

**Army Regulation 570-4**

**Manpower and Equipment Control**

# **Manpower Management**

**Headquarters  
Department of the Army  
Washington, DC  
8 February 2006**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 570-4

Manpower Management

This rapid action revision, dated 8 February 2006--

- o Replace the acronym DCS, G-1 with Deputy Chief of Staff, G-1 and the acronym DCS, G-3/5/7 with Deputy Chief of Staff, G-3/5/7 throughout the publication.
- o Clarifies the roles and responsibilities of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Deputy Chief of Staff, G-1 and Deputy Chief of Staff, G-3/5/7 (chap 2).
- o Clarifies the responsibilities of the Chief, National Guard Bureau and Major Army Commanders (chap 2).
- o Defines the Total Army Analysis - Generating Force Process (chap 8).

This revision--

- o Implements Department of Defense Directive 1100.4, Guidance for Manpower Programs (para 1-1).
- o Assigns manpower management responsibilities to the Secretariat, Army Staff, major command, and installation commanders (para 2-2).
- o Prescribes organization and position management policies and manpower mix-commercial and inherently governmental inventory (para 3-7).
- o Identifies workload-based manpower requirements determination processes and the common conceptual and doctrinal framework that must be met (paras 4-1, 4-2, and 4-3).
- o Identifies how manpower is accounted for in the Army Planning, Programming, Budgeting, and Execution System and prescribes policy for linking civilian work years with pay (para 5-1).
- o Describes controls and management techniques in utilization of civilian manpower, specifies military manpower considerations, prescribes policies for position conversions, and provides guidance on military to civilian equivalencies (chap 6).
- o Provides manpower management mobilization planning guidance (chap 7).
- o Prescribes policies, procedures, and describes tasks for identifying and controlling the size and composition of Army Management Headquarters and Headquarters support activities (para 8-1).
- o Provides procedures to The Army Authorization Documents System proponents for document change requests (para 10-2).

- o Details requirements and format for reporting military actual strength for budget purposes (para 11-1).
- o Provides policy and procedures for identifying and controlling size and composition of Army Management Headquarters and Headquarters support activities (chap 9).
- o Establishes criteria and procedures for the Secretary of the Army Awards for Improving Manpower and Force Management (chap 12).



## Manpower and Equipment Control

### Manpower Management

---

By Order of the Secretary of the Army:

PETER J. SCHOOMAKER  
*General, United States Army  
Chief of Staff*

Official:



SANDRA R. RILEY  
*Administrative Assistant to the  
Secretary of the Army*

**History.** This publication is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

**Summary.** This regulation prescribes planning, programming, budgeting, and execution policies applying to manpower management for activities organized under tables of distribution and allowances, modification tables of organization and equipment, related augmentation and mobilization documents, and activities established as Army Management Headquarters Activities.

**Applicability.** This regulation applies to activities organized under tables of distribution and allowances, modification tables of organization and equipment, and

related augmentation and mobilization documents for the Active Army (including Army elements of Joint and Defense activities), the Army National Guard, the United States Army Reserve, to civil functions where specifically stated, and to activities designated as Army Management Headquarters Activities unless otherwise stated.

**Proponent and exception authority.** The proponent of this regulation is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent agency may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include a formal review of the activity's senior legal officer. All waivers requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army management control process.**

This regulation contains management control provisions and identifies key management controls that must be evaluated.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR–FMMR, 111 Army Pentagon, Washington, DC 20310–0111.

**Suggested improvements.** Users are invited to send comments and suggested improvements on Department of Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR–FMMR, 111 Army Pentagon, Washington, DC 20310–0111.

**Distribution.** Distribution of this publication is available in electronic media only and is intended for levels C and D for the Active Army, the Army National Guard, and the Army Reserve.

---

#### Contents (Listed by paragraph and page number)

##### Chapter 1

##### General Guidance, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations and terms • 1–3, page 1

Program objectives and functions • 1–4, page 1

Constraints • 1–5, page 2

Relationships • 1–6, page 3

Standardization initiatives • 1–7, page 3

---

\*This regulation supersedes AR 570–4, 15 May 2000.

## **Contents—Continued**

Efficiency and cost-effectiveness initiatives • 1–8, *page 4*  
Defense Working Capital Fund • 1–9, *page 5*  
Total Army Quality • 1–10, *page 5*

### **Chapter 2**

#### **Responsibilities, *page 6***

General • 2–1, *page 6*  
Manpower responsibilities • 2–2, *page 6*

### **Chapter 3**

#### **Organization and Position Management, *page 10***

##### *Section I*

*Organization and Position Management Policies, page 10*  
Organization structure • 3–1, *page 10*  
Position management • 3–2, *page 10*  
Organization and position management policies • 3–3, *page 10*  
Position structure • 3–4, *page 11*

##### *Section II*

*Position Identification, page 11*  
Position identification • 3–5, *page 11*  
Guidance for position identification • 3–6, *page 12*  
Manpower mix – commercial and inherently governmental inventory • 3–7, *page 12*

### **Chapter 4**

##### *Section I*

*Policy, page 13*  
General • 4–1, *page 13*  
Availability factors • 4–2, *page 13*  
Doctrinal framework • 4–3, *page 15*  
Frequency of requirements determination studies • 4–4, *page 16*  
Review and approval • 4–5, *page 16*  
Execution of approved manpower requirements determination studies • 4–6, *page 16*

##### *Section II*

*Responsibilities and Procedures, page 17*  
Responsibilities • 4–7, *page 17*  
Delegation of authority • 4–8, *page 17*  
Methodologies • 4–9, *page 17*  
Schedule of manpower requirements determination studies (RCS CSGPA–1303) • 4–10, *page 19*  
Interface • 4–11, *page 19*  
Army Functional Dictionary • 4–12, *page 20*

### **Chapter 5**

#### **Allocation and Documentation of Manpower, *page 20***

##### *Section I*

*Planning, Programming, Budgeting, and Execution, page 20*  
Planning, Programming, Budgeting, and Execution System • 5–1, *page 20*  
Department of the Army Program budget guidance • 5–2, *page 21*  
Program Budget guidance changes • 5–3, *page 22*  
Program objective memorandum/budget estimate submit and manpower management • 5–4, *page 23*

## **Contents—Continued**

### *Section II*

*Allocation, page 24*

Allocation and suballocation • 5–5, *page 24*

Reallocation • 5–6, *page 24*

Special considerations • 5–7, *page 24*

### *Section III*

*Documentation, page 25*

The Army Authorization Documents System • 5–8, *page 25*

Personnel management authorization document • 5–9, *page 26*

## **Chapter 6**

### **Civilian and Military Manpower Utilization, page 26**

#### *Section I*

*Civilian Manpower Management, page 26*

Civilian manpower management controls • 6–1, *page 26*

Civilian employment execution • 6–2, *page 26*

Types of civilian manpower • 6–3, *page 27*

Civilian employment planning • 6–4, *page 27*

Overtime • 6–5, *page 27*

Civilian substitution • 6–6, *page 28*

Military technicians • 6–7, *page 28*

Reductions-in-force • 6–8, *page 28*

#### *Section II*

*Military Manpower Management, page 29*

Overview • 6–9, *page 29*

Special duty • 6–10, *page 29*

Directed military overstrength • 6–11, *page 30*

Military police • 6–12, *page 30*

Commissioned officer aviation position criteria • 6–13, *page 32*

Military interchangeable positions • 6–14, *page 33*

#### *Section III*

*Military and civilian conversions, page 33*

General • 6–15, *page 33*

Conversion of military positions to civilian • 6–16, *page 33*

Conversion of civilian positions to military • 6–17, *page 34*

#### *Section IV*

*Special Manpower Considerations, page 34*

Special considerations • 6–18, *page 34*

Maintenance and construction of real property • 6–19, *page 34*

Morale, welfare, and recreation activities • 6–20, *page 35*

Other personnel • 6–21, *page 35*

Use of military and civilian personnel outside the Department of the Defense • 6–22, *page 36*

Command sergeants major • 6–23, *page 38*

Full-time support • 6–24, *page 38*

Civilian and military equivalencies • 6–25, *page 39*

Use of prisoners • 6–26, *page 40*

## **Chapter 7**

### **Manpower Planning for Mobilization, page 40**

## **Contents—Continued**

### *Section I*

*General, page 40*

*Overview • 7-1, page 40*

*Mobilization • 7-2, page 40*

*Categories of mobilization • 7-3, page 40*

*Concept of manpower planning for mobilization • 7-4, page 41*

*Principles of manpower planning for mobilization • 7-5, page 41*

*Manpower planning guidance • 7-6, page 41*

*Mobilization authorization documents • 7-7, page 42*

### *Section II.*

*Manpower Management During Selective, Presidential Selected Reserve Call-Up, and Partial Mobilization, page 42*

*General • 7-8, page 42*

*Planning assumptions and guidance for partial mobilization • 7-9, page 42*

*Manpower procedures during partial mobilization • 7-10, page 42*

### *Section III*

*Manpower Management During Full and Total Mobilization, page 43*

*General • 7-11, page 43*

*Planning assumptions and guidance for full and total mobilization • 7-12, page 43*

*Manpower procedures during full and total mobilization • 7-13, page 44*

### *Section IV*

*Prepositioned Emergency Authorities, page 44*

*General • 7-14, page 44*

*Group A • 7-15, page 45*

*Group B • 7-16, page 45*

*Group C • 7-17, page 45*

## **Chapter 8**

**Analysis and Evaluation of Manpower Management, page 45**

*Total Army analysis • 8-1, page 45*

*Total Army analysis — generating force • 8-2, page 45*

*The Army authorization documents system review • 8-3, page 46*

*Reports providing manpower data • 8-4, page 46*

*Headquarters analysis and evaluation • 8-5, page 47*

*Major Army command analysis and evaluation • 8-6, page 47*

## **Chapter 9**

**Army Management Headquarters Activities, page 48**

### *Section I*

*General, page 48*

*Purpose • 9-1, page 48*

*Constraints • 9-2, page 48*

*Responsibilities • 9-3, page 48*

### *Section II*

*Policies, page 49*

*Army Management Headquarters Activities organization changes • 9-4, page 49*

*Army Management Headquarters Activities functions • 9-5, page 49*

*Army Management Headquarters Activities accounting distortions • 9-6, page 49*

*Army Management Headquarters Activities reorganization, realignment, and projections • 9-7, page 49*

### *Section III*

*Procedures, page 49*



## **Contents—Continued**

Army Management Headquarters Activities authorizations • 9–8, *page 49*  
Removal of an Army Management Headquarters Activities from the list of controlled activities • 9–9, *page 50*  
The Army Authorization Document System documentation • 9–10, *page 50*

### *Section IV*

*Manpower Actuals and Mobilization Exercise Data, page 50*  
Army management headquarters manpower data • 9–11, *page 50*  
Mobilization exercises • 9–12, *page 50*

### *Section V*

*Army Management Headquarters and Headquarters Support, page 51*  
General • 9–13, *page 51*  
Descriptions • 9–14, *page 51*  
Identification of major Army management headquarters activities • 9–15, *page 51*  
Functional areas • 9–16, *page 52*

## **Chapter 10**

### **Documentation Changes Requiring Prior Headquarters Approval, page 58**

#### *Section I*

*Introduction, page 58*  
General • 10–1, *page 58*  
Change requests • 10–2, *page 58*

#### *Section II*

*Tables of Distribution and Allowances, page 59*  
Establishment or change of officer positions (requirements and authorizations) in grade 0–3 and above not in accordance with grade authorization tables, staffing guides, or base tables of organization and equipment • 10–3, *page 59*  
Establish positions for, or change officer positions to, 05 and 06 in tables of distribution and allowances • 10–4, *page 59*  
Establishment or change of enlisted positions in tables of distribution and allowances not according to standards of grade authorization • 10–5, *page 59*  
Establish positions for, or change enlisted position to, E8 or E9 in tables of distribution and allowances • 10–6, *page 59*  
Mass change of enlisted personnel occupational specialty code (other than Headquarters–directed) for more than 50 positions • 10–7, *page 60*  
Change of personnel occupational specialty code for warrant officers not directed by Headquarters (requirements and authorizations) • 10–8, *page 60*  
Change of grade, establishment, or elimination of chaplain positions • 10–9, *page 60*  
Change of strength, additional skill identifier, or language identification code of foreign area officer positions • 10–10, *page 61*  
Change of grade, establishment, or elimination of judge advocate commissioned officer positions • 10–11, *page 61*  
Change of strength or grade of Army Medical Department commissioned officer positions • 10–12, *page 61*  
Change of personnel authorization in Reserve component tables of distribution and allowances not in accordance with Reserve component policy • 10–13, *page 61*  
Change of officer grades in Reserve component tables of distribution and allowances • 10–14, *page 62*  
Conversion of civilian positions to military • 10–15, *page 62*  
Change of strength or personnel requirements code of commissioned officer operational or nonoperational flying positions • 10–16, *page 62*  
Increase in proponent’s demand on Headquarters for officer grades 0–3 and above in Active Army tables of distribution and allowances, not in accordance with current guidance (authorizations only) • 10–17, *page 63*  
Any net Army Management Headquarters Activities manpower authorization increase within unit identifier code by identity and Army management structure code • 10–18, *page 63*  
Increase in proponent’s demand on Department of the Army for total personnel in controlled position specialty code or personnel occupational specialty code as identified by current Department of the Army guidance • 10–19, *page 63*

## Contents—Continued

- Removal of a position from support of the Space Imbalanced Military Occupational Specialty Rotation Base Program
  - 10–20, *page 63*
- Establishment or change of identity code of a position or positions based upon privacy requirements or as an exception to the Direct Combat Position Code • 10–21, *page 64*
- Establishment of new tables of distribution and allowances command sergeant major positions • 10–22, *page 64*

### Chapter 11

#### **Reporting Military Actual Strength in the Budget (RCS CSGPA–1697), *page 65***

##### *Section I*

*General, page 65*

- Report purpose • 11–1, *page 65*
- Report responsibilities • 11–2, *page 65*
- Data sources • 11–3, *page 65*
- Security classification • 11–4, *page 66*

##### *Section II*

*Report Process and Submission, page 66*

- Frequency • 11–5, *page 66*
- Process and due dates • 11–6, *page 66*

##### *Section III*

*Report Preparation and Specific Responsibilities, page 66*

- Format submission • 11–7, *page 66*
- Preparation instructions • 11–8, *page 66*

### Chapter 12

#### **Secretary of the Army Awards for Improving Manpower and Force Management, *page 72***

- Purpose • 12–1, *page 72*
- Award categories • 12–2, *page 72*
- Objectives • 12–3, *page 73*
- Eligibility • 12–4, *page 73*
- Criteria • 12–5, *page 73*
- Preparing nominations • 12–6, *page 74*
- Submitting nominations • 12–7, *page 74*
- Selection and notification procedures • 12–8, *page 74*

## Appendixes

- A.** References, *page 75*
- B.** Key Management Controls, *page 80*

## Table List

- Table 4–1: Peacetime Mission Availability Factors (PMAF), *page 14*
- Table 4–2: TDA Army Availability Factors for U.S. Civilians and Military, *page 14*
- Table 5–2: Civilian Manpower Identities and Types, *page 22*
- Table 6–1: Positions and Functions That Normally Require Operational Flying, *page 33*
- Table 6–2: Outside Activity and Army Staff Proponents, *page 38*
- Table 6–3: Civilian and Military Equivalencies, *page 39*
- Table 7–1: Personnel Leave Planning Assumptions During Full and Total Mobilization, *page 44*
- Table 9–1: List of Army Management Headquarters and Headquarters Support Activities including Unified and International Commands, *page 54*
- Table 10–1: ARMY STAFF COORDINATION, *page 64*
- Table 11–1: MACOM Responsibilities, *page 67*

## **Contents—Continued**

### **Figure List**

Figure 11-1: Record Format for Schedule 8, *page 70*

Figure 11-2: Schedule 8 Data Element Definitions, *page 71*

Figure 11-2: Schedule 8 Data Element Definitions-continued, *page 72*

### **Glossary**

## Chapter 1 General Guidance

### 1–1. Purpose

*a.* This regulation implements Department of Defense Directive (DODD) 1100.4, Guidance for Manpower Programs. It establishes civilian and military manpower management guidance for activities organized under tables of distribution and allowances (TDAs), modification tables of organization and equipment (MTOEs), and related augmentation and mobilization manning documents. Because this regulation prescribes the responsibilities of manpower managers and the procedures and processes by which they determine, acquire, program, and use manpower resources through resource management, personnel management, and force management, it takes precedence over other Army regulations on manpower management matters.

*b.* Manpower policies and guidance addressed in this regulation include the following:

- (1) Manpower requirements determination.
- (2) TDA standardization.
- (3) Manpower management responsibilities at all levels of command.
- (4) Incorporation of managing authorized grades and skills of military.
- (5) Manpower interface with the budget cycle.
- (6) Manpower and personnel reports to assist in manpower analysis efforts.
- (7) Mobilization manpower planning.
- (8) Army availability factors for TDA organizations and MTOE units.
- (9) Managing civilian employment by full-time equivalent (FTE) methodology.
- (10) Manpower Requirements Criteria (MARC).
- (11) Army Management Headquarters Activities (AMHA).
- (12) Commissioned officer aviation position criteria.
- (13) Manpower utilization and requirements reporting.
- (14) Army management initiatives including Defense Working Capital Fund (DWCF) and Total Army Quality (TAQ) management.
- (15) Army manpower management in commercial activities, competitive sourcing, and privatization initiatives.
- (16) Manpower mix determination and documentation.

*c.* This regulation should be used by manpower and force management personnel at all levels as the primary reference document for their daily operations. All managers should use this regulation as a reference when exercising their personnel or resource management responsibilities. Force structure managers must take into account guidance in this regulation on such issues as conversions, position identification, and special duty when developing force structure changes.

*d.* This regulation incorporates objectives of the National Performance Review (NPR) as those objectives relate to manpower management.

### 1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

### 1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### 1–4. Program objectives and functions

*a.* The objective of Army manpower management is to properly man Army forces in support of national security missions. Introduction of new doctrine, advanced technology, modern equipment, and force design must result in a credible land power deterrent and fighting force for the future, while assuring the greatest manpower productivity possible.

*b.* Manpower management focuses on the accurate identification of human resource requirements (in terms of both quantity and quality) necessary to perform specific tasks and upon the organization and position structure in which they will be most efficiently and economically used. This includes the justification of these requirements in the Total Army analysis (TAA), the Army's Planning, Programming, Budgeting, and Execution System (PPBES), and the allocation of available resources against validated requirements. Timely documentation and control through various data reporting systems (that is, the Army Authorization Documents System (TAADS)) permits an audit of manpower use and provides feedback to managers. Manpower management functions relate closely to other resource management actions. Specific manpower functions are briefly described below.

(1) *Requirements determination.* Manpower requirements are based on the most effective and efficient organization and, therefore, represent the minimum essential numbers of civilian and military positions needed to accomplish valid mission responsibilities for both TDA and MTOE organizations. Methodologies to determine manpower requirements

include manpower surveys/studies; the Manpower Staffing Standards System (MS-3); staffing guides; Manpower Requirements Criteria (MARC); doctrinal basis determinations for TOE organizations (for example, size of infantry squad); and other TOE development programs such as Force Design Update. Other methodologies include computer modeling, comparative analysis, other statistical analyses as well as local appraisal when workload is not quantifiable and measurable.

(2) *Planning, programming and budgeting.* These three functions are components of the DOD Planning, Programming, and Budgeting System (PPBS). Planning includes the structuring of Army forces within established manpower constraints in order to accomplish national strategic goals. This includes not only peacetime maintenance but also contingency and mobilization capabilities. Programming involves the allocation of manpower throughout the years of the Future Years Defense Program (FYDP) to support a given force structure. Due to the extended period of time over which manpower is programmed, revisions to the program are made and justified as needed to meet the guidance and evolving decisions of the Army and the Defense leadership. Budgeting is the request, appropriation, allocation, and management of resources expressed in quantities, rates, and dollars.

(3) *Documentation.*

(a) Organization requirements documents provide planned placement of quantities of new equipment and associated items of equipment and personnel (ASIOEP), as well as the reciprocal displacement of equipment and personnel; capabilities, organizational structure, and the minimum mission essential wartime requirement (MMEWR) (both personnel and equipment) necessary for a military unit to accomplish its doctrinal mission; and mission essential wartime position requirements for combat, combat support (CS), and combat service support (CSS) functions in tables of organization and equipment (TOEs). The TOEs provide a record of approved sound doctrinal organizational structure, mission, and capabilities (Section I), personnel (Section II), and equipment requirements (Section III). Basis of Issue Plans (BOIPs) are used to plan and manage the introduction of developmental and nondevelopmental items (NDIs) of equipment, make administrative changes, and implement notification of future changes (NOFC) to the 611 series of Army regulations. Types of organization requirements documents are TOE and BOIP. The BOIPs are source documents for changes to TOE, TDA, augmentation TDA, joint tables of distribution (JTD), and additive operational projects (ADOP). The TOEs are the basis for an authorization document.

(b) Authorization documents provide organizational structures supported by Army resources against which units will be organized in the current, budget, and first program years. They provide a record of approved organizational structure, mission, and capabilities (Section I), personnel requirements and authorizations (Section II), and equipment requirements and authorizations (Section III). Data are depicted in paragraph and line detail followed by personnel and equipment recapitulations. Five types of documents include MTOE, TDA, augmentation TDA (AUGTDA), mobilization TDA (MOBTDA) and JTD. Authorization documents are the basis and authority for submitting requisitions for authorized personnel and equipment. A reconciliation between TAADS and the Structure and Manpower Allocation System (SAMAS) ensures that the documented force matches the M-force.

(4) *Allocation.* The Program and Budget Guidance (PBG) distributes Army military and civilian manpower authorized spaces to major Army commands (MACOMs) and operating agencies for reallocation to subordinate echelons. The PBG Manpower Addendum updates this distribution three times a year and provides additional program and distribution guidance for manpower programming and program execution.

(5) *Utilization.* Manpower requirements are composed of military and civilian personnel as well as contractor support required to execute the mission of the organization. How these different types of personnel may be used in the best interests of national defense forms the basis for utilization policies. Utilization encompasses a broad spectrum of actions including the scheduling of overtime for civilians and the use of military manpower to fill special duty requests. In addition, there are some areas, such as management headquarters size, core logistics, supervisory level, and so forth, that are of interest to Congress. These must be carefully managed to ensure proper utilization of personnel.

(6) *Analysis and evaluation.* The continual analysis and evaluation of missions, priorities, guidance, constraints, and available resources form the basis of manpower assessments and validation. Analysts and managers at all levels review current military and civilian personnel data and budget performance in order to analyze manpower utilization. All managers must be committed to economies, efficiencies, and productivity improvements.

c. The development of manpower standards for TDA and manpower requirements criteria for MTOE support the overall manpower management process by providing a credible basis, based on workload, for manpower and budget requests.

## **1-5. Constraints**

Manpower users at all levels must be aware of the many constraints on the manpower management process. These include manpower availability, Congressionally mandated floors and ceilings, dollar limitations, and restrictive manpower policies.

a. Total Army requirements will often exceed current available manpower. Each new mission and each new manpower requirement must be carefully evaluated and justified. Leaders must establish priorities, eliminate unnecessary tasks or procedures, and actively seek to eliminate nonessential missions and identify areas of decreasing workload from which to transfer manpower in order to satisfy new or changing requirements. When requirements increase and resources are not provided for expanding or new missions, commanders or managers must identify lower priority

functions which, if curtailed, eliminated, or made more efficient, would make resources available. These manpower assessments must be continuous so that trade-offs can be identified at any time.

*b.* Manpower constraints primarily reflect the fiscal environment. The Army's leadership responds to this environment by standardizing management systems and operating procedures, and by emphasizing effectiveness and productivity enhancement. The Army's standardization and efficiency/cost-effectiveness initiatives are discussed from the manpower management perspective in paragraphs 1-7 and 1-8.

## **1-6. Relationships**

*a.* Management of resources is an ethical as well as a legal responsibility of every member of the Army. Commanders and managers must develop in every member an appreciation for the resources made available, together with a commitment for their effective and efficient use. Moreover, they should recognize successful efforts to meet that commitment. Toward that end, appendix B contains key management controls to ensure that resources are safeguarded from fraud, waste, and misuse.

*b.* Rapid change in today's management environment fosters greater specialization within functions. This, in turn, requires an integration of effort that transcends traditional functional boundaries. Relationships among these functional specialties must be established to support the Army's goals and objectives while precluding waste or misuse of resources.

*c.* The manpower management challenge is to integrate manpower management processes with other key management processes, particularly those inherent in managing the Army's force structure, personnel, materiel acquisition, and finances.

(1) The design of the Army force, the validation of essential missions, the resultant identification of manpower requirements, and the subsequent allocation of limited manpower resources constitute one of the most difficult tasks facing Army leadership. The process takes place within the PPBES. Manpower management must be linked to the program and development of the force structure. The force management process develops in detail the design of the Army's elements and its total structure. The Army's manpower program supports and implements that design. Manpower management involves obtaining and allocating the manpower spaces required to build the force structure.

(2) Manpower management is an essential prerequisite to effective personnel management. Therefore, the Congress considers personnel dollars and policies when establishing manpower strength estimates. Army manpower managers identify human resources needed to carry out assigned missions and allocate the resources approved by the Congress. Manpower managers also evaluate alternative means of providing needed resources and develop policies for using human resources. Personnel managers, on the other hand, deal with the position structure, recruitment, training, development, and assignment of people to fill the positions which manpower managers have established. The Army's ability to accomplish realistic manpower initiatives is governed to a great extent by personnel considerations. Decisions regarding the allocation and management of manpower authorizations depend on the following:

*(a)* Personnel and workyear utilization data, including a comparison of budgeted civilian pay against execution data.

*(b)* Capability of the military personnel inventory to satisfy requests.

*(c)* Local civilian hiring situation.

*(d)* The extent to which the position structure deviates from the Army position management policies.

(3) The effectiveness of Soldier-materiel systems depends, in part, on the integration of manpower management considerations in the materiel acquisition process. (See para 1-8e.)

(4) Finally, manpower and financial management are integral parts of resource management. The most common constraint commanders and managers must face is money. Although civilian and military manpower costs consume a majority of the Army dollars, there is never enough funding available to hire people to meet all requirements. Mission and workload must be properly prioritized to efficiently use the manpower that is affordable. In the case of military, terms of enlistment, tour lengths, education, promotion, and allowances are examples of Army personnel policies that have an impact on manpower costs.

*d.* Manpower management processes play a key role in the Army's standardization and efficiency/cost effectiveness initiatives (see paras 1-7 and 1-8).

## **1-7. Standardization initiatives**

*a. Standardization objective.* The establishment of standard systems and operating procedures throughout the Army is a major objective of the Army's leadership. Standardization limits the number of variables with which the Army's leaders and managers must deal, so that leaders and managers can concentrate their efforts on solving unique and important problems rather than devoting their energies to solving problems for which a common or standard solution exists. Moreover, standardization initiatives support efficiency and cost-effectiveness initiatives by making available, Army-wide, the corporate wisdom of the Army's leadership and management communities.

*b. Standardization and documentation.*

(1) *Standardization.* Current guidelines contained in AR 71-32 provide for standardization of MTOE units. Guidelines for installation organization structure is provided in FM 100-22. TDA organizations that meet the criteria for TOE, as specified in AR 71-32 are to be disestablished as TDAs and activated as MTOEs. TDA organizations which

perform like functions or missions in more than one MACOM (horizontal standardization) must be structured to conform to the applicable standard model approved by HQDA's Director, Force Programs, Office of the Deputy Chief of Staff, G-3/5/7, (ODCS, G-3/5/7) (DAMO-FD). The TDA organizations that perform like functions or missions within a given MACOM (vertical standardization) are structured to conform to the MACOM standard model. MACOM standard models will be published as a MACOM supplement to AR 71-32. The Army has initiated a major program requiring standardization of like type TDA and centralized documentation of all TDAs.

(2) *Documentation.* A standard TDA document should be developed where two or more TDA activities have similar missions. This standard TDA will document work centers with similar functions in a standard sequence using standard nomenclature. Subject to TDA approval by HQDA Director, Force Programs, MACOMs will develop standard TDAs for MACOM-unique, vertically standard organizations. HQDA (DAMO-FD) will approve proponent developed, standard TDAs for multicommand TAADS documentation of horizontally standard organizations.

c. *Information systems.* Financial and manpower management has been transformed by the implementation of standard, multicommand, information systems which established two-way communications between HQDA, MACOMs, and installations.

## **1-8. Efficiency and cost-effectiveness initiatives**

a. *Efficiency and cost-effectiveness objective.* A major goal of the Army's leadership is to accomplish work in the most efficient and cost-effective manner. Army attention is focusing on two aspects of the work environment to accomplish this: the organization and the Soldier-materiel system. Over time, optimum organizational efficiency and cost-effectiveness will be attained through the elimination of unprofitable operations, the consolidation of similar activities to achieve economies of scale, and the application of management improvements. Concurrently, the development of optimally safe, healthy, efficient, and cost-effective weapon systems will be achieved by integrating human factor considerations into the Army's materiel development and acquisition processes.

b. *Interservice and intragovernmental support.* Department of Defense (DOD) policy promotes interservice, interdepartmental, and interagency base support services within the DOD and among participating non-DOD agencies. Based on supply and demand, improvement in effectiveness and (in some cases) economy of operations savings can be achieved by eliminating duplicative support services (and some missions) or through economies of scale in the consolidation of operations and support services, providing mission accomplishment is not adversely affected. Intraservice support is typically documented on DD Form 1144 (Support Agreement). Policy instruction concerning support agreements is provided in DODI 4000.19. The intraservice arena presents special challenges for the manpower manager in the areas of requirements determination and mission resource transfers. (See chap 4.)

c. *Most efficient organization concept.* TDA organizations pose a special challenge in achieving efficiency and effectiveness goals.

(1) Under the most efficient organization (MEO) concept, TDA activities (groups of related activities within each TDA organization) will be considered to be most efficient or cost-effective when each work center accomplishes the required level of workload with as little input as possible without degrading the required quantity and quality of output.

(2) For the MEO designation to be given to an organization, a good faith effort must have been made to improve the organizational structure and the methods of operation. The MEO will provide the required level of products or services with a minimum of resources by incorporating changes such as the following:

- (a) Methodological improvements.
  - 1. Continuously improved processes.
  - 2. Revised workflow.
  - 3. Reconfiguration of facilities.
  - 4. Equipment changes.
- (b) Critical review and validation of missions and functions.
- (c) Structural improvements.
  - 1. Consolidation of activities or functions.
  - 2. Reduction of hierarchical levels through elimination of redundant supervision, functions, and tasks.
  - 3. Reduction of clerical and other support positions.
  - 4. Increased span of control.
  - 5. Elimination of nonessential positions and unauthorized or nonessential work.
  - 6. Work force redesign to obtain the right mix of grade and skill levels and work schedules (full-time, part-time, intermittent, overtime) for the workload, to include use of generalist or multi-skilled positions.

(3) Implementation of the MEO may be constrained at any given time by regulatory policies, available resources, and leadership quality. MEO development includes:

- (a) Requesting waiver of (or changes to) existing (or future) regulatory policies which inhibit operational efficiencies.
- (b) Investing in productivity-enhancing facilities improvements and equipment.
- (c) Increasing organizational productivity through dynamic leadership initiatives to:

1. Raise the potential of every member of the MEO.
2. Develop high performance teams within the MEO.
3. Find innovative ways to get the job done and empower employees to make decisions appropriate to their level of authority.

(4) Dynamic leadership and an integrated multidisciplinary management approach are required to identify the MEO. The manpower management implications of the MEO are discussed in chapters 4 and 5.

*d. Commercial activities.*

(1) The Commercial Activities Program which implements Circular A-76, considers contract performance of Army work centers as a viable alternative to performance by Government employees. The Army will rely on the private sector to provide the commercial services it needs when cost-effective and consistent with the Army's military readiness requirements.

(2) While inherently governmental and exempt functions (see para 3-7) will not be included a Performance Work Statement (PWS) in a solicitation for contract offers, those functions will be studied during the management study phase of the A-76 competition and included in the "governmental Most Efficient Organization" (MEO) (see AR 5-20, para 2-2, and DA Pam 5-20 (CA Study Guide)). A-76 studies may result in the consolidation of inherently governmental and exempt duties currently dispersed among different positions in the organization.

*e. Soldier-materiel systems.* The Manpower and Personnel Integration (MANPRINT) Program (AR 602-2) is a comprehensive technical effort to assure the effectiveness of Soldier-materiel systems by integrating human factors engineering, manpower, personnel, training, systems safety, and health hazards considerations into the management of materiel development and acquisition. For example, MANPRINT includes determining the numbers and types of Soldiers and civilians needed for the manning of a new or improved personnel-materiel system to provide for subsequent personnel planning. Thus, MANPRINT integrates manpower management, personnel management, and materiel acquisition management processes.

### **1-9. Defense Working Capital Fund**

Defense Management Review Decision 971, approved 2 February 1991, established the Defense Business Operating Fund (recently renamed the Defense Working Capital Fund (DWCF)), a business approach to make support organizations self-sustaining by selling goods and services to DOD customers. Army had several revolving funds, such as the Army Stock Fund and the Army Industrial Fund, which now operate as DWCFs. The long-range goal of DWCF is to expand the concept to other support organizations once each business area has identified its outputs and the customers who will receive them, calculated the cost of the outputs, and established automated systems to support job order accounting. The challenge of DWCF to Army managers will be to determine accurately the manpower necessary to:

- a. Maintain a high level of performance, while holding down overhead, as a supplier of goods and services in a very competitive market.
- b. Purchase the services as a customer.

### **1-10. Total Army Quality**

Total Army Quality (TAQ) is the fundamental management principle (tailored for Army from the Total Quality Management (TQM) concept) that embraces sensible management methods and processes in order to improve the organization's performance. TAQ encourages the cultural shift from hierarchical management to one encouraging the institutionalization of a culture that ensures that every Soldier, civilian, and family member has the opportunity to contribute to the success of the Army. Seven elements of TAQ are:

- a. Full support and leadership by Army's top management. Top managers and leaders display full and meaningful support of this philosophy in their everyday actions.
- b. Customer focus. Recognition that everyone we deal with is a customer—whether internal or external to the Army.
- c. Empowerment. Real delegation of authority, responsibility, and accountability to the lowest practical level. This is consistent with tenets of the NPR.
- d. Teamwork and total Army involvement. All members of the Army family—Soldiers, civilians, contractors, and their family members working harmoniously to accomplish the tasks at hand.
- e. Commitment to training and recognition. Ensuring a technically enlightened work force at all levels by programming the necessary resources.
- f. Efficient stewardship of and accountability for resources. Everyone on the Army team must skillfully allocate and utilize the resources available to them.
- g. Objectivity. Strategic planning and appropriate measurement, analysis, and quality assurance.



## Chapter 2 Responsibilities

### 2-1. General

*a.* The Congress, Office of Management and Budget (OMB), Office of the Secretary of Defense (OSD), and HQDA establish controls relating to manpower management. Managers at all levels have a responsibility to exercise sound management practices that are consistent with command priorities. Knowledge of manpower alternatives, management considerations, and a careful analysis of manpower requirements must form the basis of each manpower management decision.

*b.* Manpower managers and functional staff managers and planners at all levels must participate in the requirements determination process. Commanders and managers, through an ongoing analysis of their manpower needs, must seek all available means for reducing requirements. Accurately stated requirements are critical since they provide the baseline for allocating manpower resources.

*c.* The productivity of existing organizations can no longer be viewed as fixed and constant. Managers have the responsibility to raise the potential of every person, to develop high performance teams, and to find innovative ways to maximize the use of resources. Incentives must be provided which encourage managers to implement policies and procedures that result in the development of minimum essential manpower levels and achieve reductions in manpower requirements.

*d.* Managers must work to keep reporting systems to a minimum.

*e.* HQDA retains decision and control over manpower policy, priorities, major programs, resources, requirements determination processes, and issues with Army-wide impact. Heads of HQDA agencies are responsible for identifying and coordinating manpower implications of basic policies and procedures. They are also responsible for coordinating changes to policies that they issue. Army regulations or changes to Army regulations that direct manpower management actions or result in new manpower requirements will be submitted to HQDA (DAPE-PRM) for staff coordination.

