



Lesson Guide

Manning

10 May 2022



Manning

Purpose

This lesson guide is designed to support the local development of Flight Commander Leadership Course materials. Selected facilitators should use this guide as they prepare presentation materials. For more information on how lessons are structured, or how to use them in the course, see the **Course Director's Handbook** or online Facilitator Resources.

Scope

Department of the Air Force organizations are designed to achieve the characteristics outlined in Air Force Policy Directive (AFPD) 38-1, *Manpower and Organization*, and are guided by organizational management principles. Each organizational level has certain responsibilities they incur regarding manpower implementation. In most organizations, the Flight has been designated as the lowest level required to successfully accomplish the primary mission.

Manpower is one of the resources Flight Commanders must manage daily. You should understand how manpower is allocated and how to use personnel effectively. Additionally, it is important to understand how to read your Unit Manning Document (UMD) and Unit Manpower Personnel Roster (UMPR) and know the vocabulary associated with both. Flight Commanders should be familiar with Authorization and Organizational Change Requests (ACRs/OCRs), and when it is appropriate to use each.

Recommended Objectives

By the end of this lesson, the participant should be able to:

1. Understand how the Department of the Air Force implements manpower based on organizational principles.
2. Explain the purpose and structure of a UMD and the UMPR and the associated terms.
3. Recognize the purpose of ACRs/OCRs.

Recommended POC / Presenter

- Wing Manpower and Organization office representative
- Squadron-level leader (DO, CC or equivalent)

Recommended Length:

- 25 minutes (inclusive of questions)

Recommended Approach

- Informal briefing/discussion with Q & A

Lesson Connections

- **Organizational Structure and the Mission**-unit manning must realistically reflect the nature and demands of the mission and any anticipated changes of the mission. If it

does not, immediate actions should be taken to remedy personnel deficiencies (training, PCS, etc.).

- **Total Force Integration**-total force personnel must meet the requirements to fill the billets they are assigned. Flight leaders must also intentionally manage the knowledge and certifications within their team to optimally use their Airmen, Guardians, and/or civilians.
- **Developing Others**-not only should manning allow members the time/space to complete their various Professional Development requirements, but flight leaders must actively monitor certifications to ensure the team has the redundancies necessary to overcome short-notice manning challenges (deployments, emergency leave, etc.).

Resources

AFI 38-101, *Manpower and Organization* implements AFPD 38-1, *Manpower and Organization* and outlines some valuable information regarding how manpower activities assist commanders to perform their duties. It also summarizes career field management.