDIX D

Office of The Adjutant General

WORKCENTER DESCRIPTION

STANDARD INDIRECT CATEGORIES:

I1. SUPERVISION.

- I1.1. Administers personnel.
 - I1.1.1. Indoctrinates personnel.
 - I1.1.2. Rates performance.
 - I1.1.3. Nominates personnel for award.
 - I1.1.4. Monitors Management Improvement Program.
- I1.2. Supervises personnel.
 - I1.2.1. Schedules personnel.
 - I1.2.2. Develops directives.
 - I1.2.3. Directs work center activity.
 - I1.2.4. Counseis personnel.
 - I1.2.5. Prepares correspondence.
- I1.3. Reviews incoming/outgoing distribution.
- I1.4. Reviews report and statistical data.
- I1.5. Develops budget estimate.
- I1.6. Inspects facility.
- I1.7. Receives and assists visiting official.
- I1.8. Investigates accident or incident.

I2. ADMINISTRATION.

- I2.1. Types communication.
- I2.2. Processes unclassified distribution.
 - I2.2.1. Processes incoming distribution.
 - I2.2.2. Processes outgoing distribution.
- I2.3. Maintains unclassified correspondence file.

- I2.3.1. Establishes file.
- I2.3.2. Files correspondence.
- I2.3.3. Maintains suspense file.
- I2.3.4. Disposes of records.
- I2.3.5. Maintains log and register.
- I2.3.6. Maintains security file.
- I2.3.7. Maintains personnel locator file.
- I2.4. Maintains classified material.
 - I2.4.1. Controls material.
 - I2.4.2. Safeguards material.
 - I2.4.3. Destroys material
- I2.5. Maintains unclassified publication file.
- I2.6. Operates copying machine.
- I2.7. Maintains stock of blank forms.
- I2.8. Receives telephone calls.
- I2.9. Maintains status chart or bulletin board.
- I2.10. Provides stenographic service.
- I2.11. Maintains time and attendance card.
- I2.12. Maintains appointment calendar.
- I2.13. Acknowledges visitor.

I3. MEETINGS.

- I3.1. Prepares for meeting.
- I3.2. Conducts or attends meeting.

I4. TRAINING.

- I4.1. Administers training.
- I4.2. Develops training material.
- I4.3. Conducts training.

STANDARD INDIRECT CATEGORIES--
Continued

I4.3.1. Prepares for training.

I4.3.2. Instructs training.

I4.3.3. Administers test.

I4.4. Receives training.

I4.4.1. Receives instruction.

I4.4.2. Takes test.

I4.4.3. Reads publication.

15. SUPPLY.

I5.1. Processes equipment request.

I5.2. Conducts inventory.

I5.3. Maintains custodian document.

I5.4. Obtains expendable supplies.

16. EQUIPMENT MAINTENANCE.

I6.1. Maintains office equipment.

I6.2. Maintains shop equipment.

I6.3. Maintains assigned vehicle.

17. CLEANUP.

I7.1. Prepares work area.

I7.2. Puts work away.

I7.3. Cleans work area.

GLOSSARY

AFD
Army Functional Dictionary

AGR
Active Guard/Reserve

ANG
Air National Guard

ARNG
Army National Guard

CAO
Command Administrative Office

CSMS
Combined Support Maintenance Shop

DA
Department of the Army

DOD
Department of Defense

IG
Inspector General

MD
Manning Document Number

MEDCEN
Medical Center

NCO
Noncommissioned Officer

NGB
National Guard Bureau

OPR
Office of Primary Responsibility

OSHA
Occupational Safety and Health Administration

PA
Public Affair(s)

PBAC
Program Budget Advisory Committee

SPMD
Support Personnel Manning Document

SOP
Standing Operating Procedure

TAG
The Adjutant General

TDA
Table of Distribution and Allowance

USPFO
United States Property and Fiscal Office

WCD
Work Center Description

By Order of the Secretary of the Army:

JOHN B. CONAWAY
Lieutenant General, USAF
Chief, National Guard Bureau

Official:

E. DARDEN BAINES
Chief
Administrative Services

Distribution: C