*f.* Authority must be delegated commensurate with assigned responsibilities. Authority should be withheld only to meet the operational needs of a higher level organization or for effective establishment of priorities and control of programs and resources.

### 2-2. Manpower responsibilities

*a.* The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) is responsible for and has approval authority for all manpower policies in the Army. To carry out this responsibility, the ASA(M&RA) will provide guidance and direction concerning manpower management to all Army activities.

(1) This includes, but is not limited to, oversight of:

(*a*) Manpower plans, policies, and procedures in the Army.

(*b*) Policy, review, and approval of Army Management Headquarters Activities (AMHA) manpower allocations, functions, and organizations.

(*c*) Establishment and approval of civilian and military manpower controls and allocations within resource levels based on workload.

(*d*) Policy management review authority over MARC studies.

(*e*) Policy for and approval of manpower reporting requirements.

(*f*) Manpower management responsibility for the Army element portion of:

Direct support does not include—

1. Non-Defense activities.

2. Defense agencies, Unified Commands, international activities, and other joint activities not further assigned.

(*g*) Development of policies and criteria governing the use of military, civilian and contractor manpower.

(*h*) Development of policy for efficient and effective structuring (position management) of military and civilian positions in Army organizations.

(*i*) Manpower training programs, force integration training, and approval of manpower related programs of instruction.

(*j*) Development of general manpower policy and guidance and approval of regulations concerning the Army Full Time Support and military technician program.

(*k*) Directed military overstrengths, outside DOD requests, and intraservice transfers.

(*l*) In conjunction with D, PAED, link manpower authorizations with civilian compensation.

(*m*) Approval of all manpower planning, programming, budgeting, and execution data submissions prior to submitting to the Program Optimization and Budget Evaluation (PROBE) System, OSD, and Congress.

(2) The ASA(M&RA) will provide direction to Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7), for manpower documentation. DCS, G-3/5/7 will act for ASA(M&RA) for:

(*a*) Ensuring compliance with manpower management policies and procedures (including position management or internal structure) through the document review process.

- (b) Maintaining the authorized level of manpower and force structure for the Army program and budget.
- (c) Monitoring and reporting compliance with Defense Officer Personnel Management Act officer grade controls.
- (3) Establishment of policies on which functions and activities are inherently governmental or core capabilities exempt from competition, and which functions and activities are subject to consideration for outsourcing.
- (4) Decide challenges to the Army list of commercial activities as provided in section 3(d) of the Federal Activities Inventory Reform Act, Public Law 105-270.
- (5) The ASA(M&RA) along with the DCS, G-3/5/7, will chair the Total Army Analysis process for the Generating Force. The Deputy Assistant Secretary, Force Management, Manpower and Resources, ASA(M&RA) will Co-chair this process with the DCS, G-3/5/7 Director, Force Management.
- (6) Development of manpower requirements determination policies (this includes but is not limited to approval of manpower studies and models) and provide direction to the U.S. Army Manpower Analysis Agency (USAMAA) for policy execution.
- (7) Approval of Concept Plans.
- (8) Approval of Manpower Estimate Reports.
- b. The Assistant Secretary of the Army, Financial Management and Comptroller (ASA(FM&C)). The ASA (FM&C) will—
  - (1) Compile and disseminate the HQDA PBG to the MACOMS and operating agencies concerned.
  - (2) Operate and maintain the Civilian Rate and Execution System for tracking execution data on civilian manpower. Also operate and maintain The Civilian Army Budget System for budget exhibit preparation and position comparisons.
  - (3) Together with the DCS, G-1 and PAED link civilian compensation to manpower authorizations.
- c. The Deputy Under Secretary of the Army (International Affairs) (DUSA-IA) will serve as the HQDA Staff point of contact for foreign military sales manpower.
- d. The Administrative Assistant will manage, allocate, and provide centralized accounting of manpower resources in support of HQDA and its staff support agencies (SSAs) and field operating agencies (FOAs) and Joint and DOD agencies resourced by Operating Agency 22 (OA22). All proposals for these actions must be coordinated with ASA(M&RA) prior to submission for final approval. The Administrative Assistant will approve:
  - (1) Establishment and discontinuance of HQDA Office of the Secretary of the Army (OSA) FOAs.
  - (2) Requests for changes to manpower allocation for HQDA OSA, its SSAs, and FOAs resourced by OA22.
- e. The U.S. Army Manpower Analysis Agency (USAMAA) will develop and provide the ASA (M&RA) with the capability to oversee the application of a standard requirements determination methodology for use Army-wide through the usage of HQDA approved models, workload-based templates, and standardized study methodologies. The USAMAA will—
  - (1) Lead Army functional and analytical teams in the review and evaluation of manpower models. Models will be reviewed at least every 3 years or more often as needed.
  - (2) Develop workload-based metrics for application to organizational templates for use Army-wide; work with HQDA and MACOM(s) and DRU(s) to develop workload metrics; review, validate and approve (along with G-3/5/7 and Army staff proponents) ARSTAF/ FOA, MACOM and DRU developed templates.
  - (3) Oversee Army-wide application of a standard study methodology.
  - (4) Annually task MACOM(s) and DRU(s) to provide their three-year manpower study plan by 30 June; redirect MACOM/DRU study efforts as necessary based on Army leadership priorities.
  - (5) Review and recommend approval of all MACOM and DRU manpower requirement studies and models and ensure consistent application of Army manpower policies.
  - (6) Task ARSTAF/FOA, MACOM(s) and DRU(s) when necessary to provide analytical support on quick response studies for the Army leadership.
  - (7) Conduct business practice reviews, and recommend innovative processes or organizational designs for implementation Army-wide.
  - (8) Conduct studies of activities resourced through OA22 (elements of HQDA and supporting FOAs), as directed by senior Army leadership.
- f. The Director of the Army Staff (DAS) will be the final approval authority for all recommendations to establish, discontinue, increase or decrease the Army Staff (ARSTAF), its SSAs, or FOAs. All proposals for these actions must be coordinated with ASA(M&RA), Deputy Chief of Staff, G-1 (DCS, G-1) and the Administrative Assistant to the Secretary of the Army (AASA) prior to submission for final approval.
- g. The Deputy Chief of Staff, G-1 will—
  - (1) In direct coordination with OASA(M&RA), review, analyze, and validate military manpower requirements documentation to ensure affordability and personnel supportability prior to approval of the documentation.
  - (2) Manage all MANPRINT activities for the Army Staff.
  - (3) Review and approve commissioned officer operational flying positions.
  - (4) Develop policy for maintenance of the Personnel Management Authorization Document (PMAD) until such time as it can be replaced by the Personnel Structure and Composition System (PERSACS).

- (5) Implement the Privacy and Freedom of Information Acts.
- (6) Exercise approval authority of military personnel in Section II, Personnel, of TAADS documents. This responsibility is administered by USAFMSA as agent for the DCS, G-1.
- (7) Proponent for policy questions regarding AR 570-4.
- (8) Establish policy, review and approve Army Management Headquarters Activities (AMHA) manpower allocations, functions and organizations. MACOMs must coordinate proposed increases and decreases to AMHA manpower with the DCS, G-1 (DAPE-PRA) due to the intense level of review by Congress and OSD.
- (9) Establish civilian and military budget manpower controls.
- (10) Exercise manpower management responsibility for the Army Element portion of:
  - (a) Non-Defense Activities.
  - (b) Defense agencies, Unified Commands, international activities, and other joint activities not further assigned.
- (11) Coordinate functional intraservice/agency transfers with applicable service/agency headquarters and obtain OSD manpower adjustments when appropriate.
- (12) Monitor and report compliance with Defense Office Personnel Management Act officer grade controls.
- (13) Ensure civilian and military manpower are at levels established by higher authorities.
- (14) Exercise approval authority for all directed military overstrengths, outside DOD requests, and intraservice transfers.
- (15) In conjunction with Assistant Secretary of the Army, Financial Management and Comptroller ASA(FM&C), link manpower authorizations with civilian compensation.
- (16) Operate and maintain the Civilian Manpower Integrated Costing system for costing civilian manpower.
- (17) Approve all manpower planning, programming, budgeting and execution data submissions prior to submitting to the Program Optimization and Budget Evaluation (PROBE) System, OSD and Congress.
  - g. The Deputy Chief of Staff , G-3/5/7 (DCS, G-3/5/7) will (except for civil functions)—
    - (1) Execute responsibility for the prioritization of Army force structure:
      - (a) Manage and control the TAA process and the development of the Army's force structure, both military and civilian (that is, military, civilian and contractor (see AR 71-11)).
      - (b) Along with the ASA (M&RA), chair the Total Army Analysis process for the Generating Force. The Director, Force Management, will co-chair this process with the Deputy Assistant Secretary (Force Management, Manpower and Resources), ASA(M&RA).
      - (c) Exercise full responsibility for management of Army military manpower including prioritization and authorization to MACOM and UIC level with the exception for Joint and Defense manpower actions that are managed in coordination with the DCS, G-1.
        - (2) Establish and maintain the DA Master Force in accordance with troop program guidance (TPG), PBG, and unit controls established by the Secretary of the Army.
        - (3) Manage TAADS to include final approval of MTOEs, TDAs, mobilization tables of distribution and allowances (MOBTDA), and augmentation tables of distribution and allowances (AUGTDA). Ensure that TAADS matches the PBG.
        - (4) Manage the TOE and the manpower requirements criteria development systems to include final approval of TOEs, TOE changes, MARCs, MARC changes, and issuance of the consolidated TOE update (CTU).
        - (5) Approve the personnel and equipment sections of MTOEs, TDAs, MOBTDA and AUGTDAs with assistance from the Deputy Chief of Staff, G-1 and the Deputy Chief of Staff, G-4 (DCS, G-4).
        - (6) Operate and maintain SAMAS (in which the Master Force is recorded), TAADS, the Structure and Composition System (SACS), and the Requirements Documentation System. Establish and maintain an integrated database populated with the authoritative force management data created by these systems.
        - (7) Operate the Army Force Management School.
        - (8) Provide prioritization of authorizations for MTOE and TDA through the command plan process.
        - (9) Manage the Equipment Survey Program.
        - (10) Manage and control changes to manpower requirements within SAMAS through the concept plan process (see AR 71-32).
        - (11) Manage all manpower at the UIC, category (military/civilian), identity, civilian type, and resource level of detail in SAMAS.
        - (12) Maintain detailed audit trails of all HQDA decisions concerning manpower resource levels and programming in SAMAS.
          - h. The Chief, Army Reserve (CAR) will—
            - (1) Serve as USAR military technician program staff adviser to the Chief of Staff, U.S. Army (CSA).
            - (2) Plan, program, budget, and validate all USAR full-time support program requirements.
            - (3) Allocate and manage USAR full-time support manpower authorizations. The CAR may delegate approval authority and responsibilities to commanders of sub-commands.

- (4) Assist the ASA(M&RA) in the development and implementation of USAR manpower plans, policies, and procedures.
- (5) Manage allocated USAR Active Guard and Reserve (AGR) manpower (including programming, dissemination, and validation of requirements) for all agencies and organizations above the USAR command level.
- i.* The Assistant Chief of Staff for Installation Management (ACSIM) will—
- (1) Promulgate and implement intraservice and intragovernmental support policy.
  - (2) Manage the CA, privatization and competitive sourcing programs.
- j.* The Director of Information Systems and Command, Control, Communications, and Computers (DISC4) will—
- (1) Serve as the senior Army official for Information Resources Management.
  - (2) Supervise the development and execution of the Army Information Resources Management Program.
  - (3) Develop and manage information management policy, plans, programs, organizations, systems, architecture, standards, and resources as they relate to automation, telecommunications, and visual information.
- k.* The Judge Advocate General (TJAG) will—
- (1) Manage allocated manpower, including programming and development of requirements, for proponent FOAs. Validation of requirements for TJAG FOAs (except the Judge Advocate General's School) is the responsibility of USAMAA.
  - (2) Forward Judge Advocate General's School FOA manpower requirements reports along with requests for allocation adjustments to compete in the TAA and program objective memorandum (POM) development process.
  - (3) Distribute and control Army Judge Advocate General Corps officer allocations not assigned to MTOEs, in coordination with ODCS, G-1.
  - (4) Control Judge Advocate General officer allocations in continental United States (CONUS) MTOEs and ceilings on officer allocations in echelons above corps (EAC) overseas, in coordination with the ODCS, G-3/5/7.
- l.* The Chief, National Guard Bureau (CNGB) will—
- (1) Plan, program, budget, allocate, and control the Army National Guard (ARNG) Full-Time Support FTS program (which includes Military Technicians) in the S and subordinate staff agencies. This includes the determination of full-time support requirements.
  - (2) Manage allocated manpower, including programming and development of requirements for the National Guard Bureau (NGB) and its FOAs. Validation of manpower requirements for FOAs and subordinate organizations (OA18 and OAO1A) of CNGB (except for States) is the responsibility of USAMAA.
  - (3) Ensure that a supportable manpower program exists for the ARNG, including the review, analysis, and validation of manpower for affordability and personnel supportability.
  - (4) Manage the application of standard analytical tools and models, in accordance with policies issued by the ASA(M&RA).
    - (a)* The CNGB has review and approval authority for study development plans, measurement plans, final reports, initial application of standards, and reapplication of standards for ARNG-unique functions and establishes priorities as described in NGB Pamphlets 570-1 and 570-3. CNGB reviews and approves standards for ARNG-unique functions. ASA(M&RA) reviews above to ensure compliance with AR 570-4 .
    - (b)* ARNG participates in the development of the schedule for studies of Army-wide functions.
- m.* The Surgeon General (TSG) will—
- (1) Serve as ARSTAF proponent for Army Medical Department Army Medical Department (AMEDD) manpower policy.
  - (2) Ensure a supportable medical manpower program exists for the Army, to include the planning, analysis, programming, and validation of manpower for affordability and personnel supportability.
  - (3) Coordinate and defend changes in Defense Health Program (DHP)(Program 8 Medical) manpower with the Assistant Secretary of Defense (Health Affairs), in conjunction with the ASA(M&RA) MACOMs with DHP manpower must coordinate proposed increases and decreases with The Surgeon General (DASG-HCM) as a result of the intense level of review by Congress and OSD over programmatic changes affecting the Service medical departments and its peacetime health care mission.
  - (4) Plan, program, and manage the MACOM-wide allocation of AMEDD officer and enlisted end strength in both TDA and MTOE units, in coordination with the ASA(MRA), DCS, G-3/5/7, and DCS, G-1.
  - (5) Control ceilings on MTOE AMEDD officer and enlisted allocations in EAC overseas, in coordination with the DCS, G-3/5/7.
- n.* The Chief of Chaplains (CCH) will—
- (1) Distribute and control Army Chaplain officer allocations not assigned to MTOEs, in coordination with DCS, G-1.
  - (2) Control Chaplain officer allocations in CONUS MTOEs and ceilings on officer allocations in EAC overseas, in coordination with DCS, G-3/5/7.
- o.* Heads of other Army Staff agencies will program and control allocated proponent FOA manpower resources through appropriate resource management channels.

*p.* MACOM/DRU commanders are granted primary authority and responsibility for manpower management within their mission and functional areas. This includes programming, sub-allocation of MACOM PBG authorizations, and determination of manpower requirements. They will forward manpower requirements along with requests for allocation requirements to compete in the TAA and POM development process. MACOM commanders may delegate appropriate authority and responsibilities to commanders of subcommands. MACOM/DRU commanders will—

(1) Distribute and control Army Chaplain officer allocations not assigned to MTOEs, in coordination with DCS, G-1.

(1) Develop and submit for approval to USAMAA, all MACOM/DRU developed models and proposed standard organizational designs or workload-based templates. Provide USAMAA-led model validation team with background data to support assumptions and equations in existing and proposed models and templates.

(2) Submit all manpower and organizational study reports to USAMAA for approval. MACOM/DRU requirements will not change in Army resourcing systems (TAADS or SAMAS) without an approved study, concept plan (per requirements established in AR 71-32), model, workload-based template, standard organizational design or rule of allocation.

(3) Provide analytical support in development of command or Army-wide workload-based metrics, standard organizational designs, and rules of allocation.

(4) Submit to USAMAA by 30 June annually, a three year plan of studies or model/template designs to be undertaken, along with the organizations and total requirements covered by each; retain flexibility to change schedule to accommodate higher priority focus areas directed by HQDA.

(5) Provide analytical support as needed for Army leadership directed studies.

*q.* Installation/equivalent commanders. Installation and equivalent organizations are assigned detailed control and implementation responsibilities within the guidelines established by HQDA and the parent MACOM.

## **Chapter 3 Organization and Position Management**

### **Section I Organization and Position Management Policies**

#### **3-1. Organization structure**

*a.* Managers/commanders will support streamlining objectives of the NPR, which are incorporated in this chapter, in structuring organizations.

*b.* Types of authorization documents.

(1) MTOE is an authorization document that prescribes the modification of the basic TOE necessary to adapt it to the needs of a specific unit or type of unit.

(2) TDA is an authorization document that prescribes the organizational structure and the personnel and equipment requirements and authorizations of a military unit to perform a specific mission for which there is no appropriate TOE.

(3) AUGTDA is an authorization document created to authorize additional personnel or equipment or both for a MTOE unit to perform an added peacetime or non-MTOE mission.

(4) MOBTDA is an authorization document that shows the planned mobilization mission, organizational structure and personnel and equipment requirements for units authorized under the Non-Deployed Mobilization Troop Basis. Current DA policy requires MOBTDA's to be prepared which reflect Presidential Selected Reserve Call-Up and partial levels of mobilization.

#### **3-2. Position management**

Position management is the process by which managers assign duties and responsibilities to positions in order to maximize the efficient utilization of employees in the TDA Army. It is an essential part of the managerial process by which MEOs are designed, and an important factor in manpower resource allocations.

#### **3-3. Organization and position management policies**

Staffing levels will be determined by workload based on valid mission requirements. Manpower managers at all levels will support efficient personnel utilization by adhering to these policies.

*a.* Related work functions will be logically aligned since the alignment forms the basis for determining manpower needs and identifying the organizational subdivisions required for effective operation. Functional elements are subdivided only when necessary and within the organizational guidance contained in this chapter.

*b.* Structured management levels should be reduced to as few as possible, within the following suggested guidelines:

(1) For installation: No more than two structured management levels below the commander.

(2) For MACOM: No more than three structured management levels below the commander.

(3) For OSA/OCSA: No more than three structured management levels below Secretary of the Army (SA)/CSA.  
*c. Divisions with fewer than 20 requirements are normally unstructured.* Unstructured divisions can use teams to handle functions and projects. Fixed, intermediate layers of supervision will be eliminated and emphasis placed on empowering employees.

*d. Branches will not be formally subdivided.* This eliminates supervisory layering and fragmentation of organizations, while permitting flexibility in organizational design. Exceptions to this may be in organizations where work is functionally diverse or geographically separated.

*e. Managers will design optimal position structures considering the advice of functional and civilian personnel officials that will—*

(1) Concentrate high and senior grade (general schedule (GS) 13 and above) duties in as few positions as possible within the organization.

(2) Achieve an appropriate balance of clerical to action officer positions. These ratios can vary from 1:5 for white-collar work in a non-automated office, to 1:12 in an office where action officers have personal computers and type their own drafts. Care must be taken when reducing administrative positions not to shift workload to higher grade technical and action officer personnel.

(3) Assign the appropriate category of employment or work schedule.

(4) Include an appropriate mix of professional, technical, administrative, clerical, and trainee job responsibilities. Determinations will be made in coordination with the servicing civilian personnel organization and will include consideration of military grades and skills.

*f. The following position management considerations will apply to the establishment of supervisory positions:*

(1) Span of control varies from one work situation to another. Level of complexity of the work, degree of professional orientation of the individuals doing the work, and the variety of jobs performed by the group under supervision are all factors that affect span of control.

(2) As a general rule, supervisory positions should not be established to direct fewer than 14 military or civilian employees. However, workload, span of control, and geographical dispersion should be considered in this ratio.

*g. Dual staffing.* Dual staffing exists when two people perform duties that can be performed by one person or when two or more organizational elements perform duplicate functions in accomplishing the same mission. Dual staffing will be eliminated.

*h. Use of deputies.* The use of deputies will be limited to circumstances where the military or civilian head of an organization is frequently absent on official duties (and no other subordinate can serve in an acting capacity) or where the workload of the military or civilian head justifies the additional position. MACOM approval is required to establish a deputy position.

*i. Use of special assistants.* Assistant-to-the-chief, special assistant, special project officer, or like positions, will not be used.

*j. Grading structure.* The grade of officers and civilians within an organization will normally be at least one grade below that of the immediate supervisor.

*k. Staffing level.* Manpower requirements are based on the most effective and efficient organizations and, therefore, represent the minimum essential numbers of civilian and military positions needed to accomplish valid mission responsibilities. Overtime and temporary employees should be used to accomplish workload surges.

*l. Administrative overhead.* Organizations should be designed to keep the number of administrative personnel (secretaries, clerical personnel, program assistants, budget assistants, and similar positions) to the minimum needed to accomplish the mission. The number required will vary based on the mission of the organization. While no firm policy guidelines exist, a general rule is that no more than 20 percent of the workforce should consist of administrative and clerical support.

*m. Manpower for special projects.* Normally will be provided by detail of assigned personnel and use of temporaries. However, requirements for special projects approved by HQDA may be recognized by manpower requirements determination teams when their duration is for one or more years.

*n. For additional considerations, see paragraph 6-2.*

### **3-4. Position structure**

Civilian and military supervisory positions in TDA organizations will be structured consistent with position management practices in paragraph 3-3f. Military positions will be structured in accordance with PAM 611-21.

## **Section II**

### **Position Identification**

#### **3-5. Position identification**

*a. Policy for position identification in the Army's manpower management program is based on the following:*

(1) Title 10, United States Code, Section 129a states that it is the sense of Congress that the Department of Defense will use the least costly form of manpower that is consistent with military requirements and other needs of the

Department of Defense. Therefore, in developing the annual manpower authorization requests to Congress and in carrying out manpower policies, the Secretary of Defense will, in particular, consider the advantages of converting from one form of manpower to another (military, civilian, or private contract) for the performance of a specified job.

(2) DODD 1100.4, Section IV states that civilian personnel will be used in positions which do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness, that do not require a military background for successful performance of the duties involved, and which do not entail unusual hours not normally associated or compatible with civilian employment.

(3) DODD 1100.9, Section VII B states that positions that might be designated as military or civilian will be designated as appropriate to one or the other, but not both. Reasonable opportunities for career development will be an important factor in these instances.

*b.* It is Army policy to:

(1) Design units with the appropriate mix of military, civilian, and contractual support services to provide full mission capability during war and for the prompt and sustained conduct of military operations.

(2) Use the least costly mix of manpower (military, civilian, or contractual services support) consistent with military requirements and other needs of the Army.

(3) Implement the most efficient and cost-effective organization to accomplish approved national military objectives and perform other mission responsibilities by ensuring that manpower requirements determinations and organizational design processes:

*(a)* Concentrate functional requirements into the fewest number of organizations, and

*(b)* Align work so that it keeps to a minimum the number of workload requirements that are Army military or civilian essential and not subject to competition.

### **3-6. Guidance for position identification**

*a.* Key management positions at all levels in auxiliary and support force activities are open to both qualified civilian and military personnel. These activities are defined by Defense planning and programming categories. Positions in the direct line of authority immediately below the activity head, such as director or division chief, are included. When key staff positions are filled by civilians, military-type duties will be delegated to military members of the organization. The position of activity head may be designated civilian if consistent with guidance in paragraph 3-5 and below.

*b.* When a staff activity requires collective military expertise, a military-civilian team should be established. Duties clearly requiring a military incumbent should be grouped and assigned to a few military positions. The remaining positions should be delineated as civilian. TDA reviews and annual TAA reviews must carefully evaluate positions identified for military occupancy and ensure that this delineation maximizes force readiness.

*c.* Supervision of military personnel does not justify, or necessarily require, a military supervisor. Soldiers are required to perform assigned duties in the same manner for a civilian or military supervisor. Civilian supervision of the work of military personnel does not include elements of command. The military commander retains responsibility for military discipline and unit administration.

### **3-7. Manpower mix – commercial and inherently governmental inventory**

*a.* The OASA(M&RA) will establish and maintain the Commercial and Inherently Governmental Activities Inventory. This inventory is comprised of military authorizations, civilian full time equivalents, and contracted manpower equivalents. It will be used by the Secretary of the Army on an annual basis to establish competition goals and by ACSIM and the MACOMs to develop competitive sourcing and strategic sourcing plans. Codes assigned to military requirements in this inventory will serve as the military essentiality codes. The inventory will be consistent with determinations made by the ASA(M&RA), in an annual policy memorandum, regarding what functions and activities are inherently governmental, exempt from competition, or conversion, or subject to competition. The ASA(M&RA) determinations will be based on the Total Army Analysis process, recommendations from functional officials, Department of Defense policies, and as a result of the adjudication of challenges and appeals pursuant to the Federal Activities Inventory Reform Act (FAIR). Requests to review the coding of activities/functions in the Commercial and Inherently Governmental Inventory will be addressed to OASA(M&RA), ATTN: SAMR-FMMR-FAIR. ASA(M&RA) determinations of what functions or activities are inherently governmental are final within the Department of the Army.

## Chapter 4 Requirements Determination and Workload Management

### Section I Policy

#### 4-1. General

*a.* The manpower requirements determination identifies the minimum number and category of personnel needed to perform mission essential work (given quantitative and qualitative factors). In the TDA Army, this process occurs at all organizational levels (HQDA, MACOM, sub-MACOM, major unit, installation) for the current and program years. In the MTOE Army this process is centralized at USAFMSA for CS and CSS functions with input from MACOMs. Determination of manpower requirements is a continuing process; they are established, increased, decreased, and eliminated in response to changes in workload, missions, programs, procedures, technology, and doctrine.

*b.* Manpower levels will be logically developed from specific workload requirements that directly derive from missions directed or approved by higher headquarters. Workload is the amount of work assigned/directed to and expected to be accomplished by a worker or unit of workers in a given time period. Measurement and determination of workload will consist of quantitative processes that are credible and accepted by audit agencies and oversight authorities. These processes include manpower staffing standards system (MS-3), manpower survey/study, and staffing guides as well as other methodologies such as modeling, comparative analysis, bench-marking, other statistical analyses, and local appraisal when workload isn't quantifiable and measurable. More than one process may be utilized to derive the manpower requirements for a specific work center, organizational element, or an entire organization.

*c.* In the context of requirements determination, workload management is defined as the act of describing the work to be accomplished, both near term and projected; estimating the time and resources required to accomplish the work at an acceptable level or standard; prioritizing the work to be accomplished; applying the available resources to accomplish the work; and evaluating the results against predetermined quantitative and qualitative standards. The purpose of workload management activities, directed towards the inputs and processes used by an organization to produce specific outputs to accomplish valid tasks and missions, is to generate the outputs of the organization in the most efficient manner possible. Effective workload management requires continual review of past work accomplished to evaluate the performance, effectiveness, and efficiency of the organization, and identify improvements to work processes. Projected workload should be used to determine the manpower and financial requirements of the organization. Work that is not validated (not essential to approved missions; not directed by higher headquarters, regulations, law, and so forth; or not directly related to the primary mission of the organization) will not be performed or resourced.

*d.* In addition to the policy contained in this regulation, guidance for determining manpower and equipment requirements for specific types of organizations may be found in AR 71-32 which:

(1) Governs requirements for new or improved items of equipment projected to be fielded under the Basis of Issue Plan/Qualitative and Quantitative Personnel Requirements Information (BOIP/QQPRI) process for TOEs, TDAs, JTDs, ADOP, and in DA directed TDA Augmentations to MTOEs or published Consolidated Tables of Allowances (CTA).

(2) Assigns combat development activities to the U.S. Army Training and Doctrine Command, establishes the TOE system, and prescribes the method for structuring and documenting both manpower and equipment requirements for the following units:

(*a.*) Combat arms.

(*b.*) Combat support (CS).

(*c.*) Combat service support (CSS).

(3) Governs the development of Manpower Requirements Criteria (MARC) for CS and CSS positions in units organized under TOE.

#### 4-2. Availability factors

*a.* Standard Army availability factors will be used in manpower requirements determination programs to convert the required mission and workload essential work-hours into TDA, MOBTDA, and AUGTDA manpower requirements.

*b.* Tables of distribution and allowances (TDA) Army availability factors (AAF) are planning factors which prescribe the average number of hours per month which military personnel and U.S. civilian employees in TDA organizations are expected to be available for work on assigned jobs.

*c.* AAFs for foreign national employees will be developed by MACOMs based on current utilization, treaty agreements, and MACOM policy. They will be submitted for approval to Director, U.S. Army Manpower Analysis Agency, ATTN: SAMR-MAA, Fort Belvoir, VA 22060-5587.

*d.* Peacetime mission availability factors (PMAF) are the number of hours per month an MTOE Soldier is available to perform peacetime mission support. These factors will be used as necessary during manpower requirements determination studies, and application of manpower staffing standards to quantify the TDA requirements needed to accomplish workload beyond the capacity of the MTOE manpower authorized. Unlike the single 145-hour TDA availability factor, the MTOE availability factor varies by function.



e. AAFs and PMAFs are managed by the U.S. Army Manpower Analysis Agency, ATTN: SAMR–MAA, Fort Belvoir, VA 22060–5587. Procedures for using AAFs and PMAFs in the requirements determination process are provided in AR 570–5.

f. Tables 4–1 and 4–2 give the PMAFs and AAFs for peacetime.

g. Annual MOS availability factors (AMAF) for use in MARC studies are contained in AR 71–32.

**Table 4–1**  
**Peacetime Mission Availability Factors (PMAF)**

Functional Areas	Available Hours*
Aircraft Maintenance	122
Engineer	113
Finance	127
Fixed Communications	121
Medical	94
Law Enforcement	121
Personnel	131
Tactical Signal	103
Supply	126
Transportation	120
Mechanical Maintenance	116

Notes:

<sup>1</sup> \*Hours per month an MTOE Soldier is available to perform peacetime mission support. OCONUS commanders may assess the applicability of these figures. When appropriate, OCONUS commanders may reduce these figures by up to 2 hours.

<sup>2</sup> Availability factors are for manpower requirements determination only; actual utilization is the policy of the local commander.

**Table 4–2**  
**TDA Army Availability Factors for U.S. Civilians and Military**

Standard Work Week	Peacetime (Normal)	Mobilization (Sustain)	Mobilization (Surge)
Computation of assigned and available hours	5 days 8 hrs/day 40 hour week	6 days 8 hrs/day 48 hour week	6 days 10 hrs/day 60 hour week
Avg calendar days/yr Less:Relief days/yr holidays	365.25 104.375 10	365.25 52.375	365.25 52.375
Congressionally Mandated work Hours/year	2087		
Net assigned Duty days/mo	20.906	26.073	26.073
Net assigned duty hours/day	× 8	× 8	× 10
Monthly assigned hours	165.25	208.58	260.73
Total non–available hrs (lv, tng, spec duty, etc.)	Mil/Civ 22.25	Mil/Civ 17.58/11.58	Mil/Civ 15.73/9.73
Monthly hours available for primary duty	145.0*	191.0*/197.0*	245.0/251.0*

Notes:

<sup>1</sup> \*Work hours per month available for work. OCONUS commanders may assess the applicability of these figures. When appropriate, OCONUS commanders may reduce these figures by up to 2 hours.

<sup>2</sup> Availability factors are for manpower requirements determination only; actual utilization is the policy of the local commander.

### 4-3. Doctrinal framework

a. Implementation of workload management and manpower requirements determination processes is the responsibility of the chain of command. While the specific processes used by manpower requirements determination authorities (see para 4-7) in determining manpower requirements can vary, all processes used must be approved by HQDA (SAMR-FMMR). Approved processes will have a common conceptual and doctrinal framework that is comprised of the following elements:

(1) Create Baseline—Establishes the baseline by describing the capabilities of the organization in official terms, that is, manning documents, official manpower allocations, and programmed allocations. This step also describes additional real capabilities including overhires, temporaries, overtime, borrowed military, contractors, and so forth (see para 6-20). It also captures official documentation pertaining to existing missions, new missions, or missions eliminated. The baseline also captures baseline workload history, and any documentation bearing on workload projections. The commander's vision of the future is also described.

(2) Validate Mission—Ensures that the work performed by the organization (or by contractors supporting the organization) is chartered by a legitimate mission. A legitimate mission is one assigned to the organization by current regulations or other legitimate authority. In those cases where workload is not supported by legitimate tasking, either that tasking is obtained or the workload is not staffed.

(3) Evaluate Functions—Ensures that the functions being accomplished are implied by the mission as well as determining whether the functions are inherently governmental in nature. Functions are also formally described by the analyst in such a way as to provide the conceptual framework to link manpower and workload logically. In addition, the functions are reviewed in order to identify opportunities to improve processes through better methods, capital investment, automation, and improved facilities. The organizational structure is given its initial assessment. The initial steps are taken to assess core versus non-core functions by sorting functions in terms of their being inherently governmental or advisory and assistance services in support of inherently governmental functions. Consultant contracts that may duplicate an existing capability in the organization (or in another Army organization) are identified where appropriate. An assessment is also made of the degree to which there are sufficient in-house management controls over contracted services to preclude contractors from performing inherently governmental functions.

(4) Validate Manpower Utilization—Quantification of the total sources and level of labor used in the organization arrayed over time. The types of labor used (that is, military, overhires, overtime, borrowed military manpower, temporary, contract, non-appropriated fund (NAF), local national hires, and so forth) are analyzed and quantified. Patterns of labor usage are matched to patterns of workload arrivals, and manning strategies are evaluated. Contractor versus in-house determinations are made as well as military versus civilian determinations. The foundation is laid for evaluating the core workforce.

(5) Define, Validate, and Project Workload—The outputs and services of the organization are defined. The level of output and service is quantified for an appropriate historical period and if necessary, arrayed over time. The detailed outputs and services are related to a programmable variable.

(6) Develop Workload/Manpower Relationship—A staffing model is developed to link people to work. There are many techniques available for this linkage. Some techniques are widely applicable, and some are powerful, but fairly narrow in application. The technique used in any solution is purely a matter of what is required to measure a given type of work center or sub-function and what is required to maintain (that is, recompute) the correct result over time as new workload projections are developed. No single technique is appropriate for all situations. To date, many techniques have been adopted or developed and more are under continuing development.

(7) Discuss Issues, Assumptions, and Risks—Issues, assumptions, and risks are discussed with the appropriate managers, executives, and commanders at scheduled in-process reviews. These reviews present the tentative manpower numbers, recommended procedural fixes, and all proposed organizational changes. All issues identified (while performing the analytical steps) requiring resolution are formally presented. Additionally, all assumptions affecting the size and structure of the organization are presented. The persons being briefed provide their advice, preferences, needs, and so forth, which in most cases prove valuable in improving recommendations. Assumptions affecting (or altering) the demand for manpower include mission, technology, automation, process, customers supported, level of service provided, quantity produced, organizational structure, overhead, priority, backlog, quality, product components, dollars, stationing, competitive sourcing, level of risk, and value added considerations. Assumptions affecting (or altering) the supply of manpower include manyears, positions, personnel, recruiting, training, and dollars.

(8) Compute Manpower Demand—The demand of labor, that is, the total manyears needed to perform the workload, is computed based on all the preceding elements of analysis and several types of manpower models. This computation is done by work center and then summed by the various levels of the organization (division, directorate, and so forth).

(9) Determine Optimum Manpower Mix—Alternate sources of labor which will make the delivery of services more efficient or less expensive are described. Examples of such labor offsets are the use of overtime, use of temporary/part-time personnel, seasonal employees, borrowed labor, contract, and so forth. Before recommending contracting out as an option, a determination is made as to whether such contracting would involve inherently governmental functions, or sensitive functions that support inherently governmental functions. Moreover, if there are insufficient in-house resources to perform all the workload, a determination is made of what workload has to be done in-house (that is, what

is inherently governmental) as a basis for determining what portion of unmet workload can be contracted. The number of in-house governmental personnel required to properly monitor contractor efforts is determined so that contracted efforts do not become inherently governmental by virtue of insufficient oversight.

