

## Enlisted Personnel Management Best Practices UPDATE FEB 2016

This paper addresses a variety of ways that individual commands can help ensure that their enlisted manning posture is accurately reflected in distribution and readiness systems and ultimately positively influence command "Fit" and "Fill".

1. Thousands of sailors transfer or are separated every month, creating gaps in the Fleet. The gaps that can be filled by the distribution system (i.e. those that are known well in advance) are reflected as personnel requisitions and are prioritized every month by the cognizant Manning Control Authority (MCA). Factors affecting how the MCAs adjust the requisition include CNO priority, TYCOM recommendations, command FIT comparisons, deployment schedules, the fill date of a requisition, etc. In general, the number of members expected to transfer (i.e., rollers) determines how many of the prioritized requisitions are advertised in CMS-ID each month. Because the Navy's inventory of Sailors in certain ratings/NECs fluctuates daily, adequate inventory may not be available to fill every requisition every month and unavoidable gaps will occur. There are occasions where certain requisitions will languish for long periods of time due to their relatively low priority. Therefore, it is imperative that each command do what it can to ensure its command manning posture is accurate so that the enlisted personnel requisition process can be as efficient as possible.

2. The Enlisted Distribution and Verification Process (EDVP) is the most valuable tool a command has for tracking manning posture. This process, conducted utilizing Billet Based Distribution (BBD), must be conducted and corrections submitted routinely in accordance with the Enlisted Distribution and Verification Process User's tutorial. When managed correctly, this process can save time and help to prevent prolonged billet gaps. Identifying a manning problem or NEC deficiency (e.g., a prospective gain is not getting required training en route) only one to two months before it occurs does not afford NPC and the Normal Distribution process enough time to react and identify a relief/solution. The Normal Distribution system is not structured as a "quick fix" system. Early identification of problem areas is paramount. Command leadership must have a detailed understanding of the distribution process, particularly as the command approaches Pre-Deployment Manning Report (PERSMAR) cycle (for sea duty commands), if maximum benefit is to be achieved and concerns adequately addressed.

3. The top three personnel management errors revolve around prospective gains, prospective losses, and distribution NECs (DNECs). Training on how to correct these and other errors is available on the NPC website listed in paragraph 6.

A. Carefully review orders of prospective gains.

(1) Ensure the needed enroute training is provided, keeping in mind that NPC can only fund training for required NECs - nice to have/other training (e.g. some Senior Enlisted Academy quotas, Firefighting, VBSS, etc) is the responsibility of the gaining command.

(2) If a DNEC change is required for a prospective gain, the decision must be made immediately and communicated to your Placement Coordinator. Order modifications (ORDMODs) are not practical when the individual has started his/her training track and will often result in diverts and gapped billets.

(3) Contact the last duty station if a prospective gain fails to report on time. These individuals count against the gaining commands manning, whether physically onboard or not.

B. Routinely review status of prospective losses.

(1) Verify Projected Rotation Dates (PRDs). Requisitions for replacements are generated based on a member's PRD (or estimated date of loss to Navy, EDLN, if it is before the PRD) so it must be accurate.

(2) Assess reenlistment intentions of personnel early and request an adjustment of a member's PRD to match his/her EAOS at the first indication the member is not planning to reenlist. Additionally, any Career Waypoint (C-WAY) approved quotas should be returned to BUPERS-32 in a timely manner.

(3) Expired losses generally occur when a member's transfer is not processed correctly. Ensure expired losses are corrected as soon as possible as they continue to count against the losing command's manning.

C. Routinely review DNECs which define what job a member is doing or is in training for. Failure to do so prevents Detailers from determining where critical NEC deficiencies exist.

4. Additional command initiatives to help ensure optimum manning:

A. Placement Coordinator interaction. PERS-4013 Placement Coordinators are the command's manning advocate (not to be confused with Detailers, who act as the Sailor's advocate). Placement Coordinators liaise directly with the MCAs and the TYCOMs, and are an integral part of the prioritization of requisitions. Frequent interaction with your Placement Coordinator (contact information is on the NPC webpage) is vital to ensuring that your manning profile is as accurate as possible and your needs are identified promptly.

B. Ensure the command's Activity Manning Document (AMD) accurately reflects actual manning requirements - make TFMMS changes as required. All distribution and manning actions are based off of the requirements listed in the AMD. If the AMD is incorrect, the wrong distribution signal will be generated and the wrong Sailors will be detailed to your command.

C. Change request follow-up. When previously utilizing the Enlisted Distribution and Verification Report (EDVR), occasionally changes submitted to the EDVR for update were not reflected in subsequent iterations of the EDVR. With the introduction of BBD, commands can more easily and quickly recognize if a previously submitted change took effect. Correspondence for requested changes will be via the command's Placement Coordinator and are subject to review and disapproval if the request violates established business practices. A key action, often not incorporated into the command personnel manager routine, is the follow-up requirement. Change submissions that did not get incorporated may result in gapped billets and improper Detailer assignments. It is highly recommended to use a verification tickler in

all personnel offices to ensure that requested changes are reflected in BBD or the Placement Coordinator provides feedback on why the request will not be incorporated.

D. Monitor actual NECs (PNEC/SNEC). Realize that if you are manned at or above Billets Authorized (BA) in ratings or paygrades where NEC deficiencies occur, your only option is to fund and/or locally train personnel currently on board, since a requisition will not generate for the NEC deficiency. This is especially important immediately following an advancement cycle - members who move into new paygrades may require new, paygrade appropriate NECs that the command will be responsible for obtaining/funding.

E. Cross-train onboard assets through viable OJT/formal training programs. Obtain school quotas early and request ISIC support for quotas that are difficult to obtain.

F. Division officers should review information in BBD for PRD and EAOS awareness. Command Activity Manning Managers (AMM) will be able to provide an Excel spreadsheet with division manning information directly from BBD.

G. Document weak leaders and poor performers through realistic evaluations. Don't pass non-performers on to the next command to handle.

H. Remove DNECs as required. Personnel that are DNEC'd count against a command's manning, whether they hold the NEC or not.

I. Understand that anytime a change is made to a Sailor's rating (e.g., PACT designation) or paygrade (e.g., CAP program), there could be a potential domino effect on both current gaps (i.e., the change may suppress a requisition) and command FIT measures. Questions regarding these second order effects should be addressed to the command's Placement Coordinator.

J. Utilize your current inventory of PACT Sailors to fill your vacant billets via Rating Entry Designation (RED) applications. Although the rating of choice and subsequent application in C-WAY for a PACT Sailor is voluntary, you should focus your efforts on ratings that have currently gapped billets onboard your command.

K. Above all, communicate frequently with PERS-4013 Placement Coordinator, Enlisted Community Managers, ISIC and TYCOM.

5. Enlisted Billet Based Distribution (BBD), a process by which enlisted Sailors are assigned to a specific billet at a command (much like officers are now), has been in development for several years and delivered to the Fleet in February 2016. With implementation of BBD, commands can see near real-time manning information, eliminating the need for the EDVR. More information on BBD is provided on the NPC website to include introductory training for AMMs. For any questions, please contact your Placement Coordinator.