(10) Structure New Organization—The total demand for labor, less staffing offsets, are then expressed as requirements in an organization. Normally, a requirement is the basis for military requisitions and civilian recruitment. Care is taken to structure around the appropriate organizing principles such as customers served, expertise required, programs managed, and so forth. Requirements are delineated as military or civilian and graded appropriately in coordination with military and civilian personnel specialists. Overhead is minimized, duplication eliminated, and appropriate supervisory ratios are established. The contractual and intra-service (or inter-service) support to the organization is included as part of the basis of the organizational structure developed.

(11) Resolve Remaining Issues—Remaining issues, if any, are resolved at the decision maker level in a balanced and fair manner. The outstanding issues are fully researched, coordinated and resolved at the appropriate decision level. This process, if done effectively, involves more than the mere making of recommendations. It requires active participation in the decision-making process to ensure that all applicable legal and regulatory requirements, as well as budgetary constraints, are addressed in consonance with the identification of validated and invalidated workload missions.

(12) Document Results—The baseline analyses and computations are fully documented and models are provided which are appropriate to the function in terms of technical requirements and cost effectiveness. The results are documented in TAADS and used in budget development deliberations.

*b.* A methodology, comprised of the above 12 steps, will be prescribed for organizations that do not have an approved HQDA process to use.

#### **4-4. Frequency of requirements determination studies**

*a.* The minimum manpower required to accomplish assigned mission-essential functions of TDA activities will be determined on a 2- to 5-year cycle, with the optimal time period being every 3 years.

*b.* TDA units will be studied at the direction of the manpower requirements determination authority, as a follow-up to an approved concept plan which recognized significant manpower and/or organizational changes to that unit, or when directed by HQDA.

*c.* As a service to commanders and heads of agencies, manpower surveys/studies may be requested outside of the normal cycle. While these surveys/studies establish valid requirements levels, they will be advisory to commanders.

*d.* Upon mobilization, manpower requirement determination authorities may suspend or modify their schedules of manpower requirement determination surveys/studies without notification to HQDA; these authorities may conduct limited or reduced surveys/studies as required.

*e.* MARCs are reviewed and revised as necessary at least every 3 years. (see AR 71-32).

*f.* TDA and MARC requirements developers will work in close coordination to ensure that those areas that are transferable are documented properly and workload data are properly applied to requirements determination.

#### **4-5. Review and approval**

*a.* Manpower requirements determination authorities have direct responsibility for the review and approval of manpower requirements determinations for subordinate activities. Approval of the manpower requirements determined, and issuance of an implementing directive, constitute the commander's order to reorganize. The commander also will submit a TAADS document that executes the action.

*b.* A copy of all TDA requirements determination studies approved by manpower requirements determination authorities will be provided to ASA (M&RA), ATTN: SAMR-MAA, Fort Belvoir, VA 22060-5587. USAMAA will selectively review these reports on an Army-wide basis for quality assurance purposes. Comments from these reviews will be forwarded to manpower requirement authorities for information or correction. Results of these studies will also be used to develop manpower standards and staffing guides that will be maintained by USAMAA in an electronic media available to all Army manpower requirements determination authorities.

#### **4-6. Execution of approved manpower requirements determination studies**

*a.* Revised manpower requirements resulting from approved manpower surveys and studies and the application of manpower staffing guides and standards are the primary basis for reallocating manpower authorizations to or from the studied organization. MACOM and operating agency commanders will assure that saved spaces are applied to command priority requirements or returned to HQDA.

*b.* Results of the approved manpower survey will be documented in TAADS at the earliest opportunity, usually the next available update cycle.

*c.* Unless a change is directed, or a new mission assigned by HQDA, approved manpower survey recommendations will remain in force for at least 6 months after implementation. Receipt of HQDA directed mission within the 6-month period normally will cause changes in the survey implementation only for immediately affected elements of the organization. All other requirements may be considered after the 6-month implementation period.

d. TDAs for organizations designated as AMHA will be submitted only as “proposed” by the proponent. AMHA TDAs will be audited against approved DA manpower studies/surveys (where applicable) and against the PBG ceiling. DA Form 2028 (Recommended Changes to Publications and Blank Forms) will be submitted with “proponent proposed” TDAs for AMHA units, reflecting the net effect of proposed TDA changes that do not increase overall AMHA ceiling.

## **Section II**

### **Responsibilities and Procedures**

#### **4-7. Responsibilities**

a. The following commanders and agency heads are designated as manpower requirements determination authorities. They are responsible for conducting manpower requirements determination procedures in accordance with this and related regulations and directives for the organizations indicated. This includes manpower surveys/studies, special functional analysis, follow-up evaluation of major actions approved in concept plans (AR 71-32), and HQDA directed studies.

(1) Director, USAMAA: Army staff and secretariat FOAs and SSAs; all MACOM headquarters; MACOM MSC headquarters, for example, TRADOC—Integrating Centers; FORSCOM—CONUSAs, HQ 3d Army; AMC—MSCs; FORSCOM—SIGCOM, 5th, 1108 Signal Bde, and 1st Signal Bdes; USACE—Divisions; MTMC; USAREUR—TDA and MTOE MSCs; major MTOE organizations (for example, Corps, Support Commands, signal commands, groups) with peacetime command-control responsibilities of significant support and baseline operations support (BASOPS) missions; special access programs, and special missions and units.

(2) MACOM commanders: subordinate activities less those identified in paragraph 4-7a(1).

(3) Director, Force Programs, HQDA: MARC studies and selected TDAs/MTOEs including special programs, special mission units, special access programs, and related special operations forces and special intelligence units as jointly determined by the ASA(M&RA) and the DCS, G-3/5/7.

b. The following will be responsible for manpower requirements determination studies for subordinate activities:

(1) Commander, U.S. Military Entrance Processing Command.

(2) Chief, National Guard Bureau, in dealing with the States and Territories.

c. Organizations that do not have organic manpower requirements determination capability or HQDA approved processes may contract for such services with USAMAA on a reimbursable basis.

#### **4-8. Delegation of authority**

a. Manpower requirement authorities may request that USAMAA approve further delegation of authority to subordinate levels for the actual conduct of surveys/ studies. Headquarters of a subordinate command or agency (having requirements determination authority) will continue to be surveyed by the next higher headquarters.

b. Periodically, manpower requirement authorities will observe studies of subordinate commands and agencies on-site to ensure the validity of the processes utilized. This assessment will consist of appraisal of technical proficiency of the analyst and study methodology used.

#### **4-9. Methodologies**

a. Manpower Staffing Standards System

(1) The Manpower Staffing Standards System (MS-3) develops manpower requirements through work measurement, normally at more than one location, using regression analysis and other statistically valid procedures. Requirements developed through staffing standards are based on workload. MS-3 standards can be developed and applied to TDA and AUGTDA units and to some functions accomplished by MTOE organizations.

(2) Manpower staffing standards are developed using a decentralized process. Manpower requirements determination authorities are responsible for standards development and implementation. USAMAA serves as the HQDA focal point for standards development.

(3) The ASA(M&RA) has overall policy responsibility for the MS-3 program. The Deputy Director, USAMAA, is the ASA(M&RA)'s functional manager and executive agent for MS-3. USAMAA develops detailed MS-3 policy, procedures, and methods of operation (see AR 570-5). It assists manpower requirements determination authorities in coordinating proposed schedules for manpower staffing standards studies and, when required, assigning priorities to prevent duplication of effort. USAMAA also conducts quality assurance of standards developed, maintaining a repository of approved standards in an electronic media available for use by Army manpower requirements determination authorities.

(4) Functional staff proponents at HQDA, MACOM and operating agencies provide coordination of MS-3 standards. They review, coordinate, and support the development and application of MS-3 standards. They also support and justify resource requirements for their functional areas in budget formulations.

(5) Manpower requirements determination authorities establish criteria for standards development and application, publish MACOM standards development schedules, and conduct studies following the policy and procedures contained

in AR 570–5. This includes scheduling of studies, interface with other MACOMs and USAMAA, and the responsibility for the measurement and development of manpower staffing standards. They perform quality assurance of products developed, update and review standards to ensure continued relevance to current operations, establish timelines and life cycle benchmarks, and establish procedures for use of standards in TAA/POM and budget preparation. A copy of all standards developed will be provided to USAMAA. Major commands retain all manpower savings from standards application for internal redistribution.

*b. Manpower staffing guides.*

(1) A manpower staffing guide provides guidance on the numbers and kinds of personnel required to perform a group of specific functions in common TDA (and some MTOE) activities. Staffing guides are developed for use by:

(a) Manpower survey/study teams in determining manpower requirements and appraising manpower utilization in TDA (and some MTOE) units.

(b) Unit commanders in evaluating their own manpower utilization and in preparing TAADS documents.

(2) Staffing guides include manpower yardsticks which indicate numerical manpower requirements based on workload (or on workload indicators) for various organization groupings of unit functions. In addition to yardsticks and information on appropriate organizational structure, staffing guides provide the following information in tabular format:

(a) Appropriate duty position title, MOS, and grades of military positions.

(b) Appropriate numerical distribution of positions by type at each work center level.

(c) Suggested appropriate Office of Personnel Management (OPM) classification for positions in which civilians may be utilized.

(3) The ASA(M&RA) has overall policy responsibility for staffing guides. The Deputy Director, USAMAA, is the ASA(M&RA)'s functional manager and executive for staffing guide policy, procedures, and methods of operation. The USAMAA will develop manpower staffing guides and maintain these guides in an electronic media available to Army manpower requirements determination authorities.

*c. Manpower surveys/studies.*

(1) Manpower surveys/studies program include the following type organizations:

(a) TDA activities.

(b) AUGTDA to MTOE units, including the augmented MTOE elements.

(c) General Support Forces MTOE units. (General Support Forces MTOE bands are exempted.) MACOMs may exempt AUGTDA created under the MTOE standardization program to document nonstandard equipment and military personnel; however, AUGTDA limited to peacetime functions will not be exempted. Activities staffed by NAF personnel are not included except as stated in paragraph c(9).

(2) Commanders and heads of agencies are encouraged to use the survey/study capability to:

(a) Monitor alignment of functions.

(b) Identify organizational elements performing duplicate functions.

(c) Examine organizational and position structure.

(d) Seek opportunities for standardization.

(3) As Army manpower staffing guides and standards are published, a reduction in the scope of the on-site survey/studies program is expected.

(4) Manpower requirement authorities may elect to use on-site manpower surveys periodically to validate the application of manpower staffing standards.

(5) A model for the conduct of surveys/studies is detailed in the Workload and Manpower Analyst's Handbook developed by USAMAA.

(6) A moratorium on changes in organization and manpower requirements will normally be imposed 6 months before a scheduled survey/study; this moratorium on changes will enable collection of valid workload and utilization data. Proposed changes in organization or requirements will be presented to and considered by the manpower requirements determination team. Proposed changes should also be presented to the servicing personnel office for review of title, series, and grades, and position structure improvements. The team will consider the comments of the servicing personnel organization.

(7) When the scope of a survey/study includes activities under current manpower staffing standards, use of Army manpower staffing standards in formulating survey recommendations is directed. Manpower survey teams and MACOM or installation manpower personnel authorized by the MACOM will validate workload and work-hour data applied to staffing standards. During the study, the team will review the work center description, current processes, procedures, and equipment used in performing the functions to determine applicability, and possible required changes to the MS-3 standard. Army manpower staffing standards will not be altered by local appraisal unless the standard is outdated or proven on-site to be overstating the minimum essential manpower requirements. Apparent omissions in a standard, however, will be reported to the responsible MACOM or proponent activity as a separate action.

(8) The Director, USAMAA, may request MACOMs to provide qualified manpower requirements determination analysts to assist the DA Manpower Team when necessary. This will normally be done on a reimbursable basis.

(9) During manpower surveys/studies, use of NAF personnel and special duty Soldiers in morale, welfare, and

recreation (MWR) activities will be analyzed by the commander and survey/study team in accord with AR 215–1. When such utilization is in functions that are assigned to appropriated fund personnel, manpower requirements will be evaluated. These requirements will be recognized as subject to allocation. Conversely, requirements will not be recognized where NAF personnel are to be utilized in accordance with AR 215–1.

(10) For Defense Working Capital Fund (DWCF) activities, survey/study teams will consider the following:

(a) DWCF requirements are validated based on workload. In addition, DWCF requirements determination will consider the availability of industrial assets. These assets include skills, facilities, parts, and priorities. (Availability of manpower spaces will not be considered.)

(b) Projected trends for specific workloads for prescribed time periods.

(11) Manpower survey/study teams are required to review management, and interservice and intragovernmental study reports to identify potential manpower impacts. The results of such reviews must be made a part of the final survey report. Teams will ensure that manpower requirements resulting from interdepartmental, interagency, and intra/interservice support agreements reported on DD Form 1144 are considered and incorporated in requirements determination reports.

(12) The manpower requirements determination process will not be conducted on functional areas announced for cost competition study or on which cost competition study has been completed in the last year.

#### **4–10. Schedule of manpower requirements determination studies (RCS CSGPA–1303)**

a. Manpower requirement authorities and subordinates delegated responsibility for surveys/studies will submit one copy of DA Form 1845 (Schedule of Manpower Studies/ Surveys). Submissions will be made through command channels to Commander, USAMAA, Fort Belvoir, VA 22060–5587, with a copy furnished to OASA(M&RA), ATTN: SAMR–FMMR, WASH DC 20310–0111. Submissions will arrive by 15 September of each year. Instructions for completing this form are as follows:

(1) Item 3, MACOM is the two–position command assignment code from TAADS.

(2) Item a, UIC is the unit identification code of each TDA organization within the MACOM subject to manpower requirements determination studies.

(3) Item b, UNIT LONG NAME is the organization/unit long name.

(4) Item c, DATE LAST STUDIED is the date that the last manpower requirements determination study of the organization was completed.

(5) Item d, DATE OF PLANNED STUDY is the date of the next planned manpower requirements determination study.

(6) Item e, REMARKS will be used to record the percentage of the unit studied when the entire UIC was not included in the manpower requirements determination study. Explanations will also be recorded in this column when the 5–year time frame between studies is exceeded.

b. The letter of transmittal will state actions initiated to bring organizations within the 2 to 5 year cycle or will state that surveys of a specified organization have been suspended so long as the organization’s mission, workload, equipment, and facilities remain stable.

#### **4–11. Interface**

a. Manpower requirements determinations are the result of manpower management surveys or studies of specific organizational elements or the application of staffing guides and or manpower standards resulting from studies of similar organizations.

(1) Manpower surveys/studies permit the determination on a case–by–case basis of requirements for organizational or functional areas not susceptible to or not covered by an approved standard (for example, headquarters activities or functions which are not workload–driven) and for functional areas not covered by staffing standards. Only HQDA approved manpower requirements determination procedures will be used.

(2) Manpower staffing guides and standards are developed for homogeneous TDA functions and will be used whenever possible to determine manpower requirements. These standards relate manpower to workload in organizations already identified as most efficient and effective. The application of staffing guides and standards normally represents an upper limit which requirements will not exceed.

b. Manpower surveys/studies, staffing guides, and staffing standards interface as follows:

(1) Manpower survey/study methods and staffing guides will be used to determine manpower requirements until manpower staffing standards are developed.

(2) Staffing guides will not be used in areas where approved manpower staffing standards exist. As new standards are approved, the appropriate staffing guides will be deleted.

(3) Where studies do not result in an approved manpower staffing standard, the data will be used to develop a staffing guide for use by manpower survey/study teams.

(4) Manpower requirements as shown in staffing guides are advisory only. They will be validated or changed, as the particular circumstances dictate, during the course of each manpower survey/study.

c. Manpower requirements determination in concept plans (AR 71–32) and in special studies will be made through application of approved manpower requirements determination processes.

d. To the maximum extent practicable, manpower requirements (as well as associated workyears and personnel costs) for a proposed consolidation or assumption of functions under a support agreement will reflect proposed operations in accordance with the most efficient organization concept. When an Army organization is the proposed receiver or supplier of support services, the economic analysis justifying the proposed support agreement will be based on Army workyear values. These values will be determined using accepted Army manpower requirements determination procedures, as validated by the manpower representatives of the affected MACOMs. Except when mandated by law or regulation or directed by appropriate authority, a support agreement will not be negotiated which increases Army manpower requirements in support of another DOD activity, military component, or Federal agency without appropriate reimbursement of funds. Additional workyears required for new support services for the benefit of other military departments and defense agencies will be transferred consistent with the provisions of DODI 4000.19. A request for exception will identify the authority for the request and be processed through the MACOM and through USAFMSA to OASA(M&RA), ATTN: SAMR–MBA, for approval.

e. The CA cost comparison process presents the following special demands:

(1) Assess the qualitative manpower requirements of the CA for positions which support the space imbalanced military occupational specialty (SIMOS)/rotation base, deployment, or training of military personnel in combat–unique and combat related skills. These requirements may merit exemption of the activity from cost competition.

(2) Evaluate the basis for and verify the exclusion of positions classified as “inherently governmental” within the functions under study.

(3) Analyze and verify the whole positions (full–time, part–time, and intermittent) or overtime that would be eliminated in the supervised work center if functions under study were converted to contract performance.

(4) Analyze and verify the whole positions (full–time, part–time, and intermittent) or overtime that would be eliminated in the general and administrative activities internal to the installation if the functions under study were converted to contract performance.

(5) Verify work–hour estimates based on the Quality Assurance Plan for monitoring contractor and in–house workforce performance.

(6) Review and verify the staffing requirement for contract administration one–year after the commercial activity has converted to contract performance.

#### **4–12. Army Functional Dictionary**

a. The Army Functional Dictionary (AFD) (DA Pam 570–5) is a dictionary of work center definitions that are organized hierarchically in functional areas. The AFD is designed to provide manpower and functional managers in the Army with the capability to compare manpower requirements and authorizations in identical or similar work centers within a function across organizations throughout the TDA Army. This capability provides the basis for:

(1) Allocating manpower to achieve the maximum output against mission requirements.

(2) Accurately quantifying manpower resource needs.

(3) Projecting the manpower impact of various decisions.

b. The AFD is used to define the work center universe for standards development studies and provides the capability to monitor proper documentation of standards based requirements. It will be updated in accordance with the results of requirements determination studies.

c. Since the AFD is exclusively a manpower accounting tool, it does not affect organizational structure.

d. Workload factors resulting from manpower staffing standards are provided for each definition. Where staffing standards have not been developed potential workload factors or work units are provided.

e. Three–digit alphabetic codes are assigned to each definition. Indirect categories of work are annotated with the AFD Standard Work Center (SWC) code of the work center that they support. They are not separately identified. Further guidance is provided in AR 570–5 and DA Pam 570–5.

## **Chapter 5 Allocation and Documentation of Manpower**

### **Section I Planning, Programming, Budgeting, and Execution**

#### **5–1. Planning, Programming, Budgeting, and Execution System**

a. Army manpower planning and programming are components of the DOD Planning, Programming, and Budgeting System (PPBS). Civil and cemetery functions are not covered by DOD’s PPBS. The addition of “Execution” in the

Army PPBES was directed by the CSA to increase the Army's focus on budget and program execution. PPBES objectives are to:

- (1) Articulate the strategy.
- (2) Determine size and structure and equip the force.
- (3) Set programming priorities.
- (4) Allocate resources.
- (5) Ensure readiness of the total force.

*b.* A major programming step is the biennial TAA, which is conducted by the Army Staff, under the direction of the DCS, G-3/5/7, in conjunction with the Service Component Commands and the MACOMs. This analysis validates the Army's warfighting requirements, determines the CS and CSS forces required to support the combat forces identified in the Defense Planning Guidance; projects ammunition and resupply requirements; and calculates the associated manpower spaces needed to satisfy given scenarios. Based on the TAA, the DCS, G-3/5/7 recommends adjustments to the operating forces. The operating forces are the Army's primary instrument for executing the National Military Strategy. The generating force is the support foundation for the operating force.

*c.* Results of TAA are used to assist HQDA in developing the POM, which states Army's force structure for the next 5 years. During POM development, all known considerations must be adjusted and balanced within the resource guidance given by OSD. Considerations generated at HQDA level include strength guidance, recruiting capabilities, retention policies, and HQDA program initiatives. MACOM commanders and heads of operating agencies determine the distribution of their PBG resources and which programs and functions should be resourced. The resulting POM incorporates force structure changes and revised manpower authorizations into the FYDP.

*d.* MACOMs must submit their command plans to HQDA (DAMO-FDF), Washington, DC 20310-0400 in February each year. These are the command's troop lists and represent the current and projected force structure of the commands at UIC level of detail. Upon receipt, HQDA compares the MACOM plans to the Master Force and PBG Manpower Addendum to ensure compliance with HQDA guidance. At the close of the command plans (dates to be provided by command plan guidance message), MACOMs forward their TAADS documents to HQDA where the Automatic Update Transaction System (AUTS) is used to compare the reconciled Master Force to the stated MACOM documented positions in their TAADS documents. With CENDOC, MTOEs are built at USAFMSA, and TDA/MOBTDA/AUGTDA are forwarded to USAFMSA by the MACOMs and separate reporting commands. The new Master Force is used in the SACS to determine, plan, and program resource requirements for the Army.

## **5-2. Department of the Army Program budget guidance**

*a.* The ASA(FM&C) provides each MACOM and operating agency with the PBG document, which contains information on Army programs and availability of dollar and manpower resources to be used to prepare program and budget documents. The PBG is linked to the PPBES cycle at HQDA. It is usually published in January, May, and October to correspond with resource decisions made for the President's Budget, POM, and Army Budget Estimate Submit (BES), respectively.

*b.* The HQDA PBG consists of two volumes plus an addendum as follows:

(1) Narrative Guidance (Vol I). This volume provides manpower managers with information on manpower planning constraints, manpower execution, and other manpower related issues.

(2) Resource Guidance (Vol II). This volume provides fiscal guidance and as well as manpower guidance and controls.

(3) Manpower Addendum. The Manpower Addendum provides both unclassified and classified manpower detail and is prepared by HQDA (MOFI-ZC-SAM) in coordination with ASA(M&RA)(SAMR-MBA). These ODCS, G-3/5/7 OASA(M&RA) documents are structured to serve the needs of the manpower and force management community. They contain a higher degree of detail such as UIC, category (military/civilian), identity, civilian type (see table 5-1), and resource command data. The Manpower Detail Addendum contains official HQDA decisions concerning manpower resource levels and programming which will be used as a basis for development of POM/BES submissions, command plans, TAADS, personnel recruitment, hiring, and related program execution actions. The Manpower Addendum is distributed in hard copy and automatic data processing tape format. Commands and agencies using these will have the capability to send or receive manpower change transactions through ADP media. Substantive discrepancies should be brought to the attention of OASA(M&RA)(SAMR-MBA).



**Table 5–2  
Civilian Manpower Identities and Types**

Direct Hire United States	C–Type Code
Graded U.S. citizens	101
Wage grade U.S. citizens	102
U.S. citizens paid from Deutsche Marks	111
U.S. family members, graded	118
U.S. family member, wage grade	120
Senior Executive Service	121
<b>Direct Hire Non–US Citizens</b>	
Graded Panamanians	103
Wage Grade Panamanians	104
<b>Direct Hire Foreign Nationals</b>	
Korean	105
Italians	109
Other Direct Hire (ODH)	110
ODH Foreign Nationals paid by Foreign Country	119
<b>Indirect Hire Foreign Nationals</b>	
Korean Service Corps	106
German National Personnel	201
German Labor Service	203
Japanese	205
Other Indirect Hire	206
<b>Exempt Categories</b>	
Summer Employment Youth	301
Graded Youth Opportunity Back to School	301
Other Exempt Hire	303
<b>Reserve Component (Guard and Reserve) Technicians</b>	
Graded Reserve Component Technician	124
Wage Board Reserve Component Technicians	125

c. Manage Authorized Grades and Skills (MAGS) is a manpower management decision support software tool to assist in managing military personnel within established operating and legislative constraints. It provides manpower and personnel managers the capability to maximize limited inventory to support manpower requirements at grade and skill level of detail. The MAGS concept includes four systems designed to work together in providing a supplement to the PBG for each Army major command. The core of these products is DA MAGS, which is executed at the Department of Army level. DA MAGS contains the models that develop the detailed allocation data for each MACOM. Command manager MAGS provides a tool to permit MACOM command managers operating at the HQDA level to assist the DA MAGS analyst in validating the initial data on which DA MAGS bases calculations. It also allows command managers to review and adjust the computed allocation for their MACOMs prior to being finalized. MACOM MAGS provides a tool for analysts at each Army MACOM to review and adjust their specific allocation data. Installations MAGS, designed for MACOMs which have several large installations, provides for a MACOM's component installation to review, adjust, and approve their appropriate allocation data.

### **5–3. Program Budget guidance changes**

a. Every change made to the PBG requires timely coordination and reconciliation of TAADS documentation. UIC detail must be identified with all military and civilian manpower changes in actions that are documented in the PBG. This is a critical element in accurate implementation and documentation of specific force decisions and in providing audit linkage for HQDA and commands in the maintenance or reconciliation of allocations between the SAMAS, command plans, and TAADS documentation. Therefore, proponents of military manpower changes will include an

assessment of the unit strength impact in all actions that affect HQDA PBG. This assessment, sent to OASA(M&RA) (SAMR–MBA), will address one of the following situations:

- (1) Identify strength change action by UIC/Army management structure code (AMSCO) and management decision package (MDEP) detail.
  - (2) State that UIC detail will be identified by commands in next command plan submission.
  - (3) State that manpower changes will not affect an approved or programmed UIC position.
- b.* Failure to provide this required UIC assessment can be the basis for HQDA not supporting proponent requests for changes to HQDA resourced military manpower authorizations.
- c.* Changes to the PBG require HQDA approval when:
- (1) Operating under end–strength ceiling or FTE environment, the end–year strength or FTE allocation of a command or agency is increased.
  - (2) Allocations must be reprogrammed:
    - (a) Between budget appropriations.
    - (b) Between AMSCOs within Operations and Maintenance, Army (OMA) subprogram 3I (Intelligence).
    - (c) Between commands or to or from another Service or Defense agency.
    - (d) If the result is an increase to total AMHA authorizations (military or civilian identity). (See chap 9 for details.)
  - (3) Civilian allocations must be reprogrammed between:
    - (a) OMA programs or subprograms.
    - (b) Budget programs and appropriations within DWCF.
  - (4) Category (military/civilian) or identity of military (officer/warrant officer/enlisted) or civilian (direct hire US (DHUS)/direct hire foreign national (DHFN)/ indirect hire foreign national) allocations is to be changed. This limitation is only on allocations. (For the policy on conversion of positions, see chap 6, sec III.)
  - (5) A proposed change to an MTOE unit will—
    - (a) Alter the authorized level of organization (ALO).
    - (b) Cancel or defer its programmed activation.
    - (c) Result in an unprogrammed inactivation.
  - (6) The value of previously resourced MDEPs for specifically DA–controlled programs will be altered. However, such changes may be submitted in the POM/BES for final approval. A list of DA–controlled programs is contained in the POM/BES Guidance.
  - (7) The grade/skill levels are not within management bands (floors or ceilings) in authorization documents.
- d.* Changes to the PBG also require HQDA proponent (TSG) approval on manpower transfers into or out of the Defense Health Program.

#### **5–4. Program objective memorandum/budget estimate submit and manpower management**

- a.* The POM/BES process management is important to manpower managers since it refines programs and initiatives for program and budget justification purposes as well as Command Plan and documentation submission in TAADS. OASA(M&RA) (SAMR–MBA) uses the POM/BES as a vehicle in analyzing, managing, and implementing manpower authorizations in the Army program and budget formulation process. HQDA (SAFM–BUC–F) reviews the budget as it is being formulated to ensure that the Army will be able to justify all budget estimates to OSD, OMB, and Congress.
- b.* The POM is the budget starting point. Total obligation authority controls are established late in the POM cycle when the Army’s program is determined. Total obligation authority controls specify the approved funding level (including manpower costs) for each appropriation. HQDA appropriation directors ensure that the total dollar levels in the Army Budget balance with their specified appropriation total obligation authority control amount.
- c.* The BES provides detailed information (manpower/ dollars) for POM decisions with clear and complete justification. The detailed information is essential to manpower managers and appropriation directors in developing or evaluating budget estimates. The manpower data in the POM/BES submission is used to update the HQDA data base in support of the Budget Estimate Submission to OSD/OMB.
- d.* Schedule 1 (Unaffordable Missions) is used to display requirements that have surfaced from unforeseen circumstances which were not addressed in the MACOM POM. This includes operating support costs, investment costs, and civilian and military personnel. This schedule is not used to identify overall MACOM manpower shortages or to request additional manpower spaces. HQDA uses this information to assess reprogramming needs.
- e.* Schedule 8 (Command Requested Changes by Financing and Personnel) is used by MACOMs to display manpower details and is submitted as part of the MACOM POM/BES submit. OASA(M&RA) (SAMR–MBA) incorporates POM/BES manpower issue changes into the OSD/OMB Budget October PBG.
- f.* During all phases of budget preparation and execution, it is Army policy to maintain a firm linkage between civilian workyears and the funding of civilian pay. This policy helps to ensure the efficient and effective use of the Army’s civilian manpower and is implemented by applying the following basic tenets.
- (1) During programming and budgeting cycles, approved civilian workyears are to be fully funded.

(2) During programming, budgeting, and execution, when dollar decisions are made that require adjustments to civilian pay, manpower (workyear and strength) adjustments will be made at the same time and vice versa.

(3) During programming and budgeting, that portion of dollars associated with civilian workyears (that is, civilian pay) must be visible.

(4) During execution, civilian pay dollars expended must not exceed those associated with authorized workyears. An increase in reimbursable workload and revenues does not constitute authority to exceed FTE limitations.

(5) In Army systems, a clear distinction must be made between civilian pay dollars associated with reimbursable workyears, and dollars associated with direct funded workyears.

(6) Commands and independent reporting agencies must notify HQDA at specified intervals (to be articulated in procedural guidance) of deviations from FTE execution from PBG levels so that excess FTEs may be redirected.

(7) Civilian manpower and civilian pay dollars will be monitored by OASA(M&RA) and OASA(FM&C) during execution to ensure that all parameters and constraints are met by the Department.

## **Section II Allocation**

### **5-5. Allocation and suballocation**

*a.* Manpower allocation by HQDA in the PBG provides each MACOM and operating agency with military and civilian end-strength for the current, budget and 5 program years. Allocation of total civilian end-strength includes full-time permanent, temporary, intermittent, or temporary part-time employment. (Temporary part-time allocations represent the difference between total civilian and full-time permanent civilian authorizations.) HQDA (SAFM-BUO-C) determines costs for allocated workyears at command historical average salary rates. Based upon historical utilization rates of each command and appropriation, funded workyears may or may not equal allocated end-strength levels.

*b.* MACOMs and agencies make suballocations of manpower to lower echelons. It is essential that civilian manpower allocations and funding be properly aligned. MACOMs, sub-commands, and installations must continually:

(1) Review manpower authorizations.

(2) Consider possible reallocation based on changing policies, priorities, requirements, and employment trends.

*c.* Installations will suballocate authorizations against validated manpower requirements.

### **5-6. Reallocation**

*a.* Except where HQDA approval is required (see para 5-3 and chap 10) or PBG guidance is provided to UIC level, MACOM and operating agency commanders reporting directly to HQDA have authority to take the following actions. Audit trails will be provided in the next POM/BES submission.

(1) Transfer manpower allocations between UICs.

(2) Transfer civilian allocations between civilian types within civilian identities (see chap 10). However, transfers must be within approved funding.

(3) Change AMHA authorizations that are within total command AMHA manpower ceilings or result in a net manpower decrease to command AMHA ceilings. (See chap 9.)

(4) After notification from OASA(M&RA) (SAMR-MBA), and during the year of execution only, transfer military or civilian allocations without funds between OMA programs or subprograms (except 3I).

(5) Transfer resources between MDEPs, except MDEPs for specifically DA controlled programs.

*b.* MACOMs will control authorized positions in MTOEs that are under DA standardization. This is subject to paragraph c below.

*c.* Some programs have special savings policies. For CA savings policy, see paragraph 5-7 below. Savings resulting from a directed action will be subject to reallocation by the headquarters that directed the action.

(1) If HQDA or higher authority directs the changes, associated manpower spaces are controlled by HQDA.

*(a)* For TDA organizational changes, manpower spaces and civilian salary funds saved normally will be programmed for withdrawal to HQDA.

*(b)* For MTOE units, savings generated by standard requirements code (SRC), CTUs, or MTOE changes will be retained by HQDA (DAMO-FD) for reallocation within the TAA process.

(2) If MACOMs or subordinate echelons originate the changes, spaces normally will be retained. They will be internally reallocated within HQDA guidelines.

### **5-7. Special considerations**

For functional transfers involving intraservice and intragovernmental support, the following apply:

*a.* Transfer of a function between MACOMs, or from Army to another service/agency, or from another service/agency to Army requires an MOU/MOA be developed at the lowest practical command level to be forwarded to higher HQ for staffing and finalization. Addendums and annexes may be included in the MOU/MOA which identify specific

resources to be transferred. The service/agency receiving the function/manpower is considered the executive agent and is responsible for initiating all actions along the chain of command.

*b.* Manpower managers at all levels are responsible for reviewing support agreements when there is a transfer of manpower spaces and will ensure that:

(1) If the support/service provided should require an increase in manpower, the requester or the requester's agency headquarters normally will provide the manpower authorizations and funds. When the support is directed by DOD, HQDA, or other authority, and the provider requires manpower to provide the support, but is not furnished the manpower by either the directing authority or the receiver of support, HQDA (SAMR-FMMR) will be notified so the appropriate action can be taken.

(2) Incremental manpower costs generated by a DOD Reserve Component, including the ARNG and USAR, will be reimbursed to the Army annually.

(3) Incremental manpower costs generated by an Army MACOM/agency or active military service require the receiving MACOM/agency or service to reimburse the supplier for civilian personnel costs for the months remaining in the current year, and to transfer manpower spaces (both civilian and military) and associated funds at the end of the second year. (Manpower authorizations will be returned to the receiver on termination of the support agreement.)

*c.* An MOA/MOU should accompany the support agreement, specifying responsibilities of each party. Any manpower and dollars associated with the manpower transfer must be specified.

*d.* The service/agency deemed executive agent must submit the MOA/MOU and DD Form 1144 to the MACOM for review. After MACOM agreement, the MOA/MOU and Support Agreement are submitted to HQDA (SAMR-FMMR), along with a letter requesting the transfer, specifying the manpower required, UIC, AMSCO, MDEP, grade of military/civilian, c-type, and point of contact.

*e.* The Headquarters executive agent will coordinate with the Headquarters element of the other party. The Headquarters executive agent will submit all actions to OSD for approval. Once OSD approval has been obtained, the executive agent notifies both services/agencies to implement dollar and manpower transactions in databases for submission with their budgets

*f.* Commercial activities performed by the Government will be cost-studied to determine whether continued in-house performance (by a most efficient organization (MEO) workforce) is cost-effective in comparison with performance by a contractor. However, care should be taken to ensure that actual MEO staffing implementation does not compromise a cost competition by revealing the in-house cost estimate prior to the submission of bids or proposals thereby providing contractors with an unfair advantage.

(1) Implementation of the efficiencies should begin as more efficient methods of performing the work are identified. (See AR 5-20.)

(2) If a decision is made to retain a CA in-house, implementation of the MEO must be initiated not later than one month after the final decision (HQDA clearance to cancel the solicitation) and be completed within 6 months.

(3) The civilian spaces and dollars realized by converting from the baseline commercial activity to the MEO will usually be retained by the installation.

(4) The funding associated with MEOs converted to contract is retained by the installation to fund the cost of the contract.

(5) The civilian spaces associated with MEOs that are converted to contract will usually be retained by MACOMs.

(6) Military positions may be included in the MEO and retained if the cost comparison results in an in-house decision, provided they meet the essentiality coding requirements defined in Chapter 3. In the event of a contract or intragovernmental support decision, military spaces will revert to the control of HQDA, with the exception of those retained for contract administration purpose.

(7) Procedures to substantiate where and how these manpower resources are used will be provided by separate HQDA guidance.

### **Section III Documentation**

#### **5-8. The Army Authorization Documents System**

*a.* Documentation of the Army's organizational structure and manpower and equipment requirements and authorizations are contained in TAADS (MTOE and TDA). Requirements and authorizations for both military and civilian manpower will be maintained at the position level of detail for the Total Army. A reconciled balance will be maintained between SAMAS and TAADS. AR 71-32 prescribes documentation policies, responsibilities, and procedures.

*b.* Manpower review of TAADS documents consists of a continuous and detailed Section II quality assurance review of MTOE and TDA (including MOBTDA, TDA, and AUGTDA) and is conducted by USAFMSA. Results for proponent proposed authorization documents are forwarded to TAADS proponents (see table 10-1) for information after changes have been top loaded into the authorization documents. Authorization documents are provided to proponents via TAADS after the final approval and force is locked (M-force position).

c. Defense Management Report Decision 945I directed that all MTOE be centrally built at HQDA (USAFMSA). USAFMSA will develop MTOEs and coordinate with the commands and Army staff prior to final approval by HQDA, and incorporate into TAADS at the close of each command plan cycle.

d. Certain manpower actions require HQDA approval before incorporation in TAADS. Chapter 10 identifies these actions and provides data requirements for submission of requests to HQDA for approval. These requests may be submitted at any time through command channels. Interrelated or interdependent changes must be cross-referenced and submitted together. Planning time for response is 60 days from receipt at HQDA. Emergency requests will be processed on a priority basis.

### **5–9. Personnel management authorization document**

a. The PMAD is the approved military manpower authorization statement for use by all elements of the DCS, G-1 community. USAFMSA provides AHRC a TAADS extract reflecting section II (personnel requirements and authorizations) when the approved M-force is released.

b. PMAD objectives include the following:

- (1) Development of the most accurate manpower authorization base possible.
- (2) Assurance that all known force modernization and force structure changes including those not yet reflected in the Personnel Structure and Composition System (PERSACS), are properly documented in a timely manner, by unit, skill, and grade.
- (3) Identification of disconnects within authorization documents. AHRC will advise USAFMSA of the disconnects and recommend corrective actions.

c. PMAD development begins with the latest PERSACS and corrects known differences and incorporates new decisions. Changes are posted to the database each month in accord with approved methodology. After approval, the PMAD database is provided to the U.S. Army Human Resources Command (AHRC) by magnetic tape. Command specific extracts of the PMAD are provided to MACOM level so that a common base may be referenced for personnel actions. The reconciled TAADS/SAMAS file is provided to AHRC annually. AHRC updates PMAD based on decisions made between command plan cycle and any projected MOS changes.

## **Chapter 6 Civilian and Military Manpower Utilization**

### **Section I Civilian Manpower Management**

#### **6–1. Civilian manpower management controls**

Title 10, United States Code, Section 129 (10 USC 129) provides that DOD must manage its civilian workforce each fiscal year solely on the basis of the workload required to carry out the mission, and the funds made available to the departments. Congress may establish end-strength ceilings in authorization, appropriation, or other legislation, but otherwise DOD may not manage civilian personnel by limits on man-years, end strength, FTE positions, or maximum number of employees. This applies to both directly and indirectly funded civilian personnel. The Congress, OMB, OSD, and HQDA establish and change manpower controls relating to civilian employment. Legislation or administrative directive dictates the type of control used at a given time. The nature of these controls and associated management techniques are discussed below.

a. Ceilings or floors on certain categories of civilian employees may be continuous and they may be legislative or administrative. Congress may establish end-strength ceilings or floors in annual authorization or appropriation legislation. In addition to, or in the absence of, legislated ceilings or floors, OMB and OSD may establish an administrative end-strength ceiling or floor on civilian employment in a particular category. Ceilings or floors have been placed on individual theaters, specified programs, and certain types of employees.

b. A workyear (also referred to as full-time equivalent (FTE)) is computed on the cumulative number of scheduled work-hours divided by 2,087. Civilian guidance numbers published in the PBG represent end strength and workyears based on the Army's overall program and budgeting goals. Workyears exclude overtime and holiday hours.

#### **6–2. Civilian employment execution**

Civilian execution policy is to execute as closely as possible to the programs and budget, increasing the linkage of manpower execution to workload and funding. Upon budget approval, commands and independent reporting activities are provided civilian authorizations and workyear guidance. This guidance is viewed as a performance benchmark, the commands having the option during the year of execution of requesting increases to their workyears and authorizations or returning authorizations and workyears not required. During the year of execution, commands are monitored through personnel and financial reporting systems on the outcome of their performance.

### 6-3. Types of civilian manpower

a. In developing hiring plans, managers should determine the mix of appointment categories and work schedules which gives the command the greatest flexibility to perform the mission efficiently, respond to new missions and workload surges, and adjust to changing resource constraints with a minimum of turbulence. Some of the factors managers must consider in determining the proper mix are shown below:

(1) In the civil service, there are three primary categories of appointments (permanent, term, and temporary). Permanent appointments have no time limitation. Term appointments are for more than one year but not more than 4 years when the need for the work is not permanent (for example, the work is of a project nature, is scheduled to be abolished, or similar reasons). Temporary appointments are for short-term work that is not expected to last more than one year and may be extended a maximum of one additional year under certain circumstances.

(2) If there is a reduction in work or funding, permanent employees must be separated under established reduction in force (RIF) procedures ordinarily within 60 or 120-day notice periods. Term employees must also be separated under RIF procedures if their work is to be terminated earlier than the expiration date of their term appointments. Temporary employees may be released at any time with minimal notice.

(3) Full-time employees (that is, those that work 40 hours per week) make up the major portion of the total direct hire civilian work force. Individuals can also be hired to work in a number of other categories, including: part-time (for civil service employees employment of 16 to 32 hours per week with scheduled work hours), seasonal (an employment need that recurs annually for less than 12 months each year), or intermittent (employment of a sporadic or unpredictable nature that can not be regularly scheduled in advance) basis.

(4) The job-sharing concept permits two (or more) part-time employees to do work that would normally be assigned to a single full-time position. The work of a single position can even be split into higher and lower graded duties so that the result is two differently graded part-time jobs (for example, a management analyst, GS-9, and a management assistant, GS-5).

b. As a general rule, individuals may be hired for full-time, part-time, seasonal, or intermittent work without regard to their appointment category; however, the governing laws and regulations are extensive. Consult the Civilian Personnel Advisory Center for guidance in specific situations.

c. Under currently approved DOD strength accounting procedures, each full-time and part-time employee is counted against ceiling strength. (Ceiling exempt hires such as summer aids and part-time employees are no longer counted on a fractionalized basis.) Part-time permanents are counted on a full-time equivalent basis, that is, an individual working 30 hours a week becomes .75 of an end strength. Intermittent employees are counted against ceiling strength only during months that they actually work.

### 6-4. Civilian employment planning

a. MACOMs and those commanders so delegated by MACOMs have authority to establish and fill positions based on valid manpower requirements and funding levels. The decision concerning which requirements will be filled is based on the commander's mission priorities.

b. The key to a commander's ability to stabilize the fill of his or her authorizations is sound employment planning. Sound planning also minimizes personnel actions required to meet employment constraints. This could include efficiency programs, hire lag, and alternative work schedules to reduce requirements and maximize use of available resources to accomplish the workload.

### 6-5. Overtime

a. Certain civilian tours of duty must include scheduled overtime (for example, firefighters). Policies for establishing scheduled overtime tours are prescribed in AR 690-990-2 and are not addressed in this regulation. This paragraph addresses unscheduled overtime beyond established tours of duty.

b. The Department of the Army encourages the judicious use of overtime as an alternative to hiring additional required manpower whenever it is in the best interests of the Army. Overtime can be less costly than hiring additional employees, when all employment expenses such as salary, benefits, hiring, training, and administrative costs are considered.

c. Commanders and other managers are responsible for the control and management of overtime, to include determinations that the proposed work must be done and that overtime is the best available option for accomplishing the work. Controls to ensure judicious use are discussed below.

(1) *Examination of alternatives.* Before deciding to use overtime, the manager should consider other means of satisfying the need for overtime. Alternatives include:

(a) Rescheduling or deferring work of lesser priority.

(b) Borrowing labor from another work center.

(c) Transferring work to another work center. (This is less desirable than *b*, above, due to added potential for informal workload migration.)

(d) Establishing flexible work schedules.

(e) Adopting productivity enhancing initiatives.

(f) Authorizing the use of compensatory time in lieu of overtime, when permitted by law.

(2) *Approval authority.* The authority to order or approve overtime is delegated to the commander or agency head of any activity that employs civilians. Commanders or agency heads may designate other officials to act for them in ordering and approving overtime. Because the Fair Labor Standards Act requires payment for covered employees when overtime is merely “suffered” or permitted, commanders and supervisors should ensure they maintain fiscal control over hours worked.

(3) *Maintenance of records.* Maintenance of overtime approval and records of overtime use for inspection and audit is the responsibility of the manager having approval authority.

d. Overtime should be financed within existing budgets. HQDA budgeted amounts for overtime pay are based upon the most recent actual utilization reported by each command and operating agency. Additional funds should be requested in advance if necessary to accomplish mission essential workload.

e. Examples of mission essential workload include, but are not limited to:

(1) Supporting combat operations includes readiness and deployment exercises that require civilian support.

(2) Meeting emergencies might include natural disasters (floods, earthquakes, and so forth), civil disturbances, and labor disputes (strikes which disrupt governmental functions or impair essential services to the Army).

(3) Preserving human life includes medical and rescue services.

(4) Meeting suspense work includes projects with a firm suspense or work that has a completion date dictated by law. Examples are preparation and finalization of budgets, congressional testimony, and reports.

(5) Correcting a disruption of an automatic data processing/management information system, utilities, or critical command and control communications. Disruptions could compromise national security or have a significant, adverse effect on the workforce.

(6) Accomplishing workload when higher headquarters has reduced personnel allocations. This affords commanders the means of coping with workload during employee turbulence (that is, while planning and acting to absorb reductions on a permanent basis).

(7) Handling peak workloads that are predictable and seasonal but truly temporary.

f. Efficient uses of overtime include the following:

(1) Maintenance work to prevent equipment breakdown and building deterioration.

(2) Repair of machinery and equipment in order to allow normal operations to continue.

(3) Use of overtime where the normal workload is at low levels and only surge workload requirements require extra manpower.

(4) Meeting workload requirements when certain skills are not readily available in some job markets.

(5) For additional workloads related to contract supervision in order to preclude a financial penalty to the U.S. Government or DOD.

## **6-6. Civilian substitution**

Civilian substitution programs, which substitute civilians for military on a one-for-one basis, are designed to retain or reduce military end-strength while increasing readiness through the conversion of appropriate military TDA positions to civilian. The released military manpower can then be reassigned to other high priority force structure initiatives, providing for critical increases associated with readiness and modernization programs. Civilian substitution programs allow the Army to improve its force structure without increasing the active military end-strength. MACOMs have the authority to initiate such programs within resource constraints and within the guidance of chapter 3, section II, of this regulation.

## **6-7. Military technicians**

a. The use of military technicians in Reserve components (RCs) improves force readiness and responds to congressional interest in economically maintaining a peacetime work force with mobilization capability. Leadership responsibilities for Army readiness mandate that local military technicians are used to the maximum extent possible. Commands or agencies employing military technicians may be tasked to evaluate or provide data periodically for the military technician program.

b. AR 140-315 establishes policies and prescribes procedures for employment, use, and separation of military technicians for the USAR.

c. Currently, Title 32, United States Code, Section 709 (32 USC 709), governs the employment, use, and status of military technicians for the ARNG. Chief, National Guard Bureau (CNGB) is responsible for ensuring that the intent and direction of this section of law is implemented by the ARNG.

## **6-8. Reductions-in-force**

Maximum advantage will be taken of normal personnel attrition when strength reductions are imposed or when necessary to balance the work force with reduced workload, mission, or funding requirements. Reductions-in-force (RIF) procedures should be used only after all feasible reductions have been achieved by other means. When RIF actions are found necessary, personnel reductions will be supported by an analysis of workload, mission priorities, and

related staffing. An executive summary of such analysis will be included in the RIF package, with detailed supporting documentation available for audit if need is determined by HQDA.

## **Section II**

### **Military Manpower Management**

#### **6–9. Overview**

As the Army continues to modernize its forces without increasing active military end–strength, manpower managers must seek every opportunity to manage positions more efficiently and effectively and to eliminate overlapping functions and unnecessary organizational levels in order to achieve greater force readiness.

#### **6–10. Special duty**

*a.* Command and operating agencies are often tasked to perform missions for which no personnel resources have been allocated. When this occurs, they may be forced to borrow Soldiers from one unit to accomplish a higher priority mission in another unit. This borrowing is called special duty. Special duty (SD), and its two subsets, borrowed military manpower (BMM) and troop diversion (TD), are defined in the glossary. BMM is the use of Soldiers borrowed from an MTOE unit to perform duties within a TDA activity for which a MACOM approved manpower requirement exists but for which no manpower space has been authorized; or where the manpower space has been authorized but the position is unfilled.

*b.* Usually, the absence of Soldiers from an MTOE unit for any reason will have a direct effect on the state of readiness of that organization. Thus, when new missions are identified, commands and operating agencies should first consider temporary hire or other management initiatives before resorting to the use of SD. An exception to this general rule exists when SD can be beneficial to both the Army and the individual. During peacetime, the most practical means to train some individuals or entire units is through SD; for example, by having MTOE finance units perform installation finance and accounting functions or by having MTOE medical personnel work in the medical department activity. This use of SD may be the most effective means to maintain a Soldier's proficiency. Whenever SD is necessary, it should be made as beneficial as possible to the Soldier by matching the individual's occupational specialty to the needs of the requirement.

*c.* When commanders determine special duty is required to meet an urgent military need, it will be limited to 90 days, after which the Soldier must be returned to duties in his or her primary military occupational specialty (PMOS) or career progression military occupational specialty (CPMOS). Extensions will not be granted. The following utilization rules apply:

(1) Soldiers who have graduated from the Defense Language Institute will be utilized in positions authorized and requiring foreign language ability. (See AR 614–200, para 3–7.)

(2) Non–bonus first–term Soldiers will serve in their PMOS during their first term of service. (See AR 614–200, para 3–8.)

(3) Noncommissioned officers should be used only when absolutely necessary. (See AR 614–200, paras 3–10 and 3–11.)

(4) Mandatory utilization is required of school–trained additional skill identifier (ASI) assets for the minimum service–remaining requirement. (See AR 614–200, para 3–13.)

(5) Soldiers who are bonus recipients will be used in their PMOS or a comparable MOS. (See AR 601–280, para 8–21.)

(6) Soldiers with Enlistment Bonus or Selective Reenlistment Bonus must serve in the MOS for which the bonus was awarded or in a comparable MOS. (See AR 601–280, para 8–21a and DA Pam 600–8, para 3–7c(4).)

(7) Intelligence career program Soldiers will not be utilized in duties other than their PMOS without a Commanding General (CG), AHRC approved waiver. (See AR 614–200, para 7–11 b (1).)

(8) Soldiers who have a PMOS in the 02 series (bandpersons) will not be assigned or utilized in an MOS outside that series without prior approval of HQDA (DAPE–EPM–A). (See AR 614–200, para 7–43(a).)

*d.* BMM should not be confused with TDs. They are similar in that both BMM and TDs involve performing duty with a unit or organization other than the one to which assigned, while the individual continues to be administered and accounted for by the unit or organization of assignment. Duties given both BMM and TD personnel are required to be performed on a constant or recurring basis throughout the entire year.

(1) The differences between BMM and TDs are as follows:

*(a)* BMM personnel must be MTOE Soldiers working against vacant, MACOM–approved, TDA requirements.

*(b)* TD personnel may be either TDA or MTOE Soldiers. It may be a TDA Soldier performing duties in a vacant TDA or MTOE position that either has been approved or could be documented in the requirements base. It may be an MTOE Soldier performing duties in a vacant, approved MTOE requirement or one that could be (but has not been) documented in the requirements base. Or it may be an MTOE Soldier performing duties in a vacant TDA position which could be (but has not been) documented in the requirements base.

(2) The following are examples of TDs:



- (a) MTOE to MTOE unit: battalion clerk working at brigade level.
- (b) TDA to TDA organization: service school instructor working in combat development.
- (c) TDA organization to MTOE unit: hospital medics supporting MTOE units during training exercises, running aid stations.
- (d) MTOE unit to TDA organization: Soldier working as gym attendant in support of extended (24-hour) operations of a gym which was permanently staffed only for 8-hour operations (in other words, beyond that recognized in the requirements column of the TDA).
- e. The impact on training caused by the diversion of unit personnel to meet special duty requirements is reported in the Unit Status Report. (See AR 220-1, para 3-9c(2).) An effective time management system for training can help to eliminate the adverse effects of special duty when commanders determine that an urgent military requirement exists for special duty. An effective time management system for training (Green-Amber-Red) is discussed in FM 7-0.

## **6-11. Directed military overstrength**

- a. Directed military overstrengths (DMOs) are HQDA active component manpower authorizations used for unforeseen, high-priority temporary manpower requirements of 12 months or less not budgeted or documented in TAADS.
  - b. DMO positions are designed to support unprogrammed requirements for durations of one year or less until the need can be supported through one of the following:
    - (1) MACOM reassignment of priorities.
    - (2) Command Plan/TAA Process.
    - (3) The requirement terminates.
  - c. The process for requesting a DMO involves submitting the following information through command channels to OASA(M&RA), SAMR-MBA:
    - (1) Mission and function changes necessitating the overstrength.
    - (2) Organization, duty station, and UIC.
    - (3) Grade and specialty or MOS.
    - (4) Inclusive dates (desired start and end date). It generally takes a minimum of 180 days for ODCS, G-1/U.S. Total Army Personnel Command (AHRC) to fill a DMO authorization; therefore, DMO start dates must be requested far enough in the future to allow assignment of personnel so they may complete the full term of the DMO prior to termination. When there is an immediate need for personnel to fill an approved DMO position, ASA(M&RA) and ODCS, G-1/AHRC will attempt to make an appropriate assignment as expeditiously as possible.
    - (5) A point of contact in the requesting organization.
    - (6) Special qualifications required and supporting justification.
    - (7) Detailed supporting justification for the DMO, to include the reason that authorized resources cannot satisfy the requirement and when authorizations will be provided.
    - (8) Notification to OASA(M&RA), SAMR-MBA, if DMO requirements terminate earlier than scheduled.
    - (9) Endorsement of DMO requests at the general officer or Senior Executive Service level.
  - d. Responsibilities:
    - (1) The ASA (M&RA) is the DMO manager and approval authority for the entire DMO program (HQDA, staff support agencies (SSAs) and FOAs, MACOMs, and Joint and Defense Activities) and is responsible for the following:
      - (a) Approving and maintaining the appropriate level of authorizations to support the DMO account.
      - (b) Maintaining a database to account for all DMO requests.
      - (c) Staffing all DMO requests with the appropriate HQDA offices.
      - (d) Approving or disapproving all DMO requests.
      - (e) Notifying the ODCS, G-1/AHRC when DMO positions are approved and authorize assignment of personnel.
    - (2) The ODCS, G-1/AHRC will—
      - (a) Upon notification by ASA(M&RA) process requisitions to include military grade, specialty or MOS requirements, and special qualifications.
      - (b) Assign personnel to approved DMO positions only when notified by OASA(M&RA). If DMO requests are received directly from an agency or major Army command, submit those requests to OASA(M&RA).
      - (c) Monitor personnel assigned to DMO positions to ensure they are properly reassigned upon termination of the DMO authorization according to existing time-on-station and permanent change-of-station requirements.
      - (d) Maintain and update the DMO TAADS document based on guidance from OASA(M&RA).
    - (3) USAFMSA will maintain and update the SAMAS database for the DMO account based on guidance from OASA(M&RA).

## **6-12. Military police**

- a. The primary role of military police is combat support. Military police units established to perform wartime

missions will be MTOE units. Military police units performing garrison law enforcement or secondary missions will be recognized and documented on installation TDAs.

*b.* Military police employment priorities are listed below.

(1) Combat support. (This includes battlefield circulation, enemy prisoners of war, and rear area operations against Level I and Level II threats.)

(2) Countering terrorism.

(3) Physical security of nuclear and chemical weapons and nuclear reactors.

(4) Physical security management and evaluation for protection of assets required for Army readiness (that is, physical security inspecting and planning, including the management of contract security guards.)

(5) Drug suppression.

(6) Fraud investigation.

(7) Law enforcement.

(8) Security at critical essential facilities, such as MACOM or unified command HQ residences of designated high risk personnel (see AR 525-13) and facilities that require restricted access to accomplish their mission.

(9) Confinement and correctional treatment of military prisoners.

*c.* Military manpower borrowed from military police MTOE units for garrison law enforcement activities will be kept to a minimum. This minimum will be consistent with the priorities of paragraph 6-9 and *b*, above.

*d.* Military police units may be used as honor guards, provided:

(1) They are not established or maintained for this purpose.

(2) They are not used exclusively when other types of units are available.

*e.* In the development of TDAs, care will be taken to organize guard and law enforcement functions in distinct position and work centers. Guard functions within CONUS are subject to CA review. Law enforcement functions are governmental and not subject to review. Military police positions will not be established for the garrison support functions listed below.

(1) Interior guards for nonsensitive installations or activities, such as unit facilities, airfields, conventional ammunition storage areas, communication facilities, and installation medical activities.

(2) Gate guards. One exception is where gate guards are approved on the basis of national defense exemption, for sensitivity of the activity, from cost study. (See AR 5-20.) A second exception is overseas areas where there is a high criminal threat or the sensitivity of activities on an installation requires that military police control access.

(3) Military escorts on school buses, except to combat terrorism.

(4) Vehicle and weapons registration, except overseas where required by international agreements. (Subject to CA review.)

(5) Animal control. (Subject to CA review.)

(6) Information services. (Subject to CA review.) (Privacy Act and Freedom of Information Act requests are excepted.)

(7) Vehicle impoundment operations. (Subject to CA review.)

(8) Intrusion detection system monitoring. (Subject to CA review.)

(9) Money escort for routine bank deposits. (Subject to CA review.)

(10) Other non-law enforcement functions.

*f.* Requirements for military police may be recognized, and only military personnel will be used for the governmental functions and positions listed below.

(1) Provost marshal and military police company/ detachment (executive officer, first sergeant, platoon leader, platoon sergeant).

(2) Confinement and corrections involving direct handling of prisoners (that is, incarceration/guard functions). (See para 3-6e(14)).

(3) Security of nuclear weapons and nuclear reactors. (See para 3-6e(7)).

*g.* Requirements for military police may be recognized and military personnel may be used for the governmental functions listed below.

(1) Chief of security.

(2) Provost marshal staff or chief of security staff.

(3) Law enforcement patrols.

(4) Military police desk operations.

(5) Absentee and deserter apprehension in selected cases.

(6) Liaison with civilian police and court officials.

(7) Physical security management and evaluation.

(8) Enforcement of wildlife and game laws.

(9) Security of chemical agents.

(10) Military working dog patrols.

- (11) Security of critical–essential facilities, to include MACOM or unified command HQ and medical centers.
- (12) Investigations.

*h.* Military staffing should be given priority over civilian staffing where the governmental functions involve military police/security support to populations with large troop concentrations. Commanders must be aware of the need to maintain developmental opportunities for junior military police officers and enlisted Soldiers that will prepare them to perform at supervisory levels later in their careers.

### **6–13. Commissioned officer aviation position criteria**

*a.* This paragraph prescribes policy and procedures for requesting changes to or establishing new aviator positions in already approved TOEs and TDAs. (In this paragraph, the term “commissioned officer” does not include commissioned warrant officers.) Request procedures for aviators to perform temporary operational flying duties (lieutenant colonel and below) and limited cockpit duty for colonel and general officer level are also covered in this paragraph. Unapproved TOE and TDA documents containing commissioned officer aviator positions being submitted to HQDA for approval will be in accord with AR 71–32. MTOE and TDA actions to substitute commissioned officers for warrant officers in warrant officer flying positions are not authorized.

*b.* Commissioned officers assigned to non–operational flying positions are prohibited from performing operational flying duties unless authorized by HQDA (DAPE–PRP). Additionally, no commissioned officer positions on the TDAs of the Army Staff or a field operating agency of the Army Staff located within the National Capital Region (with the exception of FOAs with assigned aircraft) will be coded as operational flying.

*c.* For approved authorization documents, HQDA approval will be obtained prior to converting a position to operational flying or non–operational flying (additional skill identifier G7). (See table 6–1 for examples of positions that normally require the performance of operational flying duty.)

*d.* Positions requiring commissioned officer aviators must be identified as operational or non–operational (G7) flying positions. (See glossary for terms.) Operational flying positions will be coded Aviation Branch (15) or 67JOO for Medical Service Corps as the primary position requirement followed by the specific aircraft qualification skill in the skill identifier column of the authorization document. Additional aviation–related skill identifiers (for example, dual rated 1Q) will be placed in the Language Identifier Code (LIC) column. For operational flying positions in the Army Acquisition Corps Program, the aviation area of concentration (AOC) may be placed as the secondary position requirement. (See PAM 611–21.)

*e.* Non–operational flying positions will be coded Aviation Branch (15) or 67JOO for Medical Service Corps, as one of the position requirements. The skill identifier G7 (non–operational flying) will be placed in the skill identifier column on the authorization document. When a specific aircraft qualification is required for a non–operational flying position, the appropriate aircraft skill identifier will be entered in the LIC column of the authorization document.

*f.* On occasion, mainly because of increased mission requirements or unanticipated shortages of aviators within a unit, a need may arise for commissioned officer aviators who are not assigned to the unit but who occupy non–operational flying positions (lieutenant colonel and below), to perform temporary operational flying duties. HQDA approval will be obtained prior to permitting officers assigned to non–operational flying positions to perform cockpit duties. Submission procedures are in chapter 10. The duration of these duties to meet short–term mission requirement should not exceed 90 days.

*g.* The authorization to perform limited cockpit duty is to permit those officers (colonel and general officer) whose duties inherently require performance of cockpit duties on a limited basis to operate military aircraft. This authorization only applies to officers designated in AOC 15. (See chap 10 for MACOM approval authority.) Limited cockpit duty is not intended to permit these officers to perform pilot duties independent of the requirements of their duty position. Requests by these officers will only be considered for approval to perform the following duties in conjunction with their duty assignment:

- (1) Evaluate operational flying procedures.
- (2) Review flight training effectiveness and performance.
- (3) Participate in flying exercises or test programs.
- (4) Gain familiarity with selected aviation systems and equipment.

*h.* Approval of requests for colonels authorizes them to perform limited cockpit duties for 100 hours of flight time per year from the date of approval. Approval is limited to one year and must be renewed annually by HQDA (DAPE–PRP). Requests to fly more than 100 hours per year will be submitted through command channels to HQDA (DAPE–PRP) for consideration. No hourly limitation will be placed on requests approved for general officers. However, the number of hours flown will be kept to the minimum essential to accomplish those duties specified in paragraph a above. Officers performing limited cockpit duties will not receive operational flying duty credit or aviation career incentive pay unless otherwise entitled by the Aviation Career Incentive Act (DODD 7730.57). If the request for either temporary operational flying duties or limited cockpit duty is approved, the officer will meet the requirements stated in AR 95–1.

*i.* Procedures for requesting changes to commissioned officer aviator positions are in chapter 10.

**Table 6–1**  
**Positions and Functions That Normally Require Operational Flying**

---

**Positions:** Commissioned officer position in MTOE/TDA aviation units with assigned aircraft.

---

**Functions:** Command, leadership control, and management.

---

**Positions:** Principal aviation staff, adviser, or liaison positions in headquarters elements at all levels, and in military assistance advisory groups and missions.

---

**Functions:** Administrative, advisory, environmental interface, evaluation, operations, plans, safety, standardization, supply, and training.

---

**Positions:** Aviation-related positions in depots, installations, laboratories, project system manager offices, and aviation test and safety boards.

---

**Functions:** Aviation maintenance, research, development, test, evaluation, and acquisition.

---

**Positions:** Aviation (flight and ground) instructor positions at service schools, installations, and aviation training centers.

---

**Functions:**

- a. Aviation flight course design, course development, and instructional materials in support of aviation systems equipment training.
  - b. Research, development, test, and evaluation of flight simulators and aviation training devices; development of associated cost and training effectiveness studies.
  - c. Development of aviation concepts, and doctrine, materiel systems, and studies about threat, test, and evaluation.
  - d. Development and publishing of aviation field manuals, training manuals, annual written examinations, and other supporting aviation publications.
  - e. Standardization and evaluation pilots.
  - f. Maintenance test pilots
- 

#### **6–14. Military interchangeable positions**

*a.* Policy. Most military positions will be interchangeable (open to male or female incumbency). Exceptions are listed below.

(1) All TOE positions with Direct Combat Position Code (DCPC) P1 are not authorized for assignment of females in the MTOE unit. (See AR 71–32 for explanation of DCPC.) For MTOE documents, the male-only position identity codes in AR 71–32 that correspond to DCPC P1 will be used.

(2) Certain officer career management fields and areas of concentration, warrant officer MOS, or enlisted MOS are not authorized for women. (See DA Pam 611–21.)

(3) In some cases, positions may be designated to provide male or female privacy. For example, correction specialists are required to be of the same sex as the prisoners they search.

*b.* Procedures. Requests to designate privacy positions or exceptions to DCPC policy will be submitted in accord with paragraph 10–22.

### **Section III**

#### **Military and civilian conversions**

##### **6–15. General**

Many management initiatives (for example, standardization and TAADS reviews) may necessitate the conversion of a requirement from military to civilian or civilian to military. Special considerations and policy guidance contained in this regulation govern these conversions.

##### **6–16. Conversion of military positions to civilian**

*a.* On a permanent basis. MACOM commanders may convert military positions to civilian within existing resources in accord with paragraphs 3–5 and 3–6. If the conversion cannot be made within existing civilian strength levels, commands must compete for resources through the normal budget process. Civilian positions will be substituted for military on a one-for-one basis, unless otherwise directed by HQDA. Conversions will take effect upon rotation of the military incumbents. This timing will preclude unnecessary permanent change of station costs, disruption of career development, or impact on SIMOS. Conversions also may be made when the military incumbent is reassigned at the same station without an adverse effect on career development.

*b.* On a temporary basis. Civilian personnel may be used on a temporary basis to fill TDA military positions when the best use of available personnel dictates. This use will be subject to the limitations listed below.

(1) The specific military responsibilities (for example, Uniform Code of Military Justice (UCMJ)) of the position of commander (and other positions which by law require a military incumbent) must be assigned to military personnel.

- (2) No conflict with applicable civilian personnel policies and regulations must exist.
- (3) The authorized military personnel must be requisitioned.

## **6-17. Conversion of civilian positions to military**

### *a. On a permanent basis.*

(1) Approval of position abolishment, where continuance of initial principal duties and responsibilities cannot be identified, is delegated to MACOMs. (See explanation of “position conversion” and “position abolishment” in the glossary.) USAFMSA must approve all conversions of civilian positions, including NAF, to permanent military incumbency (see chap 10). Such conversions should be made within existing resources. Conversions occur when:

- (a) The principal duties and responsibilities of established, authorized positions are retained.
- (b) The categories (military or civilian) are changed.

(2) Reorganizations should be carefully reviewed to ensure that civilian positions are not arbitrarily eliminated and replaced with military. In this context, reorganizations will include those resulting from transfers of functions. Military positions in successor organizations may be established to perform functions that are defined as military essential.

### *b. On a temporary basis.*

(1) Military personnel may be used temporarily to fill vacant authorized civilian positions, when the following apply:

(a) It is necessary to upgrade essential military skills in accord with AR 614-200.

(b) Recruitment for civilian positions vacant due to normal attrition is underway. In this case, use of military personnel projected to exceed 90 days requires prior approval of USAFMSA.

(c) Positions that by law or regulation require a civilian incumbent must be so filled.

(2) In each case, the local commander will ensure that the actions discussed below have been accomplished.

(a) A review has determined that the function cannot be reduced, eliminated, or deferred, and that the associated workload is essential.

(b) A specific plan that formally establishes a terminal date for the temporary military occupancy of the positions has been prepared.

(c) Action is taken to obtain qualified civilian replacements by the termination date.

(d) The servicing civilian personnel organization has informed the immediate civilian work force through its union representatives where applicable of the following:

1. Reasons for the temporary use of military personnel.
2. The plan to restore civilian incumbency.

## **Section IV**

### **Special Manpower Considerations**

## **6-18. Special considerations**

In the past, several manpower related areas have been of interest to Congress and DOD leadership. These topics are discussed here and in other related publications in order to highlight the manpower implications. Managers should continue to ensure that these areas are properly managed and meet all Congressionally imposed restrictions and utilization criteria.

## **6-19. Maintenance and construction of real property**

### *a. General.*

(1) DOD policy (DODI 4165.64, 23 May 1985) prescribes that operation, maintenance, repair, and construction of DOD real property will be performed through the most economic means without degrading mission accomplishment, considering total life-cycle costs, and consistent with military and statutory requirements.

(2) Decisions as to whether facilities engineering work will be done in-house or by contract personnel will be made in accordance with AR 5-20.

(3) The policies above do not preclude using personnel (both civilian and military) in construction, repair, and maintenance of real property facilities including family housing on a self-help basis, provided the following conditions are met:

(a) The project has been approved by the installation Director of Public Works (DPW). (The installation commander should also be periodically advised of self-help program progress.)

(b) Personnel have been trained by the DPW prior to start of work.

(c) The project will be inspected and accepted by the DPW.

(d) The work performed is on a voluntary basis and for the benefit of participating individuals.

(e) The work will not interfere with military or training missions and is in accordance with Soldier utilization policies.

(f) The work will result in a cost-effective undertaking, that is, the most effective labor mix to perform real property maintenance activities (RPMA) functions.

(4) Military personnel, other than those described in paragraphs (a) through (d) above, or in c, below, will not normally perform construction, repair, maintenance, or utilities operations. Installation commanders may grant exceptions, provided utilization policies contained in this regulation and AR 614-200 are complied with.

b. Use of civilian personnel.

(1) Civilian employees will normally perform maintenance, repair incidental to maintenance, and operation of real property when the skill is available and the tasks do not require a Soldier. The work may include technician trades and crafts as well as clerical, professional, and managerial jobs at any level of installation support.

(2) Civilian employees may perform construction and other repairs if:

(a) The work is of a minor nature.

(b) To prepare plans and specifications for contract is impractical.

(c) Getting security clearances for contractor personnel causes unacceptable delay.

(d) The work must be done intermittently to avoid disruption of operations.

c. Use of Soldiers.

(1) Soldiers may perform construction, repair, maintenance, and operation activities either as separate real property maintenance units or as individuals trained in the appropriate MOS and documented in an approved mixed workforce consisting of both military and civilians, to achieve the following:

(a) Meet military requirements for initial wartime employment and contingency mission.

(b) Ensure maintenance of combat support readiness and mobility.

(c) Provide training, skill development, career progression, and an adequate CONUS rotation base.

(2) Use of military engineer units (Active and Reserve Components) is encouraged for construction, repair, and maintenance. These projects should contribute to

(a) Attaining or maintaining technical proficiency.

(b) Training the unit, subordinate elements, or individuals to perform wartime missions. The scope of work undertaken for training normally will be limited to that which is essential. Plans for use of troop units should be listed in the annual work program. (See AR 415-32.)

(3) Policies outlined above do not preclude the use of military prisoners. Tasks performed by these persons should be routine, such as grounds maintenance.

(4) Military units and Soldiers may be used during an emergency caused by contractor work stoppage, fire, flood, civil disturbance, pestilence, or other disaster. These units may provide critical services and facilities necessary for shelter safety, health and protection of property.

(5) Military engineer units and Soldiers may construct, repair, and maintain activities in isolated locations when civilians cannot be assigned or recruited for the work. Military units and Soldiers may also do this work when contracts for such services are not economical.

## **6-20. Morale, welfare, and recreation activities**

a. Primary references for the manpower management policy in support of MWR activities is AR 215-1, chapter 9, and Appendix E.

b. Ceilings on the total number of personnel assigned to MWR activities may be imposed in the annual DOD Appropriation Acts and are allocated to the MACOMs in the PBG.

c. Areas of management concern include the following:

(1) Functions that can be recognized for appropriated fund civilian and military staffing.

(2) Maximum use of civilian and locally available eligible family members of U.S. military and civilian personnel.

(3) Policies for the assignment and use of military personnel in MWR activities (both temporary and permanent).

(4) Use of NAF personnel against recognized requirements of a TDA.

d. All requests for exceptions regarding temporary military assignments exceeding policy limits should be sent to HQDA (SAMR-FMMR).

e. MACOM/installation childcare positions that are proposed for reduction must first be reviewed for reallocation/realignment to other child care/school-age care needs on the installation.

(1) If the installation does not need the spaces in child care or school-age programs, the spaces and the funding to support those spaces must be returned through the MACOM to HQDA. When the spaces pass through the MACOM, the MACOM can recommend internal MACOM redistribution to address child care/school-age care shortfalls on other installations (for example, newly constructed development centers, expanding school-age programs, and so forth).

(2) Spaces returned to HQDA will be redistributed to other MACOMs for installations requiring additional child care/school-age positions.

## **6-21. Other personnel**

a. Not all functions of TDA documented organizations are performed by personnel authorized by the TDA.

b. "Other personnel" are those individuals who contribute to the performance of the missions and functions of the organization but are not assigned to the organization.

c. Some principal sources of other personnel include:

- (1) Military casualties (personnel awaiting transfer, assignment, or discharge).
- (2) Military prisoners from Army confinement facilities. (See AR 190-47.)
- (3) Military trainees and students at Service schools and training centers.
- (4) BMM from MTOE units.
- (5) NAF personnel. See AR 215-1.
- (6) Military (troop diversion) or civilian personnel borrowed from another Army organization.
- (7) Civilian inmate labor from Federal prisons (See AR 210-35.).
- (8) Contract personnel.
- (9) Personnel from other Services or Government agencies based upon approved intraservice support agreements (ISAs).

d. The level of manpower effort (workyears) contributed by other manpower in the accomplishment of the mission and functions of the organization will be quantified and documented during manpower requirements determination studies.

## **6-22. Use of military and civilian personnel outside the Department of the Defense**

This policy includes personnel assigned within DOD but used in support of other Federal agencies or other nations. References are DOD Directive (DODD) 1000.17, DODD 7000.14-R, DFAS-IN 37-1, AR 71-32, and AR 680-29.

a. *Scope.*

(1) This paragraph concerns military and civilian employees of the Department of the Army working on a full-time basis in excess of 90 days in unclassified, individual, or unit assignments qualifying as reimbursable or nonreimbursable personnel. These provisions do not apply to classified assignments except for the reporting of the total number assigned. The Technology Management Office, OCSA, has oversight responsibility for all personnel assigned to sensitive positions with non-DOD agencies.

(2) All Army military personnel assigned to non-DOD activities unless otherwise exempted are subject to the Uniform Code of Military Justice and are attached to the U.S. Army Military District of Washington for all matters pertaining to the administration of military justice (including general courts-martial jurisdiction). This includes members of the ARNG and USAR who are not under the command of any other officer authorized to convene general courts-martial and are stationed within the geographic area of the U.S. Army Military District of Washington or are assigned or attached for duty outside HQDA.

(3) These provisions do not apply to:

(a) DA personnel exchange programs with the Department of State and U.S. Information Agency, civilian personnel assigned under the Intergovernmental Personnel Act of 1970, or active duty military personnel assigned to civil functions activities or RC and paid by appropriations other than Military Personnel, Army.

(b) Personnel paid directly from other appropriations such as National Guard Personnel, Army; Reserve Personnel, Army; and Corps of Engineers, Civil.

(c) Those DA military personnel who are assigned within the DOD for whose services the Military Personnel, Army appropriation is reimbursed from another DOD appropriation or fund. In those instances, the Office of the Secretary of the Army (SAFM-BUO-M) will establish billing procedures on a case-by-case basis.

b. *Policy.*

(1) DA personnel will be assigned to other Federal activities to perform duty on a reimbursable basis when the greater benefit of such assignment accrues to the gaining agency and on a nonreimbursable basis when the greater benefit of such an assignment accrues to the gaining agency and on a nonreimbursable basis when the greater benefit accrues to DOD or the assignment meets statutory responsibilities of DOD. Reimbursement, when applicable, will be on the basis of standard rates established in accordance with the DOD Accounting Guidance Handbook, to include permanent change of station average rates.

(2) The Executive Secretary of the DOD, through the Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD(P&R)) of the DOD will approve or disapprove all requests for full-time assignment of Army personnel to non-DOD activities. All requests, regardless of origin, will be approved by the Executive Secretary of the DOD before any actions relating to actual assignment of Army personnel outside the DOD are initiated.

(3) Commitments to include a decision on reimbursement will not be made with an agency outside DOD before approval is received.

(4) Army spaces allocated to agencies supporting non-DOD activities will be identified in TAADS as specified in AR 71-32. In addition, Army military personnel assigned to those positions will be identified as specified in AR 680-29.

(5) Military personnel will not be assigned outside DOD on their last assignment prior to mandatory retirement.

c. *Procedures.*

(1) Requests from any source for assignment of military personnel outside DOD are submitted to the Executive Secretary of the DOD. The Executive Secretary Office, forwards all Army related requests to the Assistant Secretary of the Army, Manpower and Reserve Affairs ATTN: SAMR-MBA. The OASA(M&RA) will staff with the appropriate Army Staff agency. (See table 6-2).

(2) The Army Staff coordinating offices will provide recommendations concerning approval to the OASA(M&RA). The ASA(M&RA) will provide the final Army position to the Executive Secretary of the DOD for final disposition. Requests involving the detail of civilian employees are coordinated with the Deputy Assistant Secretary of the Army (Civilian Personnel Policy), OASA(M&RA).

*d. Responsibilities and duties.*

(1) The ASA(M&RA) will—

(a) Serve as liaison between the Army and OSD.

(b) Maintain the appropriate level of authorizations to support the Outside DOD Program.

(c) Maintain copies of approved requests from the Executive Secretary.

(d) Maintain a listing of current spaces to agencies outside DOD in reimbursable and nonreimbursable categories. The listing will include unit identification code, activity description, and number of spaces by grade allocated by category (commissioned officers, warrant officers, and enlisted) by fiscal year.

(e) Submit to ASD(FMP) a semi-annual report by 31 January and 31 July of each year and conduct periodic reviews to ensure proper execution of the terms of the approved request in accordance with DODD 1000.17.

(f) Ensure that spaces allocated outside DOD are reflected in the PPBES.

(g) Staff all requests with the appropriate HQDA agencies.

(h) Act as the Army point of contact for coordinating manpower requests with Staff coordinating offices.

(i) Develop, as appropriate, changes to DA policy on the use of Army personnel in non-DOD agencies.

(j) Develop the Army position and submit approval recommendations to the Executive Secretary of the DOD.

(k) Forward all approved actions involving military personnel to AHRC with appropriate personnel data sheets.

(l) Provide to ASA(FM&C) (SAFM-BUO-M) the actual and estimated outside DOD personnel by agency for inclusion in the annual budget submission.

(m) Staff all sensitive requests for long term personnel support through the Technology Management Office.

(2) DA Coordinating Offices will:

(a) Provide an agency point of contact with telephone number to the OASA(M&RA).

(b) Establish an agency position on each request.

(c) Determine the details of the requested assignment.

(d) Provide recommendation to the OASA(M&RA).

(3) Commander, USAFMSA will—

(a) Enter approved spaces by appropriate level of detail into the Program and Budget Guidance based on guidance from OASA(M&RA).

(b) Maintain and update the Outside DOD TAADS document (W4PDAA) based on guidance from OASA(M&RA).

(4) The CDR, AHRC, will—

(a) Process requisitions against new or validated vacant requirements for assignments to positions outside DOD, as approved. If Outside DOD requests are received directly from an agency, submit those requests to OASA(M&RA).

(b) Assign military personnel in accordance with current policies, procedures, and directives to fill validated requisitions. After selection of a candidate, the personnel data sheet attached to the approval request will be returned to OASA(M&RA) ATTN: SAMR-MBA. The Judge Advocate General will assign members of the Judge Advocate General Corps.

(c) Compile RCS DD-DA&M(SA)1292 (Personnel Assigned to Full-Time Positions Outside the Department of Defense), in accordance with DOD Directive 1000.17, enclosure E2. The report will be submitted directly to the ASA(M&RA), ATTN: SAMR-MBA, to be reconciled with the Outside DOD personnel M&RA data system each quarter.

(d) Ensure that detailed personnel submit an after-action report at the completion of their tour prior to receiving orders to their next assignment. As part of the revalidation process the after action report will be forwarded ASA(-M&RA), ATTN: SAMR-MBA for submission to ASD(FMP) in accordance with DODD 1000.17.

(5) The ASA(FM&C) (SAFM-BUO-M) will—

(a) Budget for DA military personnel to be assigned outside DOD.

(b) Provide procedures, in DFAS-IN 37-1, for financial accounting of Army personnel assigned outside and within DOD on a reimbursable basis based on recommended charges.

(c) Provide accounting policy and procedures in the DFAS-IN 37-1 to ensure billing and collection of all funds, in accordance with DOD policy, for reimbursable Army personnel assigned outside DOD.

(d) Assist in the processing of letters of agreement to ensure they contain statements necessary for DA to receive reimbursements in accordance with DOD policy.



(e) Compute Military Personnel, Army costs for military personnel assigned to each agency for which the operating agency has billing responsibilities by using a schedule of standard rates including PCS charges. The operating agency will bill these agencies monthly in accordance with DFAS-IN 37-1 for reimbursable personnel assigned outside DOD.

(f) Prepare SF 1080 (Voucher for Transfers Between Appropriations and /or Funds) for each agency. Billings for officers and enlisted personnel must show separate accounting classifications and amounts. When rates are being used for the first time, a copy of the rates will be enclosed with the SF 1080.

(g) File one copy of the SF 1080 with backup. Furnish one copy of the SF 1080 to OASA(M&RA), ATTN: SAMR-MBA, with copies of supporting documents, including period billed and number of workmonths of dollars for officers and enlisted.

**Table 6-2**  
**Outside Activity and Army Staff Proponents**

<b>OUTSIDE DOD ACTIVITY</b>	
American Battle Monuments Commission	ASA(M&RA) (SAMR-MBA)
Arms Control and Disarmament Agency	DUSA (IA)
Drug Enforcement Agency	DCS, G-3/5/7 (DAMO-OD)
Energy Department	ASA(RDA)
Federal Emergency Management Agency	DCS, G-3/5/7 (DAMO-OD)
Food and Drug Administration	TSG (DASG-PTZ)
Inter-American Defense Board	DCS, G-3/5/7 (DAMO-SS)
International Development Cooperation Agency (affiliate of State Department)	DCS, G-3/5/7 (DAMO-SSM)
Department of Justice	
National Aeronautics and Space Administration	ASA(RDA)
National Defense HQ Canada	DCS, G-3/5/7 (DAMO-OD)
National Narcotics Border Interdiction System Cent	DCS, G-3/5/7 (DAMO-OD)
National Science Foundation	ASA (RDA)
Office of Management and Budget	ASA (FM)
Office of U.S. Foreign Disaster Assistance (classified)	TMO (DACS-DMP)
Presidential Support Detachment	OCSA (DACS-DMC-S))
Director of Selective Service	DCS, G-1 (DAPE-ZXR)
Department of State and Affiliates	DCS, G-3/5/7 (DAMO-SSM)
Transportation Department—FAA	DCS, G-3/5/7 (DAMO-FD)
USMOG UN/Peacekeepers	DCS, G-3/5/7 (DAMO-ODU)
Veterans Administration	DCS, G-1 (DAPE-ZX)
National Security Council	DCS, G-3/5/7 (DAMO-SSM)
Sensitive	TMO (DACS-DMP)
Others	To be determined on an individual basis

### 6-23. Command sergeants major

Submit all requests for new TDA command sergeant major (CSM) positions to USAFMSA for review and for staffing with the Sergeant Major of the Army. See paragraph 10-23 for details. Also see DA Pam 611-21 and AR 614-200.

### 6-24. Full-time support

a. The full-time support (FTS) program is intended to improve Reserve Component readiness and mobilization/deployment. The program includes all AGR and Military Technician (MT) personnel regardless of assignment and active Army (AC) personnel and Department of the Army Civilian (DAC) personnel assigned/attached to a RC unit or to one of the following headquarters elements: Office of the Chief Army Reserve (OCAR), NGB, or United States Army Reserve Command (USARC). Full-time support personnel serve in positions within DOD responsible for

organizing, administering, recruiting, instructing or training the Army National Guard and the U.S. Army Reserve. The program also provides AGR personnel to AC organizations in support of Active Component missions.

*b.* Army Regulation 135-2 (Full-Time Support Program) assigns responsibilities for identifying, planning, programming and budgeting for positions considered or identified as FTS.

## 6-25. Civilian and military equivalencies

*a.* Requirements are established through a method of workload-based measurement using the manpower requirements determination process. For example, manpower requirements for deployable units (MTOEs) are arrived at through the Manpower Requirements Criteria process as provided for in AR 71-32. Manpower requirements for TDA activities (non-deployable units) are established either through surveys, staffing guides, or the Manpower Staffing Standards System (MS-3). Once the requirements are established and the appropriate position identity defined (that is, either military or civilian occupancy), decisions concerning grade level, occupational series, pay plan, branch, functional area, areas of concentration, and military occupational specialties must be made.

*b.* Officer personnel (as opposed to positions) are assigned branches, functional areas and areas of concentration, and skills and language identifiers. Grades associated with military positions are established by regulation for standard TDA and TOE organizations and are based on the rank of the commander and the mission and size of the activity. A separate medical grade table prescribes grades in the medical field and is tied to the type and size of the medical facility. Grades for positions outside the standards of grade table are determined by such factors as organizational setting, position responsibility authority, criticality to organizational mission, skill,s and knowledge required, and the proportion of superior to subordinate positions within the organization. Commissioned officers, warrant officers, and enlisted personnel classification and grades are prescribed by DA Pam 611-21, respectively. Civilian grades, differing from the military classification system, are established based on the duties and responsibilities of the position. They are determined through application of Office of Personnel Management (OPM) Position Classification Standards and Job Grading Standards.

*c.* Given the differences in the way military and civilian positions are classified, it is not possible to equate the grades on a one-for-one basis. This section provides basic guidance on how civilian grades generally relate to military rank. Table 6-3 reflects these military/civilian relationships and is patterned after existing guidance established for specific purposes under provisions of the Geneva Conventions. This information is furnished as guidance only, not policy.

*d.* From a management perspective, being able to equate military rank to civilian grade may be helpful in the following situations:

(1) For planning purposes when preparing a military position description. Supervision of other personnel is addressed in military position descriptions. All subordinate military and civilian positions must be identified by position title. Before this information is included in the position description, it should be determined which positions are subordinate (that is, based on civilian/military equivalency) in order to establish a logical chain of command.

(2) Some work centers are staffed entirely with either military personnel or civilian employees. However, sometimes the work center requires a mix of military and civilian requirements. When making decisions about the structure and composition of the organization, it would be beneficial to have an approximation of the civilian/military equivalencies. This would assist in making prudent recommendations regarding how the organization should be structured.

*e.* Normally, the grade of officers within an organizational element and the heads of subordinate organizational elements will be at least one grade below that of the immediate supervisor. Those positions authorized a colonel will not have immediate subordinates of equal grade, with limited exceptions (see DA Pam 611-21, para 5-2). The equivalency table may be used to identify which positions could appropriately be included under the direct supervision of the military supervisor.

**Table 6-3  
Civilian and Military Equivalencies**

MILITARY GRADE GROUPS	SENIOR EXECUTIVE SERVICE	GENERAL SCHEDULE/MERIT	FEDERAL WAGE SYSTEM (FWS)
0-7 THRU 0-10	SES-1—SES-6		
06		GS/GM-15	WS-19, WS-17, WS-16, WS-15, WL-15, WS-14
05		GS/GM-13 & 14	WS-14 THRU WS-19; WL-15
04		GS-12	
CW5, 03		GS-10 & 11	WG-15, WG-14, WL-14,
02, W-4, W-3		GS-8 & GS-9	WG-13, WL-13,

**Table 6-3  
Civilian and Military Equivalencies—Continued**

MILITARY GRADE GROUPS	SENIOR EXECUTIVE SERVICE	GENERAL SCHEDULE/MERIT	FEDERAL WAGE SYSTEM (FWS)
0-1, W-1, W-2		GS-7, Interns (GS-5)	WS-13, WG-12, WL-11, WS-11, WL-10, WS-10, WL-9, WL-8, WS-8, WL-7, WL-6,
E-7 THRU E-9		GS-6	WG-11, WG-10, WG-9,
E-5 AND E-6		GS-5	WS-7, WS-6, WS-5, WL-5, WS-4, WL-4, WS-3, WL-3, WS-2, WL-2, WS-1, WL-1
E-4		GS-4	WG-8 THRU WG-1
E-1 THRU E-3		GS-1 THRU GS-3	

**Notes:**

For PEO organizations only, the following correlations are applicable: 05 = GS/GM-14; 04 = GS/GM-13; CW5, 03 = GS-11 & 12; 02, W3, W4 = GS-8, GS-7 interns; FWS column does not apply.

**6-26. Use of prisoners**

a. Prisoners, both civilian inmates in Federal Bureau of Prisons and military inmates in U.S. Disciplinary Barracks or Army Confinement Facilities, may be used as a possible source of labor to supplement the existing workforce. AR 190-47 provides guidance on the use of military prisoners in work programs. Programs which involve the use of Federal prisoners (civilian inmates) requires that a memorandum of agreement, which outlines the specifics of the inmate labor details, be negotiated between the installation and Federal Bureau of Prison officials. A request to participate in the program, as well as the proposed memorandum of agreement and an inmate labor plan governing the operation of inmate labor details, must be forwarded to the Office of the Assistant Chief of Staff for Installation Management, ATTN: DAIM-MD, for final approval by the Assistant Secretary of the Army (Installations and Environment). AR 210-35 provides guidance on the civilian inmate labor programs.

b. Title 18, United States Code, Section 4125 (18 USC 4125), prescribes the specific types of work that may be done by Federal prisoners. These services include constructing and repairing roads; clearing, maintaining, and reforesting public lands; building levees; grounds and landscaping; construction, maintenance, and demolition of buildings; custodial services; and transportation of debris to and from recycling centers. Federal prisoners are prohibited from working in recycling centers.

c. Federal inmates may not do work which interferes or conflicts with projects for which resources have been allocated or funds made available for accomplishment by contract, military, or the civilian work force, or work that can be performed within authorized personnel ceilings.

**Chapter 7  
Manpower Planning for Mobilization**

**Section I  
General**

**7-1. Overview**

This chapter provides mobilization planning guidance applicable to all Army elements responsible for manpower management. It also describes authorized changes to peacetime manpower functions and controls.

**7-2. Mobilization**

Mobilization is the process of assembling and organizing national resources in preparation for war or other emergency. It brings all or part of the Armed Forces to an advanced state of readiness. It includes assembling and organizing personnel, supplies, and materiel for active military service; activation and/or federalization of RCs; extension of terms of Federal service; and other actions necessary to convert to a posture for wartime or other emergency.

**7-3. Categories of mobilization**

There are five categories of mobilization. Generally, the magnitude of the emergency governs the level of mobilization. When authorized by law or congressional resolution and directed by the President, DOD may mobilize all or part of the Armed Forces. However, DOD is but one of the Federal agencies and departments which participate in mobilization. Concurrent with a directive to mobilize, DOD and other Federal agencies marshal national resources in order to sustain the Armed Forces.

*a. Selective mobilization.* For a domestic emergency, the President or Congress, upon special action, may order expansion of the active Armed Forces by mobilization of RC units and/or individual Reservists to deal with a situation where the Armed Forces may be required to protect life, Federal property, and functions, or to prevent disruption of Federal activities. A selective mobilization normally would not be associated with a requirement for contingency plans involving external threats to the national security.

*b. Presidential Selected Reserve Call-Up.* The President may augment the active forces by a call-up of units or individuals of the Selected Reserve up to 200,000 personnel for up to 270 days to meet the requirements of an operational mission. Congress must be notified and informed of the reasons for the call-up.

*c. Partial mobilization.* To meet the requirements of a war or other national emergency involving an external threat to national security, the Congress or the President may order augmentation of active armed forces (short of full mobilization) and mobilization of up to one million personnel of the Ready Reserve (units or individuals) for up to 24 months. The Congress can increase the numbers and duration by separate action.

*d. Full mobilization.* Full mobilization requires Congress to pass a public law or joint resolution declaring war or a national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists, and the materiel resources needed for the expanded force structure.

*e. Total mobilization.* Total mobilization involves expansion of the active Armed Forces by organizing and/or activating additional units beyond the existing approved troop basis to respond to requirements in excess of the troop basis and the mobilization of all additional resources needed, to include production facilities, to round out and sustain such forces.

*f. Responsibilities and authorities.* A discussion of responsibilities and authorities during mobilization can be found in the Army Mobilization and Operations Planning and Execution System (AMOPES) and AR 690-11.

#### **7-4. Concept of manpower planning for mobilization**

*a.* Manpower planning is an integral part of mobilization planning which, in turn, is conducted in accord with operational planning. Within DOD, the Wartime Manpower Planning System (WARMAPS) is used to compute and analyze projected wartime military and civilian manpower requirements and supply.

*b.* The AMOPES (as described in AR 500-5) is the short-range, current capability planning system for development of the Army Mobilization Plan (AMP). AMOPES provides the link between war planning and mobilization planning as directed by OSD and the Organization of the Joint Chiefs of Staff (OJCS). The principal products of AMOPES are “on the shelf” executable plans and supporting information/data bases prepared and maintained for use during national crises. This chapter provides general guidance to manpower planning; however, specific plans developed by MACOMs and agencies will be compatible with and integrated in to the AMP.

*c.* Manpower controls change significantly as the level of mobilization increases. A partial mobilization, accomplished on a gradual basis, may not cause any alteration of peacetime manpower operations. On the other hand, full mobilization to meet a sudden crisis may require that many peacetime procedures and controls be suspended immediately. After full mobilization, the continued expansion of the Armed Forces will likely encounter limitations in the national manpower pool. As demands increase, Department of Labor, OPM, and the Federal Emergency Management Agency will allocate the available civilian manpower supply. Thus, total mobilization and major hostilities will impose new manpower controls, even though funds and end-strengths may be available to support the growth of the Armed Forces. HQDA, in turn, will distribute the Army’s allocation of available manpower based upon the priorities established by OSD and OJCS.

#### **7-5. Principles of manpower planning for mobilization**

*a.* Manpower planning emphasizes full mobilization because—

- (1) The Army must be able to mobilize its full force structure rapidly to deter war or enter a major conflict.
- (2) The numerous mission, workload, functional, and utilization policy changes associated with full mobilization require thorough peacetime planning.
- (3) A sound plan for full mobilization can serve as a point of departure for total mobilization or be scaled down to identify many partial requirements.

*b.* Mobilization may differ by geographic region and command. Plans must be responsive to committed forces while retaining appropriate controls over least affected organizations and commands.

#### **7-6. Manpower planning guidance**

Military and civilian manpower requirements are developed from force structure plans and decisions, casualty replacement needs, and overall military strategy, as well as the anticipated workloads placed upon the support forces. Mobilization manpower requirements are reflected in MOBTDAs developed in accordance with AR 71-32.

*a.* Planning projections of mobilization workloads and resultant manpower requirements will consider the following:

- (1) Immediate termination or deferral, to the maximum extent feasible, of all peacetime activities not considered essential to the war effort. (See AMOPES for specific guidance.)
- (2) Disestablishment of units that have no wartime mission.

- (3) Projected workload that diminishes at any point after mobilization.
- (4) Reliance, to the maximum extent feasible within bounds of prudent risk, on host nation support that is assured.
- (5) Reliance, to the maximum extent feasible and cost beneficial, on prearranged contractor support services outside of the hostile fire area.
- (6) Continuation of services in overseas locations during wartime that are essential to the war effort. This applies to Defense contractors and civilian employees.
- (7) Disestablishment of units whose sole wartime mission is to facilitate the mobilization and deployment of units when that mission is completed.
  - b.* All wartime jobs in the theater of operations (high risk areas which are inappropriate for civilians) will be designated as military positions unless one of the conditions below exists.
    - (1) The respective host nation agrees to provide a qualified local national (either military or civilian at the host nation's discretion) to perform the job.
    - (2) The position has been designated as an emergency-essential civilian position in accordance with AR 690-11.
  - c.* Upon mobilization, all support establishment positions in CONUS will be designated as civilian unless one of the following applies:
    - (1) Military incumbency is required by law.
    - (2) Military authority or discipline is requisite to the position.
    - (3) Possession of military-unique skills or experience is essential to successful performance of assigned duties.
    - (4) Civilian skills are not available.

#### **7-7. Mobilization authorization documents**

- a.* MOBTDA reflect the manpower (and equipment) required to perform an assigned mobilization mission.
- b.* Upon issuance of an activation order by HQDA (DAMO-OD), the approved MOBTDA will replace or supplement current authorization documents. The MOBTDA will become the basis for requisitioning military manpower; the required column will constitute the hiring objective for civilians.

## **Section II.**

### **Manpower Management During Selective, Presidential Selected Reserve Call-Up, and Partial Mobilization**

#### **7-8. General**

Extensive changes to peacetime manpower procedures will be required during partial mobilization. In contrast, the limited scope of selective mobilization Presidential Call-Up may not demand any change to peacetime manpower operations. Therefore, planning for the latter will be adapted from the actions prescribed for partial mobilization. Except where noted, discussion of manpower planning and procedures in the remainder of this section is based upon partial mobilization.

#### **7-9. Planning assumptions and guidance for partial mobilization**

- a.* The initial increase to Active Army manpower will be the mobilization of RC units and individuals in accord with the AMP. The mobilization of these units and individuals is accomplished within operations and personnel administration channels and is not a manpower function.
- b.* Depending upon the extent and anticipated duration of mobilization, HQDA (SAMR-MBA) will ask OSD to provide additional civilian end-strength. Emergency legislation will be prepared by HQDA (SAMR-MBA) if required to request an increase to statutory civilian or military end-strength.
- c.* HQDA (SAMR-MBA) will provide allocations to support initial mobilization workload increases in TDA activities. The provisions of paragraph 5-9 will continue to apply.
- d.* Commanders will control mission-essential overtime to permit increased workweek lengths for entire installations or depots or for groups of employees. The required analysis of alternatives (see para 6-5c) will be waived to support mobilization workloads.
- e.* MACOMs will assist HQDA (SAMR-MBA) by—
  - (1) Stating their time-phased manpower requirements for both military and civilian personnel.
  - (2) Reporting manpower savings from discontinued activities. (This requirement is parallel to a similar requirement from HQDA (ASA(FM&C)) for offsetting dollar savings. The manpower and fund requests submitted by each MACOM must be in agreement.)

#### **7-10. Manpower procedures during partial mobilization**

- a.* The POM will continue as the basic instrument for stating Army manpower and funding requirements.
- b.* The PBG will continue to provide each MACOM with its manpower resources for the current, budget, and 5 program years. Also, the PBG will provide resources obtained by emergency legislation. It will thus provide a

continuing update of manpower authorizations and workyears for each MACOM and agency throughout the emergency.

*c.* Congressional controls on transferring funds and manpower across appropriations and major programs will continue unless emergency legislative action is taken. Therefore, up through the level of partial mobilization, MACOMs and agencies will continue to request prior HQDA approval for changes to the PBG as required by paragraph 5-3c.

*d.* Peacetime controls and procedures suspended or delegated to MACOMs and agencies are shown in section IV. Implementation of these changes is not effective until specific authority is provided by HQDA.

### **Section III**

#### **Manpower Management During Full and Total Mobilization**

##### **7-11. General**

*a.* Full mobilization may be initiated without warning (when the Armed Forces are in a peacetime readiness posture), or from a partial mobilization in anticipation of hostilities. If there is a partial mobilization beforehand, HQDA (SAMR-MBA) will adopt full mobilization manpower policies and procedures as needs develop.

*b.* Total mobilization involves an expansion of the Armed Forces beyond the approved force structure. Manpower management policies and procedures for full mobilization will also apply to total mobilization, since they represent the greatest feasible decentralization or suspension of peacetime controls.

##### **7-12. Planning assumptions and guidance for full and total mobilization**

*a.* Enactment of emergency legislation empowers the President to limit civilian employment in any industry, occupation, or labor market area or to set employment ceilings in the interest of national defense. The supply of manpower to the military services and Defense contractors will be coordinated to balance requirements for inductees and civilian workers in the industrial base. As the supply of skilled manpower becomes limited, the Defense Resource Board may establish national priorities.

*b.* WARMAPS will continue to be updated by the Services (as capability permits) and provided to OSD by HQDA (AHRC-MOC). MACOM military and civilian requirements will be subject to analysis by HQDA (SAMR-MBA).

*c.* OSD will require the Army to:

- (1) Defer manpower growth in functions not critical to the war effort.
- (2) Report deferred manpower demands (workyears by Defense Planning and Programming Category).
- (3) Report total overages and shortages of civilian manpower by skill.

*d.* OSD will direct the Services to reallocate manpower from lower to higher priority functions. Priorities will be defined initially by the Army and will consider—

- (1) The DA Master Priority List.
- (2) Joint Chiefs of Staff geographic/theater priorities based upon national or combined strategy.

*e.* The OSD will redistribute civilian skills among the military services and Defense agencies. OASA(M&RA) will redistribute Army civilian skills by directing the flow of oversea returnees and tasking CONUS movements.

*f.* Programming of manpower in the FYDP will be abbreviated. For operational theaters involved in high intensity conflict, HQDA (SAFM-BU) may suspend publication of the PBG. Programming of manpower will become a component of programming of real assets (equipment and trained personnel) to attain the planned force structure.

*g.* End-strength controls on the Army will be suspended. HQDA (SAMR-MBA) will notify each MACOM and agency of the decision of higher authorities to lift such restrictions.

*h.* Numerous peacetime programs that require military manpower will be suspended. These include:

- (1) CONUS TDA positions maintained in support of the overseas MOS rotation base.
- (2) Augmentation requirements.
- (3) Career progression and development.

*i.* MACOM commanders will—

(1) Allocate a major share of manpower management efforts to workload forecasting. The mobilization requirements model will be updated by both HQDA and CONUS MACOMs in support of this effort. For planning purposes, personnel leave assumptions are provided in table 7-1. Actual leave policies will be at the discretion of the local commander, or in accordance with AR 600-8-10, paragraph 2.

(2) Review actual workloads frequently and adjust manpower requirements and authorizations without delay.

(3) Reallocate manpower to higher priority activities. This will require a combined effort with local civilian personnel and public employment offices to obtain critical military and civilian occupational skills.

(4) Restructure jobs to reduce the need for critical skills or skill levels, both military and civilian.

(5) As necessary, change workweek for civilian personnel located at activities not in a hostile fire area to a 60 hour scheduled workweek through M+30 days. Thereafter, the workweek will be 48 hours as necessary.

(6) Delegate appropriate responsibilities to subordinate levels to ensure rapid update of manpower requirements and authorizations.

*j.* Commands within the active theater of operations will assume complete control of indirect hire and foreign national direct hire civilian manpower, since the employment of civilians with these identities is governed by theater availability, mission priorities, and agreements with host nations. Commands will continue to report to HQDA (SAMR–MBA) the number and types of civilian personnel hired.

*k.* Manpower managers at MACOM and subordinate levels will assist civilian personnel officers in the allocation of manpower by skill. Manpower managers will:

(1) Provide information extracted from TDAs (as updated) concerning numbers and locations of positions by skills or functions under limitation.

(2) Revalidate requirements for critical skills as requested through survey or workload sampling.

(3) Identify excess positions from reduced or deleted functions.

*l.* Defense contractors have the right to seek DOD assistance in defending their work force requirements and priorities during total mobilization. In peacetime, manpower managers should provide contracting officers with the same planning data used for MOBTDA preparation. This will permit inclusion of mobilization expansion requirements in contracts. Manpower managers will continue to provide planning data to contracting officers during full and total mobilization. In addition, they may assist contracting officers in validating the contract work force expansion by projecting the requirements of an in-house work force for the total mobilization workloads using either of the following:

(1) Army manpower staffing standards.

(2) Staffing guides modified to reflect the availability factors shown in table 7–1.

### 7–13. Manpower procedures during full and total mobilization

*a.* The MOBTDA will be implemented by HQDA (DAMO–OD) message.

*b.* Civilian emergency hiring authority will be provided by HQDA in accordance with AR 690–11.

*c.* During an actual emergency, HQDA (SAMR–MBA) will pass manpower priorities and deferred functions to MACOMs by the most expeditious means possible. MACOMs will be expected to document changes in priorities by reducing the authorized columns of their manning documents within 30 days of receipt to reflect deferred manpower demands.

*d.* Peacetime controls and procedures suspended or delegated to MACOMs and agencies are shown in section IV. Additional wartime tasks and controls to be assumed during full and total mobilization are shown in section IV. Implementation of these changes is not effective until specific authority is provided by HQDA.

**Table 7–1  
Personnel Leave Planning Assumptions During Full and Total Mobilization**

SUBJECT	TIME PERIOD	CHANGE
Military leave/pass	M–M+60	None except emergency.
	M+61–M+180	3–day pass only.
		Up to 15 days leave; unlimited passes.
Civilian leave	M–M+60	No annual leave or compensatory time, except emergency.
	M+61–M+180	Up to 2 weeks annual leave or compensatory time.
	M+181	Up to 3 weeks annual leave or compensatory time.

## Section IV Prepositioned Emergency Authorities

### 7–14. General

The emergency authorities contained in this chapter are arranged into the following three groups:

*a. Group A.* These actions and controls are suspended or delegated to MACOMs and separate agencies during a partial mobilization after HQDA transmits instructions to implement “Group A” emergency authorities in this chapter.

*b. Group B.* These actions and controls are suspended or delegated to MACOMs and separate agencies only after authority has been given to implement MOBTDA.

*c. Group C.* These actions will be taken only under those specific conditions described in parenthesis after each action statement.

#### **7-15. Group A**

- a.* Suspend Defense Officer Personnel Management Act controls on officer grades.
- b.* Suspend manpower survey program and submission of manpower survey schedules and reports by manpower requirements authorities.
- c.* Delegate authority for blanket approval of workweek or overtime by project without the analysis of alternatives required in chapter 6 of this regulation.
- d.* Delegate authority to establish or change officer grades O3 and above in TDA.
- e.* Delegate authority to temporarily detail military to civilian positions.
- f.* Delegate authority to establish military positions in MWR activities not governed by AR 215-1 and chapter 6 of this regulation.
- g.* Delegate authority to change grade, strength, or abolish Army Medical Department commissioned officer positions with coordination of TSG (DASG-HCM).
- h.* Delegate authority to transfer manpower allocations with funds between appropriations and major programs.
- i.* Delegate authority to change strength, grade, or abolish Judge Advocate positions.

#### **7-16. Group B**

- a.* Suspend the FYDP and the POM.
- b.* Suspend end-strength and workyear limitations.
- c.* Suspend maintenance of CONUS TDA positions in support of SIMOS/rotation base, augmentation requirements, and career progression and development.
- d.* Delegate authority to change AMHA strength within UIC or AMSCO.
- e.* Delegate authority to eliminate chaplain positions, with coordination with the Chief of Chaplains (DACH-ZA).
- f.* Delegate authority to hire to authorized levels (PSRC or partial) of the MOBTDA.
- g.* Within operational theaters only, delegate authority to the theater Army command for control of indirect hire and foreign national direct hire employment.
- h.* Delegate authority to change strength or ASI/specialty skill identifier of commissioned officer operational flying positions.
- i.* Delegate authority to convert civilian positions to military.
- j.* Delegate authority to establish SES positions.

#### **7-17. Group C**

- a.* Reallocate manpower to higher priority activities. (Army Staff or higher decision to establish priorities or defer manpower by function or location.)
- b.* Assist base operations contractors in validating their work force expansion requirements (decision to institute civil sector mobilization). Department of Labor and Federal Emergency Management Agency will provide program requirements.
- c.* Assist local public employment offices in allocation of the civilian work force by skills in order of Army priorities (decision by Department of Labor to allocate civilian labor by skill.)

## **Chapter 8**

### **Analysis and Evaluation of Manpower Management**

#### **8-1. Total Army analysis**

*a.* Biennially, the HQDA staff conducts TAA to validate the Army's warfighting requirements; determine the CS and CSS forces required to support the combat forces identified in the Defense Planning Guidance; project ammunition and resupply requirements; and calculate the associated manpower spaces needed to satisfy given scenarios. The force structure that results from the TAA forms the foundation for the next POM. Resource managers, force development managers, and manpower managers must review and evaluate this program to ensure that manpower and materiel costs do not exceed ceilings imposed by the Congress and that military manpower is available in the required grades and specialties.

*b.* Manpower managers must continually evaluate positions identified for military occupancy to ensure that force readiness is maximized. Details for position identification are contained in Chapter 3, section II, of this regulation.

#### **8-2. Total Army analysis — generating force**

- a.* The generating Force is inextricably linked to the operating force and is a driver of the Institutional Army's Title



10 mission to develop, generate and project, sustain, direct and resource the Operating Force. HQDA functionally oriented panels will be established to validate missions and validate and prioritize Generating Force requirements so that they, like the Operating Force requirements, can be fed into a Force Feasibility Review process to determine whether or not they can be manned, trained, equipped, and resourced within the Army's Program Objective Memorandum (POM). Functional Panels will consist of a Chair and Co-chair with general membership.

*b.* The functional panels will validate and prioritize Generating Force requirements and:

(1) Develop standardized structures and associated metrics in support of the functional areas of responsibility. Standardized structures will be used to identify/standardize functions associated with each organization.

(2) Identify specific requirements within the Panel to be reviewed (numbers and functions). Scope of the review must consider changes in Army requirements in both the operating and generating forces and any other factors that could contribute to mission changes.

(3) Review and provide assessments on applicable existing manpower models, studies and other estimating methodologies used to estimate Generating Force requirements. If applicable, recommend proposals to streamline functions.

*c.* Total Army analysis is a continuously changing, dynamic, evolutionary process. Therefore, guidance that addresses specific responsibilities and procedures for validating missions and validating and modifying manpower requirements for the Generating Force will be published annually.

*d.* Develop a priority list of all manpower requirements within the functional panel based on Army Campaign Plan and Technical Guidance Memorandum.

### **8-3. The Army authorization documents system review**

*a.* The document review process improves manpower management accountability and links manpower management to a common database on TDAs. Many manpower management initiatives have been undertaken to enhance the credibility of TAADS, USAFMSA, and the OASA(M&RA) agent, will enforce management policies and procedures through a formal documentation review process which covers both military and civilian positions. Analysis and feedback on TDAs is provided to the MACOM following review.

*b.* Some of the areas reviewed include:

(1) MOS/skill coding.

(2) Standards of grade (SGA) compliance.

(3) ASI coding.

(4) AMS coding.

(5) Personnel (section II) and Equipment (section II) entries match on TDAs.

(6) Organization structure guidance followed.

(7) Position management guidance followed.

(8) DCPC coding.

(9) SIMOS position coding.

(10) AMHA compliance.

*c.* Local manpower managers, force developers, and civilian personnel managers must ensure that corrections are made and updated.

### **8-4. Reports providing manpower data**

*a.* Standard Form 113-A (Monthly Report of Federal Civilian Employment). Official DA civilian employment strength figures are provided to OSD and OPM by HQDA (SFCP-PSI) on the SF 113-A. It covers all direct hire employees worldwide, including both U.S. citizen and foreign national employees. An additional attachment to the report provides information on the indirect hire foreign national strength. The Army Civilian Personnel System (ACPERS), which is the Army's official data base used for this report, is developed from information provided directly by servicing civilian personnel offices. (The National Guard Bureau maintains their own automatic data processing system for the military technician program and provides summary data that are consolidated into the total Army strength report.)

*b.* Deputy Chief of Staff, G-1 322 Report (ACPERS Monthly Command Strength Report by UIC). In addition to the SF 113-A that goes to OPM, the Civilian Personnel Management Directorate produces monthly DCS, G-1 322 reports. This report, produced from the ACPERS database, provides information on the U.S. citizen employee work force in several different formats and degrees of detail.

(1) Part 1 identifies employees by work schedules, appointments, position tenure, and ceiling category. It includes employees in nonpay status for 29 or fewer days.

(2) Part 2 has been rescinded.

(3) Parts 3 through 5 provide information by UIC, command, and servicing office number (for example, tenure group (permanent or temporary) within work schedule (full-time, part-time, intermittent); total employment, ceiling

employment, and employees exempt from ceiling strength accounting; numbers of employees in the primary pay plan groups (for example, GS, wage grades, other pay plans).

(4) Parts 6 and 7 provide data on the part-time permanent and part-time family member employees and show the effect of counting those employees as part of the total civilian employment strength.

(5) The entire report is transmitted from the Office of the Deputy Assistant Secretary of the Army (Civilian Personnel Policy) about mid-month reflecting data as of the end of the preceding month in the ACPERS database.

c. Control measures. Since ACPERS is used as the source of official information on civilian strength in the Army, the need for accuracy of information in the database cannot be overstated. Manpower managers are required to work closely with servicing civilian personnel organizations to ensure that manpower accounting figures are correct and within established guidelines where applicable.

#### **8-5. Headquarters analysis and evaluation**

a. Headquarters evaluates the use of authorized manpower from Manpower Utilization and Expense, SF 113A, and DCS, G-1 322 reports. The end-of-month actual end-strength and full-time permanent levels can be monitored by MACOM, type, or Total Army. Formal HQDA evaluation using these data is done through the Quarterly Army Performance Review (QAPR).

b. QAPR is a management tool that provides the Secretary of the Army and all senior leaders a corporate review of performance at the macro level. Managed by ASA(FM&C), it provides a forum for assessing Army mission accomplishment. The QAPR contains core and functional performance measures which assess how successfully program execution is proceeding. Core performance measures (budget execution, readiness, and personnel) and functional issues (selected by the functional official) are reviewed each quarter to provide continuity and an understanding of program trends.

#### **8-6. Major Army command analysis and evaluation**

a. MACOM commanders and heads of operating agencies will establish manpower utilization analysis and evaluation programs for their commands. All managers are responsible for the successful accomplishment of these programs. They must include the following, as a minimum:

(1) Continuing analysis, to ensure that end-strength ceilings, when applicable, are not exceeded on the last day of the fiscal year.

(2) Identification and justification of migration of funds into personnel accounts.

(3) Monitoring of overhire to ensure maximum use of budgeted personnel costs while retaining flexibility to meet fiscal year end-strength ceilings without excessive personnel turbulence.

(4) Coordination with civilian personnel officers and functional directors to ensure that civilian manpower is used throughout the year at levels that will preclude or minimize need for RIFs.

(5) Review of vacancies prior to fill to determine if:

(a) Authorizations should be reallocated to other higher priority missions.

(b) An alternate work schedule or appointment type is more efficient.

(c) The duties can be assigned to other positions.

(d) The position can be reengineered to a lower grade or abolished in order to comply with DA position management policies.

(6) Review of requirements that have not been filled by authorized manpower for 2 or more years.

(7) Review of efficiency or cost effectiveness initiatives to eliminate unnecessary manpower requirements and to achieve the most efficient use of funds.

(8) Monitoring workload trends to determine possible reallocation of spaces.

(9) Evaluation of effects of BMM on readiness of source MTOE units.

(10) Review of internal control checklists.

(11) Review of manpower execution data including strength, workyears, and civilian pay.

b. Continual coordination and cooperation with servicing civilian personnel officers, position management officers, and functional personnel will ensure that position management efforts are fully supported. Resource managers must be apprised of anticipated manpower requirements and workloads so that funds are available to meet these manpower needs.

## Chapter 9 Army Management Headquarters Activities

### Section I General

#### 9-1. Purpose

This chapter sets forth policy, procedures, and responsibilities for identifying and controlling the size and composition of Army Management Headquarters and Headquarters Support activities (AMHA). It implements DOD Directive 5100.73.

#### 9-2. Constraints

*a.* Congressional interest in and oversight of AMHA demands that it be closely monitored and managed to ensure that resources allocated to AMHA are reduced where possible and maintained at austere levels. Ceilings for AMHA will be strictly enforced.

*b.* Manpower managers must be aware that only positions associated directly with pure staff functions will be included in the TDA of the headquarters of MACOMs and major Army subcommands. Positions identified with operational functions will be reflected in MTOEs/TDAs of subordinate activities.

*c.* Staff positions include responsibility for—

- (1) Preparation, development, and direction of policies, plans, and programs.
- (2) Provisions of related guidance and supervision.

*d.* Operational positions include responsibility for implementing policies, plans, and programs.

*e.* Positions having both staff and operational duties will be delineated based on which duty requires more time.

#### 9-3. Responsibilities

*a.* The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) is designated the single manager to implement DOD guidance and coordinate matters regarding control of the number and size of AMHA and its Headquarters Support activities. The ASA(MRA), as the AMHA office of primary responsibility, will:

(1) Conduct a continuing review to ensure proper accounting of Army Management Headquarters and Headquarters Support activities.

(2) Maintain a management information system, in coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and Deputy Assistant Secretary of Defense (Administration) (DASD(A)), that identifies the number and the size of AMHA and its Headquarters Support activities.

(3) Review requests from AMHA organizations that propose to transfer functions and authorizations in AMHA to operating organizations.

(4) Establish, maintain, and ensure compliance with AMHA ceilings for the Army organizations listed in table 9-1.

(5) Prepare annual budget justification materials in the FYDP using only mission program element (PE) codes ending in "98". Activities not designated as Management Headquarters or Headquarters Support by this regulation must not use such PE codes.

(6) Prepare the annual Management Headquarters and Headquarters Support activities budget exhibit (PB-22) submitted to OSD according to the requirements of the budget cycle. The PB-22 exhibit shows previous years actuals and current year for end strength and workyears and direct obligations for those organizations listed in table 9-1. AMHA manpower resources are accounted for within the total allocation of the activity, regardless of funding sources.

(7) Oversee program adjustments to AMHA within approved Management Headquarters ceilings. Changes to "98" PEs will be made only by ASA(M&RA).

(8) Receive and staff all requests to revise the list of Army Management Headquarters and Headquarters Support Activities at table 9-1.

*b.* Heads of Army activities listed in table 9-1 must not accept or direct additional Management Headquarters workload except by accommodation within existing Management Headquarters strengths. The assignment of new missions and functions will be resourced by identifying offsetting program adjustments.

*c.* HQDA, MACOMs and heads of activities will—

(1) Review organizations within their areas of responsibility to ensure that Management Headquarters activities comply with the requirements of this regulation.

(2) Ensure that assigned and authorized strengths for headquarters activities do not exceed established ceilings.

(3) Ensure that AMHA civilian manpower is fully funded in program and budget submissions.

(4) Comply with the restrictions on the use of "98" PEs. Only authorizations which have "98" in the fifth and sixth positions of the PE code will be used in Management Headquarters and Headquarters Support activities. The "98" designated PE will not be used elsewhere.

(5) Attempt to accommodate new workloads within existing ceilings by reduction, consolidation, or elimination of lower priority programs.

## **Section II Policies**

### **9-4. Army Management Headquarters Activities organization changes**

*a.* Army Management Headquarters activities will be organized and staffed in a manner that permits the effective accomplishment of assigned responsibilities with a minimum of personnel.

*b.* Changes for Management Headquarters and Headquarters Support Activities must be coordinated with and approved by the OASA(M&RA). Commands must provide an audit trail of proposed changes.

*c.* The AMHA authorization changes must be applied to Department of the Army approved and validated requirements in TAADs documents for AMHA. Documents for AMHA will be submitted as “proponent proposed.” (See AR 71-32.)

*d.* The AMHA changes must be under MACOM authorities of program, appropriation, and funding limitations, as specified in this regulation. This applies to all types of manpower changes.

*e.* Manpower, function, and funding audit trails will be provided annually in the BES/POM submission. Failure to do so will render HQDA unable to explain changes to OSD and Congress and create a program budget disconnection rather than real world execution.

*f.* Commands may distribute their AMHA manpower between military and civilian identity within the parameters of military essentiality. However, commands must remain within their authorized totals for military and civilian identity under the overall constraints of this regulation.

### **9-5. Army Management Headquarters Activities functions**

Management Headquarters or Headquarters Support functions may not be established or transferred outside of a Management Headquarters or Headquarters Support organization to circumvent the personnel accounting and reporting provisions of this regulation.

### **9-6. Army Management Headquarters Activities accounting distortions**

*a.* Multiple authorization documents, dual-hatting, or other special personnel accounting devices must not be used to distort the true strength or structure of Management Headquarters or Headquarters Support activities.

*b.* Increases in manpower authorizations for AMHA normally will be limited to requirements associated with a new mission or function assigned by HQDA or an approved transfer of functions. Manpower requirements in excess of AMHA ceilings, based on increased workload and validated by approved manpower requirements determination processes, will be recognized but will not be authorized unless an equal and offsetting resource trade-off within the AMHA ceiling is offered by the command or HQDA approval for a change in authorizations is received.

*c.* Headquarters functions will be performed by headquarters staffs. A request for establishment of a new staff support organization to perform headquarters functions will be forwarded to HQDA (SAMR-MBA) with complete justification and rationale for not assigning such functions to the headquarters itself or to an existing staff support organization.

### **9-7. Army Management Headquarters Activities reorganization, realignment, and projections**

*a.* HQDA approval must precede the initiation of reorganization or realignment actions involving the inactivation or discontinuance of an AMHA or the elimination or transfer of management headquarters and support functions between or among units and activities. No interim action to implement reorganizations of this nature will be taken, even provisionally, until such approval is obtained. Command-proposed changes to AMHA will be fully documented and will include an audit trail by function, manpower, and funding, by appropriation, from losing to gaining activity. An internal reorganization or realignment of a specific AMHA, not involving the discontinuance or transfer of headquarters management or support functions, is excluded from the requirement. However, if changes in manpower mix occur through internal reorganization within the AMHA ceiling of an activity and net to zero, these changes will be reported to HQDA in the PPBES process to maintain a current audit trail.

*b.* Manpower projections contained in command plans developed in response to manpower guidance issued by HQDA (SAMR-MBA) will not exceed approved AMHA limitations.

## **Section III Procedures**

### **9-8. Army Management Headquarters Activities authorizations**

The AMHA authorizations will be announced to the commands in PBG documents. They will be maintained in a current status in accordance with the procedures below. Data and official documentation maintained at various levels

within DA must be accurate, consistent, and open to audit. Army budget estimates submitted to the Congress include previous year actuals and current year and budget year authorizations for end-strength and workyears and direct obligations for AMHA. The commands and their areas of AMHA responsibility, along with Resource Operating Command or Operating Agency codes, are identified in table 9-1.

*a.* Manpower ceilings for AMHA shown in the PBG include all categories of personnel authorized for AMHA, including indirect hire foreign nationals and “other” personnel recognized in approved manpower requirements determination documents. Assigned strengths of AMHA will not exceed established ceilings.

*b.* All changes or realignments that impact on the organization or functions of any AMHA will be submitted in concept plan format for approval in accordance with AR 71-32.

*c.* HQDA and MACOM reorganizations that impact on AMHA will, within the guidance provided by ASA(M&RA), address AMHA as a separate issue in the concept plans.

*d.* All proposed changes to the AMHA account will be forwarded to ASA(M&RA) with audit trail by UIC, function, and identity breakout (officer, warrant officer, enlisted, and civilian, identified as U.S. direct hire, and foreign national indirect hire). Documentation must include the funding impact of such changes by appropriation, fiscal year, and AMSCO.

#### **9-9. Removal of an Army Management Headquarters Activities from the list of controlled activities**

*a.* The justification for removal of an AMHA from the list of controlled activities must be in narrative form. The justification will specifically identify:

- (1) Functions originally performed by the organization.
- (2) Functions abolished or transferred.
- (3) Organizations that will perform transferred functions.
- (4) Organizations that will perform residual functions and new reporting relationships.
- (5) Disposition of all associated manpower resources (retained, abolished, or transferred).

*b.* The following additional documentation is required:

(1) An official organizational chart that shows the original organization of the activity and an official organizational chart that reflects the changes in organization that have caused the proposed reclassification of the activity from “management” to “operational” or from “operational” to “management.”

(2) Current job descriptions for the head of the organization or unit and key subordinates and new proposed job descriptions for the head and key subordinates of the reorganized activity, outlining changes in responsibility or function resulting from the deletion of abolished or transferred functions and, if appropriate, new reporting relationships.

(3) A copy of the General Order.

(4) A copy of the new O&M manual reflecting the change.

#### **9-10. The Army Authorization Document System documentation**

*a.* The Army Authorization Document System (TAADS) documentation for all AMHA will be submitted as “proponent proposed.” A DA Form 2028 will be submitted with the document providing an audit trail of changes 30 days prior to the close of the management of change (MOC) window.

*b.* Provisions of AR 71-32 will be followed.

### **Section IV**

#### **Manpower Actuals and Mobilization Exercise Data**

#### **9-11. Army management headquarters manpower data**

The Quarterly Report of Civilian Manpower Obligations Data contains data on actual civilian strength as of the end of the quarter including that for AMHA. The AMHA end-strength data for military personnel are discussed in Chapter 11. Actual strengths for AMHA will not exceed current approved authorized strengths. Actual strength in excess of approved AMHA strengths will be explained by identity of personnel (officer, warrant officer, enlisted, or civilian) in a memorandum to HQDA ASA(M&RA) ATTN: SAMR-MBA, 111 Army Pentagon, Washington, D. C. 20310-0111. The memorandum will include a statement of action being taken to bring actual strength in line with established authorized strengths.

#### **9-12. Mobilization exercises**

Restrictions in terms of AMHA authorized strengths are lifted to permit application of MOBTDA requirements upon mobilization and where applicable for the purpose and duration of MOB exercises. Upon termination of the MOB exercises, AMHA authorized strengths in existence at the time the restrictions were lifted will revert to their approved levels. (See chap 7.)

## **Section V**

### **Army Management Headquarters and Headquarters Support**

#### **9–13. General**

The organizational elements of the headquarters structures of the various Army Headquarters must be included or excluded from Management Headquarters accountability based on an analysis of their respective functions and the manner in which these functions are performed. A strict, Army-wide Management Headquarters comparison based on similarity of mission, title, organizational echelon, or other superficial comparison is inadequate to ensure comparability in identifying and accounting for Army Management Headquarters activities.

#### **9–14. Descriptions**

*a.* The following management and direct support functions are involved in the management of the policies, programs, and operations of HQDA and its major military units, organizations, or agencies.

(1) Management. Management policies, programs, and operations provide oversight, direction, and control by—

*(a)* Developing and issuing policies and providing policy guidance.

*(b)* Reviewing and evaluating program performance.

*(c)* Allocating and distributing resources.

*(d)* Conducting mid-range and long-range planning, programming, and budgeting.

(2) Direct support. Direct support is a professional, technical, administrative, or logistical function that is performed or provided directly to a Management Headquarters and is essential to its operation.

*(a)* It includes both staff support and operating support. Staff support consists of services such as providing policy and program analysis, or formulating policies, plans, and programs for a Management Headquarters. Included are staff extensions, agencies, centers, and other types of organizations which may be organizationally separate from the management headquarters but, nevertheless, provide it with support integral to its effective operation. Operating support consists of services such as secretarial, typing, editorial, or automatic data processing for a management headquarters.

*(b)* Direct support does not include—

1. Specific products or technical and operating type services that are provided on a DOD- or component-wide basis (such as payroll services performed by Centralized Accounting and Finance Centers.)

2. Personnel records and assignment functions performed by Military Personnel Centers.

3. Base operating support functions provided by a host unit to all tenant organizations.

*b.* Management Headquarters and Headquarters Support functions are described in more detail in paragraph 9–16, below.

#### **9–15. Identification of major Army management headquarters activities**

*a.* Major Army Management Headquarters activities will consist of—

(1) Military departmental headquarters down to and including the headquarters of the MACOMS and their equivalents. Army Departmental Headquarters include the Office of the Secretary of the Army and Army Staff, and the Office of the Chief of the National Guard Bureau.

(2) Headquarters of operational military forces down to and including headquarters of the combatant commands, the primary component command headquarters of the military services with the Combatant Commands.

(3) Direct reporting units, field activities and agencies, operating activities and agencies, or other organizations reporting to a headquarters listed above in this paragraph if they provide direct support integral to the operation of the headquarters or a staff element of the headquarters. This includes a constituent element of a larger organization if the element provides direct support and reports to a major Army management headquarters activity for operational supervision and tasking. As used in this context, the term constituent element refers to a subordinate unit of an organization, such as a staff office, directorate, division, branch, section, detachment, or squadron. Such organizations, or their constituent elements, shall normally be designated as major Army management headquarters activities if:

*(a)* Their primary mission is to support one or more major Army management headquarters activities

*(b)* They would no longer be required if the major Army management headquarters activity (or activities) which they support were to be disestablished.

*(c)* They are collocated with a major Army management headquarters activity and their personnel are physically or operationally intermingled with the staff or support elements of the activity.

*b.* Army management headquarters organizations currently identified as major Army activities are listed in table 9–1 of this directive.

*c.* In fulfillment of U.S. international commitments, the Army provides military and civilian personnel to serve in International Military Headquarters that are responsible for multi-national combat, peacekeeping, humanitarian, and other missions requiring the use of combined military forces. These headquarters are not part of the Army's internal

management or command structure and, therefore, are not categorized as major Army management headquarters activities.

## 9–16. Functional areas

The following functional areas must be considered when identifying Management Headquarters and Headquarters Support activities and when accounting for their personnel resources. It is to be used together with the functional and identification criteria contained in this chapter.

*a. Acquisition.* Management of programs through which equipment, facilities, and services are planned, designed, developed, acquired, maintained, and disposed of throughout the Department of the Army, as well as acquisition services provided directly to a Management Headquarters activity. This includes, but is not limited to, functions performed by the Acquisition Executives and Army Program Executive Officers.

*b. Administration.* (For Information Management, refer to AR 25–1). Management of administrative communications, records management (documentation), publication, and reproduction programs, visual information, data automation, and telecommunications services, as well as correspondence, publications, and reproduction services provided directly to a Management Headquarters activity.

(1) *Administrative communications.* The coordination, processing, and distribution of correspondence and general service messages.

(2) *Documentation (records management).* Creation, maintenance, and disposition of documents, document storage, and retrieval systems and equipment.

(3) *Publications.* Manuscript preparation and writer–editor services, design, coordination, indexing, distribution, and periodic review of forms and publications; authentication and distribution of administrative orders; and establishment and maintenance of technical libraries for a Management Headquarters activity.

(4) *Reproduction.* Printing, duplication, and copying services.

*c. Audiovisual.* Management of photographic, television, audiovisual, graphic arts programs, as well as visual information services provided directly to a Management Headquarters activity.

*d. Audit.* Management of audit programs, including the development and establishment of audit objectives, policies, plans, and standards.

*e. Command.* Functions performed by the head of a Management Headquarters activity and the immediate staff, such as the deputy head, chief of staff, executive and special assistants, advisers, aides, stewards, secretaries, protocol personnel, and others performing similar functions.

*f. Cost analysis.* Preparation of estimates of development, investment, and operating costs of programs, equipment, and systems, and the collection, validation, and analysis of related cost data for a Management Headquarters activity when these functions are not counted under one of the other headings in this section.

*g. Data automation.* Management of data standardization, equipment selection, and utilization programs, including establishment of policy for systems and satellite data processing units, as well as automatic data processing support provided directly to a Management Headquarters activity.

*h. Engineering and construction.* Management of engineering programs, including criteria and design development and review, and the functional and technical review of construction and major repair projects, as well as engineering and construction services provided directly to a Management Headquarters activity.

*i. Environmental sciences.* Management of environmental sciences programs, including oceanographic and meteorological programs, as well as weather services provided directly to a Management Headquarters activity.

*j. Facilities.* Management of real estate, facilities, and civil engineering or public works programs, as well as facility services provided directly to a Management Headquarters activity.

*k. Financial management.* Management of budget, accounting and finance, internal review, and related financial management programs, as well as financial management services provided directly to a Management Headquarters activity.

(1) *Accounting and finance.* Development and direction of accounting and finance systems and services.

(2) *Budget.* Budget formulation, presentation, and execution; funding control and evaluation; budget analysis; and the furnishing of budgetary advice and guidance.

(3) *Internal review.* Review of command systems, procedures, and internal control.

*l. Historical affairs.* Management of historical writing, research, studies, analyses, and heraldry programs, as well as the provision of historical or heraldry services directly to a Management Headquarters activity.

*m. Information and public affairs.* Management of internal and public information and community relations programs as well as information and public affairs services provided directly to a Management Headquarters activity.

*n. Inspection and evaluation.* Inspection and evaluation of subordinate organizational echelons to ensure their readiness, effectiveness, and adequacy of operations to perform assigned missions, as well as provision for permanent members of inspection teams supporting a Management Headquarters activity.

*o. Intelligence.* Management of intelligence collection, analysis, production, and evaluation programs, as well as intelligence services provided directly to a Management Headquarters activity.

*p. Legal affairs.* Management of legal and legislative programs, as well as legal services provided directly to a Management Headquarters activity.

*q. Logistics.* Management of supply, maintenance, transportation, procurement, production, and materiel programs, as well as supply, maintenance, and transportation services provided directly to a Management Headquarters activity.

(1) *Supply and Services.* Supply programs and service functions, such as clothing sales, mortuary, laundry, dry-cleaning, and food service.

(2) *Maintenance.* Equipment maintenance programs, as well as permanent members of standardization and evaluation teams supporting a Management Headquarters activity.

(3) *Transportation.* Military and commercial air, sea, and surface transportation programs, motor vehicle management, and logistic transportation planning and control.

(4) *Materiel management.* Logistic support of specified weapon and nonweapon systems, equipment, and commodities from delivery through disposal.

(5) *Procurement and production.* Procurement and production management for the acquisition of weapons systems, equipment, materiel, and services.

*r. Management analysis.* Development and presentation of integrated analyses and control data for the management of the principal missions and objectives of an organization when these functions are not counted under one of the other headings in this chapter.

*s. Management engineering.* Analysis of systems, procedures, organizations, methods, and techniques for the management and control of an organization's programs and activities, and the development and maintenance of work measurement systems when these functions are not counted under one of the other headings in this chapter.

*t. Manpower and organization.* Allocation and control of an organization's structures, manpower resources, and grade authorizations, and evaluation of manpower utilization, as well as permanent members of manpower and organization survey teams supporting a Management Headquarters activity.

*u. Medical services.* Management of medical and health care programs, as well as medical services provided directly to a Management Headquarters activity.

*v. Operations.* Development and analysis of strategic, defensive, and tactical operations, including operational readiness, planning and requirements, standardization, evaluation, training, and command and control, as well as command and control services provided directly to a Management Headquarters activity.

*w. Operations analysis.* Development of mathematical and scientific studies of operation programs, or analysis of the operational mix of weapons, equipment, and tactics, and strategy for a Management Headquarters activity.

*x. Personnel.* Management of civilian and military personnel programs (such as staffing, career development, position classification, pay management, employee and labor relations, incentive awards, and benefits), special services programs (such as welfare and recreation programs), and social action programs (such as race relations, equal opportunity, equal employment opportunity, and drug and alcohol abuse), as well as personnel services provided directly to a Management Headquarters activity.

*y. Policy, plans, and programming.* Formulation, coordination, and development of plans, policies, and programming actions, when these functions are not counted under one of the other headings in this section.

*z. Religious affairs.* Management of religious affairs, counseling, and related morale and welfare activities.

*aa. Research and development.* Management of basic and developmental research, test, and engineering programs.

*bb. Reserve affairs.* Management of reserve forces programs. (National Guard and Reserve personnel serving on active duty under Title 10, United States Code, 175(a)(9), 12310, 3019(b), 3033(h), 8019(b), 8033(h), and Title 32, United States Code, 708 are included but will be counted separately from other active duty military personnel).

*cc. Safety.* Management of safety programs, such as flight, industrial, missile, nuclear, explosive, driver, systems, and surface and subsurface safety, as well as safety services provided directly to a Management Headquarters activity.

*dd. Security.* Management of physical, personnel, information, and communications security programs, as well as security and police or guard services provided directly to a Management Headquarters activity.

*ee. Telecommunications.* Management of communications programs, as well as electronic-communications services provided directly to a Management Headquarters activity.

*ff. Training and education.* Management of training and educational programs and related matters, such as educational research, evaluation, curriculum development, and review.

*gg. Unit administration.* Direct support functions of the headquarters units of a Management Headquarters activity, such as the administration of punitive authority, unit supply preparation, maintenance of duty rosters, and maintenance of unit records.



**Table 9-1  
List of Army Management Headquarters and Headquarters Support Activities including Unified and International Commands**

<b>United States Army Headquarters</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W00EAA	221	Office of the Secretary of the Army
W00FAA	221	Office of the Under Secretary of the Army
W31SAA	221	Office of the ASA (Civil Works)
W4P0AA	221	Office of the ASA (Installations, Logistics and Environment)
W00GAA	221	Office of the ASA (Financial Management & Comptroller)
W00SAA	221	Office of the ASA (Manpower & Reserve Affairs)
W1B0AA	221	Office of the ASA (Research, Development, and Acquisition)
<b>Army Secretariat (SA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W1YMAA	221	Office of the General Counsel
W1BYAA	221	Office of the Chief of Legislative Liaison
W1BZAA	221	Office of the Chief of Public Affairs
W4EBAA	221	Office of Small and Disadvantaged Business Utilization
W4NJAA	221	Office of the Director of Information Systems for Command, Control, Communications, and Computers
W0Z6AA	221	Office of the Inspector General
W1YSAA	221	Office of the Administrative Assistant to the Secretary of the Army
W4ZUAA	221	Office of the Auditor General Army Staff (CS) (Includes National Guard Bureau Headquarters Army Element) UIC ROC ACTIVITY
W0ZUAA	224	Office of the Chief of Staff
W0ZZAA	224	Office of the Deputy Chief of Staff for Personnel
W0Z1AA	224	Office of the Deputy Chief of Staff for Intelligence
W0Z2AA	224	Office of the Deputy Chief of Staff for Operations and Plans
W0Z3AA	224	Office of the Deputy Chief of Staff for Logistics
W089AA	224	Office of the Assistant Chief of Staff for Installation Management
W0Z4AA	224	Office of the Chief, Army Reserve
W0Z7AA	224	Office of The Judge Advocate General
W00CAA	224	Office of the Chief of Chaplains
W00LAA	224	Office of The Surgeon General
W00MAA	224	Office of the Chief of Engineers
W00QAA	224	Office of the Chief of the National Guard Bureau
<b>Departmental Support (SS)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W4M7AA	226	U.S. Army Information Management Support Agency
W467AA	226	U.S. Army Environmental Policy Institute
W241AA	227	U.S. Army Command and Control Support Agency
W3WCAA	227	U.S. Army Concepts Analysis Agency Functional Commands Major Army Commands (MACOMS)
<b>U.S. Army Materiel Command (AMC) (X1)</b>		

**Table 9-1  
List of Army Management Headquarters and Headquarters Support Activities including Unified and International Commands—Continued**

<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
WOGWAA	6A1	HQ AMC
W0V4AA	6A1	Installation and Service Activity (HQ)
W2GJAA	6A1	Inspector General Activity (HQ)
W46EAA	6A1	Logistic Support Element (HQ)
W05FAA	6A1	International Cooperative Program Activity(HQ)
W40HAA	6A1	Intelligence & Technology Security Activity(HQ)
<b>AMC Major Subordinate Commands*</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W4MMAA	6A1	HQ U.S. Army Industrial Operations Command(IOC)
W4GVAA	6A1	HQ U.S. Army Communications & Electronics Command (CECOM)
W262AA	6A1	HQ U.S. Army Research Laboratory (ARL)
W0H9AA	6A1	HQ U.S. Army Missile Command (MICOM)
W4GGAA	6A1	HQ U.S. Army Tank Automotive & Armaments Command (TACOM)
W4MLAA	6A1	HQ U.S. Army Chemical, Biological Defense Command (CBDCOM)
<b>U.S. Army Intelligence and Security Command (INSCOM) (AS)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W00YAA	251	HQ INSCOM
<b>U.S. Army Medical Command (MEDCOM) (MC)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W3VYAA	741	HQ MEDCOM
<b>U.S. Army Military District of Washington (MDW) (MW)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W0GVAA	401	HQ MDW
<b>U.S. Army Training and Doctrine Command (TRADOC) (TC)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W3YTAA	571	HQ TRADOC
W06QAA	578	USA Recruiting Command USAREC/TRADOC
<b>US Army Corps of Engineers (USACE) (CE)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W0JVAA	081	HQ USACE
<b>U.S. Army Acquisition Executive Support Agency (AE)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W27PAA	5X1	USA AAESA
W27P01	5D1	PEO Intel & Elec Warfare
W27P02	5E1	PEO Aviation
W27P03	5F1	PEO Command Control Systems
W27P06	5Q1	PEO Missile Defense
W27P07	5L1	PEO Tactical Missiles

**Table 9-1**  
**List of Army Management Headquarters and Headquarters Support Activities including Unified and International Commands—Continued**

W27P10	5R3	PEO Armored System Modern
W27P11	5T1	PEO STAMIS
<b>U.S. Army Forces Command (FORSCOM) (FC)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W3YBAA	761	HQ FORSCOM
WATGAA	761	HQ 3d ARMY
WATG98	761	HQ 3d ARMY Augmentation
<b>U.S. Army Reserve Command (USARC) (HR)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W47AAA	241	HQ USARC
<b>U.S. Army Criminal Investigation Command (USACIDC) (CB)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W3KPAA	211	HQ USACIDC
<b>U.S. Army Space Command (USASPACECOM) (SC)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W4XQAA	362	HQ USA SPACECOM
<b>U.S. Military Traffic Management Command (MTMC) (MT)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W0QFAA	351	HQ MTMC
<b>EIGHTH U.S. ARMY (EUSA) (P8)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
WATMAA	781	HQ EUSA
WATM99	781	HQ EUSA (AUGMENTATION)
<b>U.S. ARMY, EUROPE/SEVENTH ARMY (USAREUR/7A) (E1)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
WATLAA	891	HQ USAREUR/7A
WATL99	891	HQ USAREUR/7A (AUGMENTATION)
<b>U.S. ARMY, PACIFIC (USARPAC) (P1)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W32FAA	821	HQ USARPAC
<b>U.S. ARMY, SOUTH (USARSO) (SU)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W0ALAA	841	HQ USARSO
<b>International Military Headquarters North American Air Defense Command (NORAD) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W4U9AA	ZNJ	USA Elm (NORAD)

**Table 9-1**  
**List of Army Management Headquarters and Headquarters Support Activities including Unified and International Commands—Continued**

<b>North Atlantic Treaty Organization (NATO) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W0VXAA	892	International Military Activities
<b>Allied Command Atlantic (ACLANT) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W099AA	ZKB	HQ Supreme Allied Command, Atlantic (SACLANT)
W3LGAA	ZL3	USA Elm Regional Operating Ctr (ROCLANT)
W47UAA	ZL3	USA Elm CINC Iberian Atlantic Area(CINCIBERLANT)
<b>Allied Command Europe (J1)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W1NBAA	894	USA Elm Supreme HQ, Allied Powers Europe (SHAPE)
W2HZAA	ZM8	USA Elm Allied Forces Northern Europe (AFNORTH)
W2HXAA	898	USA Elm Allied Forces Southern Europe (AFSOUTH)
W2HWAA	894	USA Elm Allied Forces Central Europe (AFCENT)
W4F4AA	ZI7	Multi-Svc Electronic Warfare Spt Grp (MEWSG)
<b>United Nations Command, Korea (UNC)/Combined Forces Command (CFC), Korea (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W4DPAA	785	USA Elm HQ UNC/CFC Unified Commands
<b>U.S. Atlantic Command (USACOM) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W09ZAA	ZK4	USA Elm HQ U. S. Atlantic Command (USACOM)
W090AA	ZK5	USA Elm U.S. Forces, Azores
W091AA	ZK6	USA Elm HQ Icelandic Defense Forces
W45YAA	ZK4	USA Elm U. S. Caribbean Regional Operations Ctr
W40KAA	ZK4	USA Elm USACOM Special Activities
W3LXAA	767	Joint Task Force FORSCOM
<b>U.S. Central Command (USCENTCOM) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W4FGAA	ZME	USA Elm HQ Central Command (CENTCOM)
<b>U.S. European Command (USEUCOM) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W092AA	941	USA Elm HQ USEUCOM
<b>U.S. Pacific Command (USPACOM) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W093AA	ZK7	USA Elm HQ PACOM
W094AA	ZK8	USA Elm HQ US Forces Japan
W095AA	787	USA Elm U.S. Forces Korea/EUSA
W45PAA	ZK7	USA Elm Alaska Command

**Table 9-1****List of Army Management Headquarters and Headquarters Support Activities including Unified and International Commands—Continued**

<b>U.S. Southern Command (USSOUTHCOM) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W096AA	861	USA Elm HQ USSOUTHCOM
<b>U.S. Space Command (USSPACECOM) (JA)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W3BMAA	ZNH	USA Elm USSPACECOM
<b>U.S. Transportation Command (JA &amp; DF)</b>		
<b>UIC</b>	<b>ROC</b>	<b>ACTIVITY</b>
W45HAA	ZNN	USA Elm USTRANSCOM Joint Intell Ctr (JA)
W3LBAA	481	USA Elm HQ USTRANSCOM (DF)
W06YAA	482	USA Elm JT TRANS Corporate Info Mgt Ctr (DF)

Notes:

\*Appropriate Organizational Elements only in accordance with paragraph 9-15b.

## **Chapter 10**

### **Documentation Changes Requiring Prior Headquarters Approval**

#### **Section I**

#### **Introduction**

##### **10-1. General**

- a.* This chapter gives procedures for obtaining HQDA approval to do the following:
- (1) Streamline the approval of document changes.
  - (2) Eliminate delays in use of proponent-proposed documents.
- b.* Since changes directed by HQDA are already approved, submission under these procedures is not required. The DA directive will be cited as authority for the directed change.

##### **10-2. Change requests**

- a.* The Army Authorization Document System (TAADS) proponents must submit requests for approval of actions discussed in paragraphs 10-3 through 10-23 by letter to the action office given in table 10-1. Request will be coordinated by USAFMSA with the policy proponent in table 10-1.
- b.* The MTOE documents will be built at USAFMSA in accordance with AR 71-32. Requirements documents, published in the CTU, provide the base for MTOEs. Any deviation from the CTU requires a request for exception to MTOE standardization prior to TAADS documentation per AR 71-32 unless HQDA has already approved an exception.
- c.* A change request should allow an analyst who is unfamiliar with the unit and the local conditions to understand the rationale for the proposed action. An explanation of the mission and functions of a newly formed element, the estimated workload, and the reason for the work being performed within the specific organizational element must be included. When organizational realignments result in functions and requirements being moved, information concerning the new and old organizational elements should be provided. Organization charts and diagrams can be used to clarify the reasons for the proposal. Army directives, previously obtained approvals, and approved manpower requirements determination reports may be adequate justification. The information must provide a clear, well-organized, and concise basis for approval of the request.
- d.* Paragraphs 10-3 through 10-24 outline specific information required and the references for each case in requesting changes to TDA documents. The following information is required in all cases:
- (1) Document number, UIC, command control number (to which the change will be applied), paragraph and line numbers, and duty location.

(2) Grade, personnel occupational specialty code (POSC), or position requirements code, ASI, language identification code, and title of positions involved.

## **Section II**

### **Tables of Distribution and Allowances**

#### **10-3. Establishment or change of officer positions (requirements and authorizations) in grade 0-3 and above not in accordance with grade authorization tables, staffing guides, or base tables of organization and equipment**

*a. Sources of information.*

- (1) AR 71-32.
- (2) DA Pam 611-21.
- (3) Appropriate staffing guide.

*b. Narrative justification.*

(1) Explain why unusual circumstances require deviation from standards of grade shown in DA Pam 611-21 or staffing guides. Use factors shown in DA Pam 611-21.

(2) Explain why a change to the grade standards is not appropriate.

(3) All requests for exceptions to the standard of grade guidance in MTOE and TDA will include a same grade or higher grade trade-off position that is within the same military personnel category. Requests will be submitted through the respective personnel proponent office for both the gaining and losing skill identifier (AOC/MOS) to HQDA, USAFMSA, for coordination with ARSTAF elements and approval by ODCS, G-1 or its agent.

#### **10-4. Establish positions for, or change officer positions to, 05 and 06 in tables of distribution and allowances**

*a. Sources of information.*

- (1) AR 71-32.
- (2) AR 611-1.
- (3) DA Pam 611-21.

*b. Narrative justification.*

(1) Explain why the position has to be military.

(2) Explain why a grade change is required.

(3) Identify trade-off position that will be downgraded to remain within the objective, or explain why a trade-off cannot be accomplished.

#### **10-5. Establishment or change of enlisted positions in tables of distribution and allowances not according to standards of grade authorization**

*a. Sources of information.*

- (1) AR 71-32.
- (2) DA Pam 611-21.
- (3) AR 611-1.

*b. Narrative justification.*

(1) Explain why unusual circumstances require deviation from standards of grade authorization (SGAs) shown in DA Pam 611-21.

(2) Explain why a change to the SGA in DA Pam 611-21 is not more appropriate.

(3) Provide a detailed description of the duties the incumbent must perform. Highlight the differences between the performance required in the applicable position and those expected in accordance with DA Pam 611-21.

(4) Reference related actions requiring HQDA approval, if any.

#### **10-6. Establish positions for, or change enlisted position to, E8 or E9 in tables of distribution and allowances**

*a. Sources of information.*

- (1) AR 71-32.
- (2) AR 611-1.
- (3) DA Pam 611-21.

*b. Narrative justification.*

(1) Explain why the position has to be military.

(2) Explain why a grade change is required.

(3) Identify trade-off position that will be downgraded to remain within the objective, or explain why a trade-off cannot be accomplished.

**10-7. Mass change of enlisted personnel occupational specialty code (other than Headquarters-directed) for more than 50 positions**

*a. Sources of information.*

- (1) AR 71-32.
- (2) DA Pam 611-21.

*b. Narrative justification.*

- (1) Explain why submission of a concept plan as outlined in AR 71-32 is not appropriate.
- (2) State objectives accomplished by such action and the effect of not making the change.
- (3) Describe change in mission and workload which makes this action necessary.
- (4) Discuss applicability of proposed change to other organizations, elements, or activities.
- (5) Summarize other requests for exception submitted, based on this type of action, during the past 2 years.

*c. Supporting documents.*

- (1) Applicable portion of current MTOE/TDA.
- (2) Applicable portion of proposed MTOE/TDA.

**10-8. Change of personnel occupational specialty code for warrant officers not directed by Headquarters (requirements and authorizations)**

*a. Sources of information.*

- (1) AR 71-32.
- (2) DA Pam 611-21.
- (3) AR 40-1 for Army Medical Department POSC.

*b. Narrative justification.*

- (1) Provide data required by DA Pam 611-21 to specify actual duties and qualification required.
- (2) For Army Medical Department POSC, provide the following:
  - (a) Impact on readiness.
  - (b) Rationale for proposed change.
  - (c) Functional responsibility of new position.
  - (d) Training requirements.

*c. Supporting documents.*

- (1) Army directives (such as PBG, U.S. Army Operational Readiness Analysis (OMNIBUS), and TAA).
- (2) Approved manpower requirements determination studies.
- (3) Previously obtained approvals (approved changes to medical officer letter).

**10-9. Change of grade, establishment, or elimination of chaplain positions**

*a. Sources of information.*

- (1) AR 165-1.
- (2) AR 71-32.
- (3) AR 600-3.
- (4) DA Pam 611-21.

*b. Narrative justification.*

(1) If a grade change, explain why the grade change is appropriate to the position and mission requirements. Use grade authorization factors and position specifications in DA Pam 611-21. Specifically indicate supervisory responsibilities and controls, prior experience required, and scope of religious support responsibilities.

(2) If a strength increase, indicate mission increase, authority for increase, religious support shortfalls, and resulting effect on troop readiness and staff support.

(3) If a strength decrease or elimination, explain.

(a) Circumstances which require decrease or elimination.

(b) Net effect of decrease or elimination in terms of impact on religious support missions performed by chaplains or unit ministry teams (for example, unit, denominational, or area religious coverage) described in AR 165-1 and FM 1-05.

(c) Other proposed decrease or elimination pending HQDA approval, if any.

(d) Identify chaplain section or unit ministry team section that will absorb the religious support mission.

**10–10. Change of strength, additional skill identifier, or language identification code of foreign area officer positions**

*a. Sources of information.*

- (1) AR 71–32.
- (2) DA Pam 611–21.

*b. Narrative justification.*

- (1) Identify reasons change is required. Cite change to mission, workload, or organization.
- (2) Justification should include the anticipated effective date. It also should discuss why a later effective date is not desirable (if indeed it is not).

**10–11. Change of grade, establishment, or elimination of judge advocate commissioned officer positions**

*a. Sources of information.*

- (1) AR 27–1.
- (2) AR 27–10.
- (3) AR 27–20.
- (4) AR 71–32.
- (5) DA Pam 611–21.
- (6) HQDA Letter–Command Grade Ceilings.

*b. Narrative justification.*

(1) If a grade change, explain why the grade change is appropriate to the position. Use grade authorization factors and position specifications in DA Pam 611–21. Specifically indicate supervisory responsibilities and controls, prior experience required, and scope of decision–making authority.

(2) If a strength increase, indicate mission increase and identify backlog and resulting effect on troop readiness and staff support.

(3) If a strength decrease, indicate mission decrease or identify Staff Judge Advocate office that will absorb mission.

*c. Supporting documents.*

- (1) Job description.
- (2) Approved manpower requirements determination studies.
- (3) Organization charts.
- (4) Organization and functions manual extracts.

**10–12. Change of strength or grade of Army Medical Department commissioned officer positions**

*a. Sources of information.*

- (1) AR 40–1.
- (2) AR 71–32.
- (3) DA Pam 611–21.

*b. Narrative justification. Cite all of the following:*

- (1) Impact on readiness.
- (2) Rationale for proposed change.
- (3) Functional responsibility of new position.
- (4) Training requirements.
- (5) Effect on command Army Medical Department ceiling

*c. Supporting documents.*

- (1) Army directives (such as Army regulations, TAA, OMNIBUS, and PBG).
- (2) Mission change (hospital closure or curtailment of services).
- (3) Approved manpower survey reports.
- (4) Previously obtained approvals.

**10–13. Change of personnel authorization in Reserve component tables of distribution and allowances not in accordance with Reserve component policy**

*a. Sources of information.*

- (1) AR 71–32.
- (2) AR 140–1.
- (3) DA Pam 611–21.

*b. Narrative justification.*

(1) Explain the circumstances that require the change. Analyze the benefits to be gained from the change and the effects of not making the change.



- (2) Indicate Army-wide impact, if any.
- (3) Provide other information deemed necessary.

#### **10-14. Change of officer grades in Reserve component tables of distribution and allowances**

##### *a. Sources of information.*

- (1) AR 71-32.
- (2) AR 140-1.
- (3) DA Pam 611-21.

##### *b. Narrative justification.*

- (1) Explain why the grade or PSC is appropriate to the position. Grade authorization factors and position specifications found in DA Pam 611-21 should be used.
- (2) Justify any required exception to the SGA found in DA Pam 611-21.
- (3) Discuss why the current grade or PSC is inadequate.
- (4) Provide other information as deemed necessary.

#### **10-15. Conversion of civilian positions to military**

##### *a. Sources of information.*

- (1) AR 71-32.
- (2) Chapter 3 of this regulation.

##### *b. Narrative justification.*

- (1) State UIC, command control number, paragraph and line number, civilian grade, and title of the civilian position for which conversion is requested.
- (2) Provide grade, AOC/MOS, and title of the proposed military position.
- (3) Cite subparagraph of this regulation under the provisions of which conversion is requested. Explain how the subparagraph applies.
- (4) When organizational realignments result in functions and personnel being moved, care must be taken that position conversions are recognized. In these situations, requests for approval of conversion should be accompanied by information concerning functions of the new and old organizational elements.
- (5) In the event the conversion request is based on the nonavailability of civilian skills at required locations, summarize recruiting efforts made since the position became vacant.
- (6) In every case where a civilian currently occupies the position, the conversion must not adversely affect the incumbent. The request submission must include an explanation to this effect.

##### *c. Supporting documents.*

- (1) Approved job description for the civilian position to be converted.
- (2) Job description for the proposed military position.
- (3) If the civilian position to be converted is occupied, a copy of the job description of the position to which the civilian employee is to be moved. State whether the reassignment will be voluntary or directed by management.
- (4) In the event that the request includes a trade-off (for example, concurrent conversion of a military position to civilian is planned), details of this offset should be provided.

#### **10-16. Change of strength or personnel requirements code of commissioned officer operational or nonoperational flying positions**

##### *a. Sources of information.*

- (1) AR 71-32.
- (2) DA Pam 611-21.

*b. Narrative justification.* Changes to position requirements or creation of new positions. Requests to make changes to commissioned officer aviator positions or to create new positions will contain the following information:

- (1) TDA UIC and command control number (CCNUM) or TOE/MTOE UIC and CCNUM.
- (2) Paragraph and line number of the appropriate authorization document.
- (3) Name, grade, and social security number of the officer (if the position is currently occupied).
- (4) Complete position requirement code.
- (5) Duty description.
- (6) Projection of hours to be flown, type of aircraft, location where flying will be performed, and organization to which the aircraft is assigned. (This applies to requests for operational flying positions only.)
- (7) For operational flying positions, explain why a nonoperational flying position would not suffice and explain what changes have occurred to the duty description that now require the performance of flying duties. For nonoperational flying positions, justify the requirement for aviation experience. To convert an operational flying position to nonoperational flying, explain why the duties of the position no longer require the performance of flying duties.

*c. Temporary operational flying request.* Requests for commissioned officer aviators who occupy nonoperational flying positions (grades 05 and below) to perform temporary operational flying duties will be submitted through command channels and will contain the following information:

- (1) Name, grade, and social security number of the officer.
- (2) The nature of the mission and justification why other operational aviators within the command cannot be used to meet the requirement.
- (3) The proposed duration of the requirement. (Duration will not exceed 90 days, but must be more than 15 days in a 1 month period.) If the request is approved, the serving personnel office will—
  - (a) Prepare orders.
  - (b) Notify the finance and accounting office (FAO) of temporary authorization. Orders provided to the FAO will state initiation date of entitlement to Aviation Career Incentive Pay (ACIP). Orders will also include a termination date of not later than 90 days beyond the date of initiation.
  - (c) Withdraw monthly authorization, where applicable, when the program is completed if the completion date is sooner than the termination date in the authorizing order. (This does not apply to commissioned officers entitled to continuous ACIP.)
  - (d) Send completed DA Form 759 and DA Form 759-1 (Individual Flight Record and Flight Certificate-Army) to addresses specified in AR 95-1, table 1-1.

*d. Limited cockpit duty.* These officers (grades 06 and general officer) will submit an annual request to the appropriate MACOM commander, head of Joint or Defense activity, Director of the Army Staff, head of the Army Staff agency, or Chief, National Guard Bureau for approval. Justification in these requests should be consistent with the policy considerations of paragraph 6-15. Information copies of the approved request will be sent to HQDA (DAPE-PRP), Washington, D.C. 20310-0300, and USAHRC (AHRC-OPA-CV), Alexandria, VA 22332-0400.

**10-17. Increase in proponent's demand on Headquarters for officer grades 0-3 and above in Active Army tables of distribution and allowances, not in accordance with current guidance (authorizations only)**

*a. Sources of information.*

- (1) AR 71-32.
- (2) DA Pam 611-21.
- (3) HQDA PBG concerning command grade ceiling.

*b. Narrative justification.*

- (1) Explain why the grade or position specialty code (PSC) is appropriate to the position. Grade authorization factors and position specifications are found in DA Pam 611-21.
- (2) If an exception from the grade standards prescribed in DA Pam 611-21 is required, this should be clearly addressed and justified.
- (3) If this is an upgrade, discuss the inadequacy of the current grade or PSC.

**10-18. Any net Army Management Headquarters Activities manpower authorization increase within unit identifier code by identity and Army management structure code**

*a. Sources of information.*

- (1) AR 71-32.
- (2) DODD 5100.73.

*b. Narrative justification.* See chapter 9.

**10-19. Increase in proponent's demand on Department of the Army for total personnel in controlled position specialty code or personnel occupational specialty code as identified by current Department of the Army guidance**

*a. Sources of information.*

- (1) AR 71-32.
- (2) Current DA letter or circular guidance.

*b. Narrative justification.*

- (1) State objectives accomplished by this action and the effect of not making the change.
- (2) Describe change in mission and workload that necessitates this action.
- (3) Discuss applicability of the proposed change to other organizations, elements, or activities.
- (4) Summarize other requests for exception submitted during the past 2 years.

**10-20. Removal of a position from support of the Space Imbalanced Military Occupational Specialty Rotation Base Program**

*a. Sources of information.*

(1) AR 71–32.

(2) Current HQDA guidance on stabilization of the rotation base.

*b. Narrative justification.* In accordance with requirements set forth in the current rotation base letter, CONUS MACOM commanders are required to protect SIMOS and other specified MOS positions within their TDAs. Requests for removal of any of these positions must contain the following information:

(1) Action taken to protect position at specific installation.

(2) Action taken to protect position elsewhere within the MACOM.

(3) Other action taken to accommodate position within MACOM resources.

(4) Justification for no longer needing a particular position.

**10–21. Establishment or change of identity code of a position or positions based upon privacy requirements or as an exception to the Direct Combat Position Code**

*a. Sources of information.*

(1) AR 71–32.

(2) DA Pam 611–21.

(6) Chapter 6 of this regulation.

*b. Narrative justification.*

(1) State UIC, effective date, command and control number, SRC, paragraph and line number, as applicable, of the position for which exception is requested.

(2) Provide grade, MOS, present identity code, and proposed identity code of the position.

(3) Cite paragraph of this regulation under which exception is requested. Explain how the paragraph applies.

(4) Requests for TOE or TDA exceptions to identity coding of documents required by DCPC and references must include complete rationale and conclusive arguments. They must contain MACOM comment on desirability for inclusion of exception in like MTOE or TDA assigned to MACOM.

(5) Requests for male or female privacy positions must address shift and relief requirements as well as duties.

(6) All requests will be staffed through the school doctrinal proponent and then through U.S. Army Training and Doctrine Command prior to submission to USAFMSA. USAFMSA will forward to DAPE–MPS for final approval. Proponent comments and recommendations will be included with request.

**10–22. Establishment of new tables of distribution and allowances command sergeant major positions**

*a. Sources of information.*

(1) DA Pam 611–21.

(2) AR 614–200.

(3) Chapter 6 of this regulation.

*b. Narrative justification.*

(1) Explain why establishment of a new CSM position is necessary. Use grade authorization factors and position specifications in DA Pam 611–21.

(2) State whether establishment of the CSM position meets criteria in AR 614–200.

**Table 10–1  
ARMY STAFF COORDINATION**

PARA-GRAPH	FUNCTION AREA	POLICY PROPONENT	ACTION OFFICE
10–3	03 & above exception to grade	OASA(M&RA)	USAFMSA
10–4	Established or change 05 & 06 military grade in TDA	DAPE–PRP ATNC–MOS	USAFMSA
10–5	Enlisted exceptions to SGA	ATZI–NOT OASA(M&RA)	USAFMSA
10–6	Establish or change E8 & E9 in TDA	DAPE–PRP ATNC–MOS	USAFMSA
10–7	Mass change of enlisted POSC	ATZI–NOT DAPE–MP	USAFMSA
10–8	Warrant officer POSC	TAPC–ATZI	USAFMSA
10–9	Chaplains	TAPC–ATZI	USAFMSA

**Table 10-1**  
**ARMY STAFF COORDINATION—Continued**

PARA-GRAPH	FUNCTION AREA	POLICY PROPONENT	ACTION OFFICE
10-10	Foreign area officer	SAMO-SSF	USAFMSA
10-11	Judge Advocate officer	DAJA-PT	USAFMSA
10-12	AMEDD commissioned officer	DASG-HCM	USAFMSA
10-13	RC policy	DAA-OTF	USAFMSA
10-14	Officer grade in RC TDA	DAAR-OTF	USAFMSA
10-15	Civilian to military conversions	OASA(M&RA)	USAFMSA
10-16	Commissioned officer flying conversions	DAPE-PRP	DAPE-PRP
10-17	O3 and above exceptions to current guidance	OASA(M&RA)	SAMR-MBA
10-18	AMHA strength	OASA(M&RA)	SAMR-MBA
10-19	Controlled POSC	DAPE-MP	USAFMSA
10-20	Reduce SIMOS support positions	DAPE-MPD	USAFMSA
10-21	Interchangeable and male/female positions	DAPE-MPS	USAFMSA
10-22	Establish new TDA Command Sergeant Major positions	OASA(M&RA) DACS-DM	USAFMSA

## **Chapter 11** **Reporting Military Actual Strength in the Budget (RCS CSGPA-1697)**

### **Section I** **General**

#### **11-1. Report purpose**

*a.* The Army is required to submit year-end actual military strength in each President's Budget and Defense Manpower Requirements Report (DMRR). Military execution data, reported via Standard Installation Division Personnel System (SIDPERS), has only UIC level of detail and is therefore insufficient to satisfy budget detail requirements.

*b.* RCS CSGPA-1697 is the current reporting mechanism for MACOMs to append resource operating code (ROC), AMSCO, and MDEP to the SIDPERS actuals file. Table 11-1 defines MACOM responsibilities (by ROC and CMD CODE) for this report.

*c.* RCS CSGPA-1697 is critical to HQDA's budget submission and reports to Congress. SAMR-MBA is the HQDA POC for reporting actual military strength for budget preparation. MACOMS are notified by memorandum of data call requirements and suspenses. MACOMS are required to comply with the data call and suspenses. This report, submitted in Schedule 8 format, is extremely time sensitive; budget detail must be provided to meet budget production schedules.

#### **11-2. Report responsibilities**

*a.* MACOM commanders designated in table 11-1 are responsible for reporting the end of the fiscal year actual military strength by AMSCO and MDEP for their assigned TDA and MTOE units. Table 11-1 provides the ROCs for which commands or agencies are responsible for consolidating report data. Even though commands/agencies are responsible for data consolidation, data must be separately reported for each individual ROC.

*b.* OASA(M&RA) (SAMR-MBA) is the DA proponent for year-end military actuals. This encompasses notifying MACOMs of report requirements and suspenses, and providing the necessary data sources for MACOMs to complete their RCS CSGPA-1697 report.

#### **11-3. Data sources**

*a.* USAFMSA will prepare a Structure and Manpower Allocation System (SAMAS) report for each MACOM. This report will have the last authorized fiscal year budget at detail level (that is, UIC, AMSCO, and MDEP). MACOMs should use this report as a basis for year-end comparison and as a source of budget detail.

*b.* HQ AHRC (PERSINS-D) will produce a SIDPERS data report for each MACOM of year-end military strength from Military Personnel Assigned to Units File. MACOMs are to correct the UIC data as necessary and to append MDEP and AMSCO detail.

#### **11-4. Security classification**

- a. Reports will normally be unclassified unless they provide command totals for National Foreign Intelligence Program (NFIP) AMSCO or subprograms.
- b. For security classification guidance, consult the latest HQDA Command Budget Instructions.
- c. Clearly mark all classified disks and papers with the highest level of classification.
- d. Commands that cannot prepare disks and provide appropriate security in either processing or storage may submit a hard copy text of classified AMSCO.

### **Section II**

#### **Report Process and Submission**

#### **11-5. Frequency**

RCS CSGPA-1697 is to be prepared and submitted annually, generally within 45 days following the end of the fiscal year.

#### **11-6. Process and due dates**

- a. *HQDA.*
  - (1) SAMR-MBA will notify MACOMs via memorandum of the data call and suspense prior to the end of the fiscal year.
  - (2) USAFMSA (MOFI-ZC-SAM) will prepare SAMAS budget reports by ROC for the fiscal year just concluded on disk and forward this data to the SAMR-MBA for distribution.
  - (3) DAPE-PRS will furnish year-end strength figures of personnel assigned to commands (Face-Space Report) to SAMR-MBA not later than 30 October. SAMR-MBA will use this report as the control position for reviewing and validating military end strengths by command.
  - (4) DAPE-PRS will provide official Army Individual Account Strengths (Trainees, Transients, Holdees, and Students,) (TTHS) and Cadets to SAMR-MBA not later than 30 October.
  - (5) HQ AHRC (PERSINS-D) provides year-end military strength tape to SAMR-MBA not later than 30 October. Tape is provided to MOFI-ZC-SAM for report preparation.
  - (6) SAMR-MBA will provide MACOMs with budget detail and military actuals reports not later than 30 October.
- b. *MACOMs.* Within 15 working days of receipt of HQDA reports, MACOMs will prepare and submit to SAMR-MBA their completed RCS CSGPA-1697 reports.

### **Section III**

#### **Report Preparation and Specific Responsibilities**

#### **11-7. Format submission**

Develop command and agency data on any commercial application software that can create American Standard Code for Information Interchange (ASCII) files. The HQDA preferred acceptance format is ASCII on floppy disk with hard copy. Record layout for tape files is at figure 11-1.

- a. Record layout may be received via e-mail with disk/tape and hard copy follow-up. Agencies reporting less than 25 lines may submit in hard copy only in format as listed in figure 11-1.
- b. The second preferred acceptable format is dBASE III/IV in the record layout at figure 11-1. No other software format will be accepted.

#### **11-8. Preparation instructions**

- a. The ASA(M&RA) (SAMR-MBA) will—
  - (1) Prepare, edit, and verify the manpower data submitted to OSD, as well as prescribe and direct Army data collection.
  - (2) Ensure total strengths in this report match the official strengths of the Army by identity and command.
  - (3) Ensure Army Management Structure Code data are current.
  - (4) Obtain ROC/ASSIGNMENT/Summary ROC/UIC/MDEP/AMSCO tables from SAMAS files in staff coordination with USAFMSA (MOFI-ZC-SAM).
- b. USAFMSA will—
  - (1) Assist in maintaining these tables for joint and defense units. Strength data for Joint/Defense and MTOE units will be obtained from PERSINSCOM ASQL-ASM-C and annotated with the required budget data.
  - (2) Upload data received and process against SAMAS for editing and report production.
- c. PERSINSCOM will produce a tape of end strength by UIC.
- d. Commanders of MACOMs and separate agencies designated in table 11-1 will—

(1) Report the actual military strengths of their units as of the end of the fiscal year to ASA(M&RA), ATTN: SAMR-MBA, 111 Army Pentagon, Washington, DC 20310-0111.

(2) Assist in correcting the data files and in resolving questions from members of the Army Staff or OSD concerning program strengths.

*e.* TDA units will report their TDA strength as of 30 September by ROC, military identity, AMSCO, MDEP, and UIC to their command/agency.

(1) Only personnel assigned to units will be reported. Figures for prisoners, patients, transients, and students, and trainees will be captured from HQDA reports.

(2) Unit strength totals submitted for the end of the fiscal year in the TDA feeder report must match unit totals reported for the end of the fiscal year in SIDPERS.

(3) Army Management Headquarters Activity (AMHA) actual strength in excess of approved Program Budget Guidance ceiling will be explained in the memorandum of transmittal forwarding the tape or disk to ASA(M&RA), ATTN: SAMR-MBA, 111 Army Pentagon, Washington, DC 20310-0111.

(4) Explanation of any AMHA overages must include a statement of actions being taken to bring the actual strength in line with established ceilings.

(5) The level of edit for AMSCO will be the same as the current Manpower Addendum to the PBG. MDEP data must be current as of the latest PBG.

*f.* MTOE and select TDA units. Aggregate strength data by UIC and other data added from tables to build a data file. This data file will be interfaced with SAMAS for editing and report production.

**Table 11-1  
MACOM Responsibilities**

Resource	Operating	Assignment	
Agency	Code	Code	Command/Agency
08	081	CE	U.S. Army Corps of Engineers
17	U.S. Military Academy Consolidation		
	171	MA	U.S. Military Academy
18	National Guard Bureau Consolidation		
	1A1		PM RCAS
	181	GB	National
21	211	CB	U.S. Army Criminal Investigation Command
22	OSA Consolidation		
	22A	JA	OSA Joint Agencies
	22B	MP	U.S. Army Human Resources Command
	22E	SE	ODCS, G-3/5/7 Field Operating Activities
	22K	SE	OACSIM Field Operating Activities
	221	SA	Office, Secretary of the Army
	222	SB	OSA Field Operating Activities
	223	SJ	OSA Joint/DOD Activities
	224	CS	Chief of Staff Activities
	225	SE	CSA Field Operating Activities
	226	SS	Secretary Support Staff Activities
	227	SS	CSA Support Staff Activities
	228		U.S. Army Audit Agency
	229	SE	The Judge Advocate General FOA
23	AR-PERCEN Consolidation		
	231	SF	U.S. Army Reserve Personnel Command
	234	SF	NCESGR

**Table 11-1  
MACOM Responsibilities—Continued**

Resource	Operating	Assignment	
Agency	Code	Code	Command/Agency
24	241	HR	U.S. Army Reserve Command
25	INSCOM Consolidation		
	161	AS	U.S. Army Support to National Security Agency
28	281	JA	National Defense University
35	351	MT	Military Traffic Management Command
36	362	SC	U.S. Army Strategic Defense Command
40	401	MW	U.S. Army Military District Of Washington
41	411	SF	U.S. Army Operational Test and Evaluation Command
50	Special Operations Command Consolidation		
	50C	SP	Headquarters DA SOF Management
	50E	SP	PEO Aviation SOF
	50X	DJ	FTS Units, USASOC
	501	SP	U.S. Army Special Operations Command
	503	DJ	U.S. SOCCOM
	504	SP	JFK Special Warfare Training Center
	505	DJ	U.S. Army Element, Theater SCOs
	506	SP	U.S. Army Special Operating Agency
	507	DJ	U.S. Army Element, Joint Comm Unit
	508	DJ	U.S. Army Element, Joint Special Operations Command
	509	DJ	Special Operations Support Element
5X	PEO Consolidation		
	5D1	AE	PEO Intelligence & Electronic Warfare
	5E1	AE	PEO Aviation
	5F1	AE	PEO Command & Control Systems
	5H1	AE	PEO Field Artillery Systems
	5J1	AE	PEO Tactical Wheeled Vehicles
	5L1	AE	PEO Tactical Missiles
	5M1	AE	PEO Communications
	5Q1	AE	PEO Missile Defense
	5S1	AE	PEO Armored Systems Mod
	5T1	AE	PEO STAMMIS
	5V1	AE	PEO Unmanned Aerial Vehicle
	5X1	AE	AAESA
	5Y1	AE	Joint Program Office for Biological Defense
	5Z1	AE	Chemical Demilitarization
57	TRADOC Consolidation		
	571	TC	U.S. Army Training and Doctrine Command
	572	SF	Judge Advocate General School
	574	SF	U.S. Army War College
	575	TC	Technical Assist Field Teams/Engr Tech Svc Specialist (TAFT/ETSS Teams)

**Table 11-1  
MACOM Responsibilities—Continued**

Resource	Operating	Assignment	
Agency	Code	Code	Command/Agency
	576	JA	Joint Warfighting Center
	577	TM	U.S. Army Military Entrance Processing Command
	578	TC	U.S. Army Recruiting Command
6A	AMC Consolidation		
	6A1	X1	U.S. Army Material Command
	6A3	JA	Defense Systems Management College
	6A4	SB	Command Systems Integration Office
74	741	MC	U.S. Army Medical Command
	FORSCOM Consolidation		
	76A	FS	Army Signal Command
	761	FC	U.S. Army Forces Command
	767	JA	U.S. Army Element Forces Command
	769	FZ	AC to RC Support
78	EUSA Consolidation		
	781	P8	Eighth, U.S. Army
	784	JA	USFCS Korea Support Activities
	785	JA	HQ UNC/ROC CFC
	786	P8	Korea Special Forces
	787	JA	HQ, U.S. Forces, Korea / 8th Army
82	USARPAC Consolidation		
	821	P1	U.S. Army Pacific
	822	P1	Alaskan Forces
	823	P1	Japan Forces
	824	JA	U.S. Army Element, Stars and Stripes
84	841	SU	U.S. Army South
86	SOUTHCOM Consolidation		
	861	JA	US SOUTHCOM
	862	JA	US SOUTHCOM Region Security Assistance
89	USAREUR Consolidation		
	891	E1	U.S. Army Europe & 7th Army
	892	JA	International Military Activities
	894	J1	SHAPE Headquarters
	898	J1	USA Element SHAPE
94	EUCOM Consolidation		
	941	JA	U.S. Army European Command
	942	JA	EUCOM Security Assistance Group
	946	JA	EUCOM Joint Intelligence Center (JIC)
	947	JA	EUCOM National Military Rep SHAPE
	949	JA	EUCOM/NATO Training Activity



FIELD	FIELD NAME	WIDTH	
1.	Record type (RECTYPE)	2	
2.	Resource organization code (ROC)	3	
3.	MDEP (MDEP)	4	
4.	Resource code (RC)	4	
5.	Army program element (APE)	10	
6.	Memo (MEMO)	1	
7.	Budget obligation (BO)	1	
8.	Treasury code (TC)	4	
9.	Civilian type (CTYPE)	3	
10.	Unit Identification Code (UIC)	6	
11.	Issue number	8	
12.	Action type	1	
13.	Start year (STARTYR)	1	
14.	Year 1 *YEAR 1	8	
15.	Year 2 *Year 2	8	
16.	Year 3 *YEAR 3	8	
17.	Year 4 *YEAR 4	8	
18.	Year 5 *YEAR 5	8	
19.	Year 6 *YEAR 6	8	
20.	Year 7 *YEAR 7	8	
21.	Year 8 *YEAR 8	8	
22.	Year 9 *YEAR 9	8	
23.	Classified this command CTC)	1	
24.	Classified W/CMD (CWOC)	1	
25.	Reimbursing command (REIMC)	2	
26.	Source of reimbursement (REIMS)	2	
27.	Blank	22	
28.	Remarks (RMK)	50	
	TOTAL	200	

Figure 11-1. Record Format for Schedule 8

- 
- 1.RECTYPE = Record type. This field must always have "S8".
  - 2.ROC = Resource organization code. This field must contain the submitting ROC only.
  - 3.MDEP = Management decision package. This field will contain MDEP only.
  - 4.RC = Resource code. This field will only contain the resource code for military as listed below:
    - AAOF = Active Army officer
    - AAWO = Active Army warrant officer
    - AAEN = Active Army enlisted
  - 5.APE = Army program element (DFAS Manual 37-10-XX code). This field describes the mission by identifying organizational entities and resources (manpower and appropriation) needed to perform assigned mission.
  - 6.MEMO = Memo. For the purpose of reporting the military actuals, this field will be left blank.
  - 7.BO = Budget obligation. This field indicates that the Schedule 8 represents resources for manpower by using a "4" in the BO field.
  - 8.TC = Treasury code. This field will always contain "2010" (Military Personnel, Army).
  - 9.CTYPE = Civilian type. For the purpose of reporting military actuals this field will be left blank.
  - 10.UIC = Unit identification code. This uniquely identifies each unit of the Active Army, Army National Guard and Army Reserve. For a list of valid UIC codes see: Active Army Troop List (U); Reserve Components Troop Basis of the Army (U); Annex I, Army National Guard Unit Program; and Annex II, USA Reserve Unit Allocations.
  - 11.ISSUE NO = Issue. For the purpose of reporting military actuals this field will be left blank.
  - 12.ATYPE = Action type. This field will always contain "6" (within major budget activities (within command)).
  - 13.STARTYR = Start year. This field will always contain the last position of the FY for prior year (example "5" for 1995).

Figure 11-2. Schedule 8 Data Element Definitions

---

- 
- 14.YR1 = Year 1. This field will always contain "0".
- 15.YR2 = Year 2. This field will contain the FY 1996 military actual strength.
- 16.YR3 = Year 3. This field will always contain "0".
- 17.YR4 = Year 4. This field will always contain "0".
- 18.YR5 = Year 5. This field will always contain "0".
- 19.YR6 = Year 6. This field will always contain "0".
- 20.YR7 = Year 7. This field will always contain "0".
- 21.YR8 = Year 8. This field will always contain "0".
- 22.YR9 = Year 9. This field will always contain "0".
- 23.CTC = Classified this command. This field will always be left blank.
- 24.CWOC = Classified with this command. This field will always be left blank.
- 25.REIMC = Reimbursing command. This field will always be left blank.
- 26.REIMS = Source of reimbursement. For the purpose of the FY 1996 military actuals this field will always contain "DIR".
- 27.BLANK = Blank. This field will always be left blank.
- 28.RMKS = Remarks. For the purpose of reporting the military actuals, remarks should read "FY (current year) Military Actuals".

Figure 11-2. Schedule 8 Data Element Definitions-continued

---

## Chapter 12

### Secretary of the Army Awards for Improving Manpower and Force Management

#### 12-1. Purpose

This chapter—

- a. Establishes criteria for the Secretary of the Army awards for encouraging and rewarding improvements in manpower and force management in the Total Army.
- b. Sets forth procedures for preparing and submitting nominations.
- c. Assigns responsibility for administering the program to the Headquarters, Department of the Army (HQDA) Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA(M&RA)).

#### 12-2. Award categories

- a. There are five awards as shown below.
  - (1) Superior Performance in Manpower and Force Management.
  - (2) Organizational Excellence in Manpower and Force Management.

- (3) Distinguished Service in Manpower and Force Management.
  - (4) General Lesley McNair Award for an essay written by a manpower and force management analyst.
  - (5) General Mark Clark Award presented to the outstanding manpower and force management intern graduate.
- b.* Except for the Organizational Excellence Award, the remainder of the awards are individual awards. This does not preclude more than one individual being recommended because he or she collaborated in the event for which they as a group (less than a complete organization) are being nominated.

### **12-3. Objectives**

These awards are designed to recognize the following:

- a.* Outstanding manpower and force management program that most effectively assures the optimum efficient use and design of the military and civilian force.
- b.* Outstanding manpower and force management organization whose program or project has contributed to improved resource management through innovative problem solving.
- c.* Outstanding manpower project saving resources or implementing significant change.
- d.* Outstanding ideas and concepts dealing with the solution to significant manpower problems.
- e.* Outstanding manpower and force management intern who has demonstrated exceptional development of skills, exceptional dedication, and exceptional accomplishments.

### **12-4. Eligibility**

- a.* Civilian and military employees are eligible to compete in the following categories:
  - (1) Superior Performance in Manpower and Force Management. Any Army manpower and force management program at any level of command may be nominated for this award. The award will be presented to the action officer that manages the program.
  - (2) Organizational Excellence in Manpower and Force Management. Any Army manpower/force management organization at division level (or equivalent) or higher may be nominated for this award. The award will be presented to the chief of the organization.
  - (3) Distinguished Service in Manpower and Force Management. Any Army manpower and force management project at any level of command may be nominated for this award. The award will be presented to the action officer who led the project.
  - (4) General Lesley McNair Award for an outstanding essay. Any Army manpower and force management analyst may submit an essay.
- b.* Civilian employees only may compete for the following category: General Mark Clark Award for the outstanding intern graduate. Any Army manpower and force management intern graduate may be nominated by his or her mentor.

### **12-5. Criteria**

An Army employee nominated for the following awards (for the period 1 June through 31 May) must meet the indicated criteria:

- a.* Superior Performance Award in Manpower and Force Management for an outstanding program.
  - (1) Technical considerations.
    - (a)* Maintains an accurate database of minimum essential manpower and equipment requirements developed and documented in accordance with this regulation.
    - (b)* Develops allocation decisions in analysis of sound manpower data including, but not limited to, validated requirements, historical utilization, workload trends, performance or mission erosion, dollar availability, and viable alternatives such as overtime, special duty, use of labor saving equipment, contracting, and temporary hires.
    - (c)* Presents manpower and force management recommendations to commanders that are imaginative and supported by sound analysis that is well documented in study formats.
    - (d)* Manages force structure changes in a proactive manner; gives commander and staff advance knowledge of significant changes in equipment and organization.
    - (e)* Administers the documentation process in a manner that is accurate and on time, assuring the efficient delivery of personnel and equipment.
    - (f)* Identifies installation impact of force structure changes.
    - (g)* Identifies, quantifies, and translates into formal program actions the manpower or equipment implication of future mission changes, assuring adequate communications through program management, comptroller, personnel, and manpower channels.
    - (h)* Significantly reduces the manpower requirements associated with given missions or workloads.
    - (i)* Capable of exportation to the Total Army as a guide for efficient use of total manpower.
  - (2) Program development considerations.
    - (a)* Trains analysts to improve the program capabilities through formal schooling, job rotations, and developmental job assignments.

- (b) Develops or utilizes key sets of data or information to perform analysis and to document in studies.
- (c) Contributes to developing solutions to generalized manpower and force management problems and to improving the overall quality of manpower and force management.
- b. Organizational Excellence in Manpower and Force Management. Technical and program development considerations are the same as for those of the Manpower and Force Management Superior Performance Award.
- c. Distinguished Service in Manpower and Force Management for an Outstanding Project.
  - (1) The project substantially reduced manpower and force management requirements to accomplish a given mission or workload.
  - (2) The project successfully implemented a substantial manpower and force management change for which failure presented a significant risk for a major Army mission.
- d. The General Lesley McNair Award for an outstanding essay written by a careerist. The essay makes a substantial contribution to the understanding of a significant manpower and force management problem and describes the solution to that problem. The essay should be between 1,000 and 10,000 words.
- e. The General Mark Clark Award for the outstanding manpower and force management intern graduate.
  - (1) The intern should have successfully completed the major phases of a challenging training plan demonstrating exceptional progress in the development of manpower analysis skills. Particularly important are the demonstrated use of verbal and quantitative skills.
  - (2) The intern should have demonstrated considerable dedication, accomplishing projects in spite of short time frame and technical difficulty.
  - (3) The intern should have completed projects which represented significant levels of performance and which represented “final products.”

#### **12-6. Preparing nominations**

- a. Nominations will be made on DA Form 1256 (Incentive Award Nomination and Approval). See AR 672-20.
- b. A narrative justification will be prepared to document the nomination. Specific examples of what has been done to further the manpower and force management improvement effort must be included. The justification will be attached to DA Form 1256. These examples must directly address the criteria as stated in paragraph 6.
  - (1) Nominations for the award for Superior Performance in Manpower and Force Management must be made by the chief of the manpower and force management organization that manages the program.
  - (2) Nominations for the award for Organizational Excellence in Manpower and Force Management must be made by commanding officers or major Army commanders or staff directors of at least the rank of colonel.
  - (3) Nominations for the award for Distinguished service in Manpower and Force Management must be made by the chief of the manpower and force management organization that conducted the project.
  - (4) Nominations for the General Lesley McNair Award for an outstanding essay written by a manpower and force management analyst may be submitted by any supervisor in the analyst’s chain of command
  - (5) Nominations for the General Mark Clark Award to the outstanding manpower and force management intern must be submitted by the intern’s official mentor or manpower and force management chief.

#### **12-7. Submitting nominations**

- a. Heads of HQDA agencies and commanders of major Army commands (MACOMs) must submit their nominations for the award period (1 June through 31 May) to HQDA (SAMR-FMMR), Washington, D.C. 20310-0111, no later than the third Monday in October.
- b. Nominations will be forwarded through command channels and approved at HQDA.
- c. The original and six copies of DA Form 1256 and all supporting documents (including a proposed citation) will be submitted for each nomination.

#### **12-8. Selection and notification procedures**

- a. The nominations will be screened by a panel composed of one representative from each of the following:
  - (1) Office of the Administrative Assistant to the Secretary of the Army.
  - (2) Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs).
  - (3) Office of the Deputy Chief of Staff for Operations and Plans, Force Programs Directorate.
  - (4) Two MACOM representatives from the manpower and force management functional area.
- b. The panel, chaired by the ASA(M&RA) representative, will select the top three nominees for each award. Panel recommendations will be sent to the Assistant Secretary of the Army (Manpower and Reserve Affairs) for forwarding to the Secretary of the Army for approval. Winners will receive an engraved plaque forwarded from this headquarters through their command channels. Commanders are encouraged to present the plaque to the recipient in an appropriate local ceremony.
- c. Each organizational element or person chosen as a runner-up will receive a certificate of Achievement. The OASA(M&RA) will notify the runners-up and prepare and issue the certificates.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 5-20**

Competitive Sourcing Program. (Cited in paras 1-8, 6-12, and 6-19.)

#### **AR 71-11**

Total Army Analysis (TAA). (Cited in para 2-2.)

#### **AR 71-32**

Force Development and Documentation-Consolidated Policies. Cited in paras 1-7, 4-2, 4-4, 4-7, 4-11, 5-8, 6-13, 6-14, 6-22, 6-25, 7-6, 9-4, 9-8, 9-10, 10-2, 10-3, 10-4, 10-5, 10-6, 10-7, 10-8, 10-9, 10-10, 10-11, 10-12, 10-13, 10-14, 10-15, 10-16, 10-17, 10-18, 10-19, 10-20, and 10-21.)

#### **AR 95-1**

Flight Regulations. (Cited in para 6-14 and 10-16.)

#### **AR 135-2**

Army National Guard (ARNG) and U.S. Army Reserve (USAR) Full-Time Support (FTS) Program. (Cited in para 6-24.)

#### **AR 140-1**

Mission, Organization, and Training. (Cited in paras 10-13 and 10-14.)

#### **AR 140-315**

Employment and Utilization of U.S. Army Reserve Military Technicians. (Cited in para 6-7.)

#### **AR 215-1**

Morale, Welfare and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in paras 4-9, 6-20, 6-21, and 7-15.)

#### **AR 215-3**

Nonappropriated Funds Personnel Policy. (Cited in para 5-21.)

#### **AR 570-5**

Manpower Staffing Standards System. (Cited in paras 14-9 and 4-12.)

#### **AR 690-11**

Use and Management of Civilian Personnel in Support of Military Contingency Operations. (Cited in paras 7-3 and 7-13.)

#### **DA Pam 570-5**

The Army Functional Dictionary-Manpower. (Cited in paras 4-12.)

#### **DODD 1000.17**

Detail of DOD Personnel to Duty Outside of the Department of Defense. (Cited in para 6-22.) (Available at [www.dtic.mil.whs.directives](http://www.dtic.mil.whs.directives).)

#### **DODD 5100.73**

DOD Management Headquarters and Headquarters Support Activities. (Cited in para 9-5.)

#### **FM 100-22**

Installation Management. (Cited in para 1-7.)

### **Section II Related Publications**

A related publication is additional information. The user does not have to read it to understand this regulation.

**AR 5-1**

Total Army Quality Management.

**AR 5-4**

Department of the Army Productivity Improvement Program (DAMRIP).

**AR 20-1**

Inspector General Activities and Procedures.

**AR 25-1**

Army Knowledge Management and Information Technology Management.

**AR 27-1**

Judge Advocate Legal Services.

**AR 27-10**

Military Justice.

**AR 27-20**

Claims.

**AR 40-1**

Composition, Mission, and Functions of the Army Medical Department.

**AR 75-15**

Policy for Explosive Ordnance Disposal.

**AR 165-1**

Chaplain Activities in the United States Army.

**AR 190-47**

The Army Corrections System.

**AR 210-35**

Civilian Inmate Labor Program.

**AR 220-1**

Unit Status Reporting.

**AR 415-32**

Engineer Troop Unit Construction in Connection with Training Activities.

**AR 500-5**

Army Mobilization.

**AR 525-13**

Antiterrorism.

**AR 570-7**

Manpower and Equipment Control for Equipment Survey Program.

**AR 600-3**

The Army Personnel Proponent System.

**AR 600-20**

Army Command Policy.

**AR 600-8-10**

Leaves and Passes.

**AR 601–280**

Army Retention Program.

**AR 602–2**

Manpower and Personnel Integration (MANPRINT) in the System Acquisition Process.

**AR 614–200**

Enlisted Assignment and Utilization Management.

**AR 672–20**

Incentive Awards.

**AR 680–29**

Military Personnel, Organization and Type of Transaction Codes.

**AR 690–300**

Employment (Civilian Personnel).

**AR 690–300, Chapter 340**

Other Than Full–Time Career Employment (Part–Time, Seasonal, On–Call and Intermittent).

**AR 690–900, Chapter 920**

Civilian Personnel, Senior Executive Service.

**AR 690–990–2**

Hours of Duty, Pay and Leave, Annotated.

**AR 750–32**

Airdrop, Parachute Recovery, and Aircraft Personnel Escape Systems.

**DA Pam 5–20**

Commercial Activities Study Guide.

**DA Pam 570–5**

The Army Functional Dictionary–Manpower.

**DA Pam 600–8**

Management and Administrative Procedures.

**DA Pam 611–21**

Manual of Warrant Officer Military Occupational Specialties.

**DFAS–IN 37–1**

Financial Management regulations. (Available at [www.asafm.army.mil](http://www.asafm.army.mil).)

**DOD 7110–1**

DOD Budget Guidance. (Available at [www.dtic.mil.whs.directives](http://www.dtic.mil.whs.directives).)

**DODD 1100.4**

Guidance for Manpower Programs. (Available at [www.dtic.mil.whs.directives](http://www.dtic.mil.whs.directives).)

**DODD 1100.9**

Military–Civilian Staffing of Management Positions in the Support Activities. (Available at [www.dtic.mil.whs.directives](http://www.dtic.mil.whs.directives).)

**DODD 7730.57**

Aviation Career Incentive Act of 1974 and Required Annual Report. (Available at [www.dtic.mil.whs.directives](http://www.dtic.mil.whs.directives).)

**DODI 1336.5**

Magnetic Tape Extracts of Active Duty Military Personnel Records. (Available at [www.dtic.mil.whs.directives](http://www.dtic.mil.whs.directives).)



**DODI 4000.19**

Interservice/Intragovernmental Support (Available at [www.dtic.mil/whs.directives](http://www.dtic.mil/whs.directives).)

**FM 1-05**

Religious Support.

**FM 7-0**

Training the Force.

**NGB Pamphlet 570-1**

Fulltime Support Manning for the Army National Guard. (Available at [www.ngbpdc.ngb.army.mil/arnngfiles.asp](http://www.ngbpdc.ngb.army.mil/arnngfiles.asp).)

**NGB Pamphlet 570-3**

Manning Criteria—Army National Guard Major Training Areas. (Available at [www.ngbpdc.ngb.army.mil/arnngfiles.asp](http://www.ngbpdc.ngb.army.mil/arnngfiles.asp).)

**10 USC 129**

Prohibition of certain civilian personnel management constraints. (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**10 USC 175**

Reserves: Forces policy board. (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**10 USC 3033**

Chief of Staff. (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**10 USC 8019**

General Counsel. (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**10 USC 8033**

Chief of Staff (The Air Staff.) (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**32 USC 708**

Property and Fiscal Officer. (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**32 USC 709**

Technicians: employment, use, and status. (Available at [www.gpoaccess.gov/uscode](http://www.gpoaccess.gov/uscode).)

**Section III****Prescribed Forms**

Except where otherwise indicated below, forms are available as follows: DA Forms are available on the Army Publishing Web site ([www.apd.army.mil](http://www.apd.army.mil)); DD Forms are available from the OSD Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram/htm>); SF Forms and OF Forms are available at <http://www.gsa.gov>).

**DA Form 1845**

Schedule of Manpower Surveys. (Prescribed in para 4-10.)

**Section IV****Referenced Forms**

Except where otherwise indicated below, forms are available as follows: DA Forms are available on the Army Publishing Web site ([www.apd.army.mil](http://www.apd.army.mil)); DD Forms are available from the OSD Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram/htm>); SF Forms and OF Forms are available at <http://www.gsa.gov>).

**DA Form 11-2-R**

Management Control Evaluation Certification Statement

**DA Form 759 and DA Form 759-1**

Individual Flight Record and Flight Certificate—Army.

**DA Form 1256**

Incentive Award Nomination and Approval

**DA Form 2028**

Recommended Changes to Publications and Blank Forms.

**DD Form 1144**

Support Agreement.

**OF 8**

Position Description.

**SF 113-A**

Monthly Report of Federal Civilian Employment.

**SF 1080**

Voucher for Transfer Between Appropriations and/or Funds.

## **Appendix B Key Management Controls**

### **B-1. Purpose of Checklist**

Key management controls are those controls that are absolutely essential to ensuring that critical processes operate as intended and that resources are safeguarded from fraud, waste and misuse. When exercised with a prudent, common-sense set of standards, management controls permit adequate protection and accountability for the resources entrusted to management. The checklist contains only key controls which require management control evaluations. Evaluations will determine whether these key management controls are in place and functioning effectively. Controls provide reasonable confidence that essential operations and requirements are being accomplished every day in an effective and economical way. Evaluations should not be viewed as a separate management control activity but should be embedded in the ongoing day-to-day management process.

### **B-2. Intended Users**

The Manpower Management Activities checklist is targeted toward functional officials; that is, those individuals responsible for operating programs at installations and activities as well as individuals at higher headquarters who are responsible for program oversight and management. The following individuals have management control responsibilities for manpower/force management functions:

*a. HQDA.* The Deputy Assistant Secretary of the Army for Force Management, Manpower and Resources, and military or civilian chiefs of Manpower and Force Management Divisions and Branches at HQDA; military or civilian chiefs of Manpower and Force Management Directorates and Divisions of HQDA field operating agencies.

*b. MACOM.* The senior civilian or military manpower/force management functional official at MACOM headquarters, major subordinate command, and field operating activities.

*c. INSTALLATION.* Military or civilian chiefs of garrison, depot or community Manpower/Force Management Divisions. For example, Chief, Manpower and Equipment Documentation Division is responsible for all the manpower/force management functions relative to support of the installation. Evaluations of key management controls will be completed at each organizational level unless otherwise indicated in parentheses after each test question.

### **B-3. Identification of Assessable Unit Managers**

Assessable unit managers (AUMs) are senior management officials identified at each level of command. Generally, the AUM should be at least a Colonel or GS-15 equivalent. At the garrison level the AUM may be the senior functional official regardless of grade/rank. For example, the installation commander or Chief of Staff may be the AUM for the installation; the senior civilian or military Manpower/Force Management chief may be the AUM for the MACOM headquarters. The AUM will not actually do the detailed work required to test the controls and document the checklist, but will depend upon their subordinate managers to accomplish this. Since the AUMs are senior managers, they will inherently be the official responsible for the evaluation and the results.

### **B-4. Frequency of Use**

Evaluations are completed once every five years in accordance with the reporting organization's own Management

### **B-5. Control Plan (MCP)**

Management Control Evaluation Checklist

### **B-6. Function**

The function covered by this checklist is Manpower Management.

### **B-7. Purpose**

The purpose of this checklist is to assist HQDA, FOA, and MACOM manpower managers in evaluating the key management controls listed below. It is not intended to cover all controls.

### **B-8. Instructions**

Answers must be based on the actual testing of key management controls (e.g., document analysis, direct observation, sampling, simulation, other). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation. These management controls must be evaluated at least once every five years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2-R (Management Control Evaluation Certification Statement).

### **B-9. Test questions**

*a.* Are position management and organization structure prescribed by AR 570-4, Chapter 3, Section I - III followed?

- b.* Is special duty used to meet mission requirements only when absolutely necessary and monitored closely to minimize impacts on both the unit and the Soldier?
- c.* Are allocations for the current and budget year based on validated requirements?
- d.* Are management / support functions accounted for in AMHA? Are these functions assigned to the AMHA?
- e.* Is assurance provided that management functions are accounted for in AMHA and that management and support functions are not assigned or transferred to non-AMHA? (HQDA and MACOM manpower managers only.)
- f.* Are positions documented as operational flying limited to those that meet the general criteria in Table 6-1, AR 570-4?
- g.* Are requirements based on validated workload and arrived at by an approved manpower requirements determination process?

**B-10. Supersession**

This checklist replaces checklists for Personnel Activities, Manpower Management Activities previously published in DA Circulars 11-87-3, 11-91-1, 11-91-2, and 11-93-2.

**B-11. Comments**

Help make this a better tool for evaluating management controls. Submit comments to:

## **Glossary**

### **Section I Abbreviations**

**AAE**

Army Acquisition Executive

**AAF**

Army Availability Factor

**AC**

Active Component

**ACIA**

Aviation Career Incentive Act

**ACIP**

Aviation Career Incentive Pay

**ACPERS**

Army Civilian Personnel System

**ACSIM**

Assistant Chief of Staff for Installation Management

**ADOP**

additive operational project

**AFD**

Army Functional Dictionary

**AGR**

Active/Guard Reserve

**ALO**

Authorized level of organization

**AMAF**

Annual military occupational specialty availability factor

**AMEDD**

Army Medical Department

**AMHA**

Army Management Headquarters Activities

**AMOPES**

Army Mobilization and Operations Planning and Execution System

**AMP**

Army Mobilization Plan

**AMSCO**

Army Management Structure Code

**AOC**

area of concentration

**ARNG**

Army National Guard

**ARSTAF**

Army Staff

**ASA(FM&C)**

Assistant Secretary of the Army (Financial Management and Comptroller))

**ASA(I&E)**

Assistant Secretary of the Army (Installations and Environment)

**ASA(M&RA)**

Assistant Secretary of the Army (Manpower and Reserve Affairs)

**ASI**

additional skill identifier

**ASIOEP**

associated items of equipment and personnel

**AUGTDA**

augmentation table of distribution and allowances

**AUTS**

Automatic Update Transaction System

**BASOPS**

base operations support

**BES**

budget estimate submit

**BMM**

borrowed military manpower

**BOIP**

Basis of Issue Plan

**CA**

commercial activity(ies)

**CAR**

Chief, Army Reserve

**CCNUM**

command control number

**CEP**

civilian employment plan

**CG**

commanding general

**CGC**

command grade ceiling

**CINC**

Commander-in-Chief

**CMOD**

Civilian Manpower Obligation Data

**CMORE**

Civilian Manpower Obligations Resources

**CNGB**

Chief, National Guard Bureau

**CONUS**

continental United States

**CPMOS**

career progression MOS

**CS**

combat support

**CSA**

Chief of Staff, US Army

**CSM**

Command Sergeant Major

**CSS**

combat service support

**CTA**

Common Table of Allowances

**CTU**

Consolidated TOE Update

**DAC**

Department of the Army civilian

**DA**

Department of the Army

**DAS**

Director of the Army Staff

**DASD(A)**

Deputy Assistant Secretary of Defense (Administration)

**DCPC**

Direct Combat Position Code

**DCS, G-3/5/7**

Deputy Chief of Staff, G-3/5/7

**DCS, G-1**

Deputy Chief of Staff, G-1

**DES**

Director of Executive Services

**DHFN**

direct hire, foreign national

**DHP**

Defense Health Program

**DHUS**

direct hire, United States

**DISC4**

Director of Information Systems and Command, Control, Communications, and Computers

**DMO**

directed military overstrength

**DOD**

Department of Defense

**DODD**

Department of Defense Directive

**DPW**

Director of Public Works

**DRU**

direct reporting unit

**DUSA-IA**

Deputy Under Secretary of the Army (International Affairs)

**DWCF**

Defense Working Capital Fund

**EAC**

Echelon Above Corps

**FAO**

finance and accounting office

**FOA**

field operating agency

**FTE**

Full-time equivalent

**FTP**

Full-time permanent

**FTS**

Full-time support

**FYDP**

Future Year Defense Program

**GS**

General Schedule

**G-Staff**

General Staff

**GM**

General Merit

**HQDA**

Headquarters, Department of the Army



**J-Staff**

joint staff

**JTD**

joint tables of distribution

**LIC**

language identifier code

**MACOM**

major Army command

**MAGS**

manage authorized grades by skills

**MANPRINT**

Manpower and Personnel Integration

**MARC**

manpower requirements criteria

**MDEP**

management decision package

**MEO**

most efficient organization

**M-Force**

master force

**MMEWR**

minimum mission essential wartime requirement

**MOA**

Memorandum of Agreement

**MOB**

Mobilization

**MOBTDA**

mobilization table of distribution and allowances

**MOC**

management of change

**MOS**

military occupational specialty

**MOSC**

military occupational specialty code

**MOU**

Memorandum of Understanding

**MS-3**

Manpower Staffing Standards System

**MSC**

major subordinate commands

**MT**

military technician

**MTOE**

modification table of organization and equipment

**MWR**

morale, welfare, and recreation

**NAF**

Nonappropriated fund

**NCO**

noncommissioned officer

**NDI**

non-developmental item

**NFIP**

National Foreign Intelligence Program

**NGB**

National Guard Bureau

**NOFC**

notification of future change

**NPR**

National Performance Review

**OA**

operating agency

**OASA(M&RA)**

Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs)

**OCAR**

Office of the Chief, Army Reserve

**OCSA**

Office of the Chief of Staff, US Army

**OCONUS**

outside continental United States

**OJCS**

Office of the Joint Chiefs of Staff

**OMA**

Operation and Maintenance, Army

**OMAR**

Operation and Maintenance, Army Reserve

**OMARNG**

Operation and Maintenance, Army National Guard

**OMB**

Office of Management and Budget

**OPM**

Office of Personnel Management

**OSA**

Office of the Secretary of the Army

**OSD**

Office of the Secretary of Defense

**PBD**

Program and Budget Decision

**PBG**

Program and Budget Guidance

**PE**

program element

**PEO**

program executive office

**PERSACS**

Personnel Structure and Composition System

**AHRC**

US Total Army Personnel Command

**PERSINSCOM**

Personnel Information Systems Command

**PMAD**

Personnel Management Authorization Document

**PMAF**

Peacetime mission availability factors

**PMOS**

primary MOS

**POM**

Program Objective Memorandum

**POSC**

personnel occupational specialty code

**PPBES**

Planning, Programming, Budgeting, and Execution System

**PPBS**

Planning, Programming, and Budgeting System

**PROBE**

Program optimization and budget evaluation

**PSC**

position specialty code

**QAPR**

Quarterly Army Performance Review

**QQPRI**  
Qualitative and Quantitative Personnel Requirements Information

**RC**  
Reserve Component

**RDTE**  
research, development, test, and evaluation

**RIF**  
reduction in force

**ROC**  
resource operating code

**RPMA**  
real property maintenance activities

**SA**  
Secretary of the Army

**SAAA**  
Administrative Assistant to the Secretary of the Army

**SACS**  
Structure and Composition System

**SAMAS**  
Structure and Manpower Allocation System

**SD**  
special duty

**SGA**  
standards of grade authorization

**SES**  
Senior Executive Service

**SIDPERS**  
Standard Installation Division Personnel System

**SIMOS**  
space imbalanced military occupational specialty

**SRC**  
standard requirements code

**SSA**  
Staff Support Agency

**SWC**  
standard work center

**TAA**  
Total Army Analysis

**TAADS**  
The Army Authorization Documents System

**TAG**

The Adjutant General

**TAGO**

The Adjutant Generals Office

**TAQ**

Total Army Quality

**TD**

troop diversion

**TDA**

tables of distribution and allowances

**TJAG**

The Judge Advocate General

**TOA**

total obligation authority

**TOE**

tables of organization and equipment

**TPG**

troop program guidance

**TQM**

total quality management

**TTHS**

Trainees, transients, holdees, and students

**TSG**

The Surgeon General

**UCMJ**

Uniform Code of Military Justice

**UIC**

unit identification code

**USAFMSA**

US Army Force Management Support Agency

**USAMAA**

US Army Manpower Analysis Agency

**USAR**

US Army Reserve

**USARC**

US Army Reserve Command

**USC**

United States Code

**USD(P&R)**

Under Secretary of Defense (Personnel and Readiness)

## **WARMAPS**

Wartime Manpower Planning System

## **WG**

wage grade

## **Section II**

### **Terms**

#### **Allocated manpower**

The bulk Active Army military and civilian manpower spaces by identity and category contained in the HQDA PBG to MACOMs and separate agencies. The term may also be used to describe the spaces sub-allocated by MACOMs and sub-MACOMs to subordinate echelons.

#### **Annual financial target**

The aggregate of appropriations for pay of civilian manpower in the fiscal year budget.

#### **Area of concentration**

Identifies an officer possessing a requisite area of expertise (subdivision) within a branch or functional area. An officer may possess (and serve in) more than one area of concentration. May also refer to a requirement.

#### **Army Acquisition Executive**

The AAE is responsible for and has approval authority for all manpower allocations, functions, and organizations for the PEO structure.

#### **Authorized manpower**

That portion of required manpower that:

- a.* Can be supported by allocated manpower.
- b.* Is reflected in the authorized columns of current or projected authorization documents.

#### **Borrowed military manpower**

The use of military manpower from an MTOE unit to perform duties within a TDA activity where a MACOM-approved manpower requirement exists but for which no manpower space has been authorized. Additionally, borrowed military manpower may be employed in those cases where manpower spaces have been authorized, but the positions are vacant. See also special duty and troop diversion.

#### **Category**

The designation of positions as military or civilian. Each category is further divided into identities.

#### **Commercial activity**

An activity providing a product or service that can be performed by a private source.

#### **Competitive Sourcing**

The competition between an in-house commercial activity and commercial sources to determine which will provide the service most economically. Privatization is a subset of Competitive Sourcing which involves the transfer or sale of government assets to the private sector.

#### **Consolidated TOE Updates**

The updating process for the TOE data base, currently accomplished annually (in April). The CTU consists of three files. The first file is the TOE file updated with all approved TOE changes and required administrative changes. The second file is an update of all unresourced substantive changes. The third file is an update of all HQDA approved BOIP.

#### **Direct hire**

Civilian employees of the Department of the Army paid directly from appropriated funds for personal services whose compensation is chargeable to 1100 and 1600, Personnel Compensation.

#### **Direct reporting unit**

An Operational command that reports to and is under the direct supervision of an HQDA element. A DRU executes policy developed by its HQDA principal.

**Directed military overstrength**

Military manpower placed against HQDA-directed high priority requirements for which no authorized manpower is budgeted or documented in TAADS.

**Emergency-essential civilian position**

A civilian position located overseas or that would be transferred overseas during a crisis situation or which requires the incumbent to deploy or to perform temporary duty assignments overseas during a crisis in support of a military operation. That position is required to ensure the success of combat operations or to support combat-essential systems subsequent to mobilization, an evacuation order, or some other type of military crisis. That position cannot be converted to a military position because it requires uninterrupted performance to provide immediate and continuing support for combat operations and/or support maintenance and repair of combat-essential systems.

**Governmental-in-nature / inherently governmental**

Governmental-in-nature functions are government functions that are so intimately related to the public interest as to mandate performance by Government employees or military personnel. These functions include those activities that require either the exercise of discretion in applying Government authority or making the making of value judgements in making decisions for the Government. Government functions normally fall into two categories: (1) the act of governing, i.e., the discretionary exercise of Government authority, and (2) monetary transactions and entitlements.

**Hire or hiring lag**

Cumulative total of days during which authorized civilian positions remain unfilled, measured on an installation, agency, or command basis. The average number of vacancies, divided by total authorized civilian positions, is used to express hire lag as a percentage for any period.

**Ideal position identity**

Delineation of a position by category and identity in accord with Army policies, based upon the duties of the position. The ideal position identity does not consider external management requirements or constraints that may require exception to this identity.

**Identity**

Designation of personnel positions as officer, warrant officer, and enlisted for military; and direct hire US citizen, direct hire foreign national, and indirect hire for civilians.

**Indirect hire**

Personnel not hired or administered directly by the Department of the Army, but who furnish support to the Department of the Army pursuant to contracts, agreements, or arrangements with foreign governments.

**Individuals account**

Military personnel not included in the operating strength, consisting of the following:

- a. Trainees, transients, holdees, and students (TTHS). Holdees include: (1) Prisoners. (2) Patients. (3) Persons in permanent change of stations. (4) Persons pending separation.
- b. Cadets.

**Intermittents**

Civilian employees in positions which require work on an irregular or occasional basis. Their hours or days of work are not based on a pre-arranged schedule. Also, compensation is only for the time actually employed or for service actually rendered.

**Limited cockpit duty**

Authorized flying performed by rated commissioned officers, colonel (06), and general officers not assigned to an operational flying position.

**Major Command**

A command directly subordinate to, established by authority of, and specifically designated by HQDA. Army component commands of unified and specified commands are MACOMs. The AAE serves as the MACOM approval authority for the PEO structure.

**Manpower controls**

Controls that consist of legislatively or administratively imposed floors or ceilings on certain categories of civilian employees, specified programs, or individual theaters.

**Manpower management**

Planning, programming, budgeting, and allocating manpower, and the development and evaluation of organizational structures; this includes determination of requirements and review of manpower use. The term refers to both the functions discharged collectively by manpower and resource management staffs and by commanders.

**Manpower and Personnel Integration (MANPRINT)**

An umbrella concept to identify, address, and impose human factors, personnel, system safety, manpower, training, and health hazard considerations prior to and across the entire material acquisition process.

**Manpower models**

Mathematical equations which describe the relationship between independent variables, workload values, and manpower or man-hours.

**Manpower planning and programming**

Projecting the total military and civilian work force and contract requirements to support approved force structures and force modernization. Programming is the allocation of manpower throughout the program years of FYDP to support the approved force structure, accomplish priority Army initiatives, and attain specified states of readiness.

**Manpower requirement authorities**

Commanders and chiefs of agencies authorized by HQDA (OASA(M&RA)) to conduct manpower surveys, apply manpower standards, and approve manpower requirements of assigned or subordinate activities and units.

**Manpower requirements**

Human resources needed to accomplish specified workloads of organizations. The term manpower requirements is synonymous with required manpower.

**Manpower requirements criteria (MARC)**

HQDA approved standards for determining minimum essential wartime position requirements for CS and CSS functions in TOE/MTOE. MARC are derived from a detailed study performed by the field subproponent for the various CS and CSS functions.

**Manpower space**

An authorization to:

- a. Have a Soldier or civilian employee assigned to a command or agency in a pay status.
- b. Incorporate a military or civilian position on an authorization document.
- c. Establish a civilian position.

**Manpower Staffing Standards System (MS-3)**

A manpower requirements determination approach based on workload-driven and functionally-oriented standards.

**Manpower standard**

An expression of the quantitative and qualitative manpower requirements for the performance of a defined set of functionally homogenous tasks at varying levels of workload or services provided. Normally stated both as a mathematical equation relating required work-hours to workload factors, and in tabular format showing numbers and skills of people required for a range of incremental workload factor values.

**Nonoperational flying position**

A position which requires Army aviation experience, but in which flying is not a part of assigned duties.

**Operating strength**

The number of Soldiers assigned to the MTOE and TDA units of the Active Army at any specified time. This is measured or forecasted for each month's end in the Active Army Military Manpower Program. More important than the month-end or year-end snapshot, however, is the average, or operating strength during a fiscal year.

**Operating strength deviation**

The difference between the operating strength and the force structure allowance (total number of spaces in the force structure authorized to be filled) at any time. Operating strength deviation is a measure of force manning; that is, if the operating strength deviation is positive, the units are overmanned; if it is negative, the units are undermanned. The important quantity is the average operating strength deviation. This is a measure of the average manning level of the Active Army during a fiscal year.



**Operational flying duty**

- a. Flying performed, under competent orders, by aviators while serving in assignments in which basic flying skills normally are maintained in the performance of assigned duties.
- b. Flying performed by flight trainees that leads to the award of an aeronautical rating by the Secretary of the Army.
- c. All flying performed by aviators of the Reserve Components while under competent orders and in accordance with DOD Directive 1340.

**Operational flying position**

A designated position identified as requiring the performance of operational flying duty.

**Other personnel**

Persons assigned or attached to other units, Services and activities, and contract equivalents, contributing to the performance of the mission and functions of a TDA activity.

**Position abolishment**

Abolishment of a position by management action, wherein there is no identifiable continuance of initial principal duties and responsibilities; residual duties or work loads are either discontinued or distributed to other positions or work centers.

**Position conversion**

The change of category (military or civilian) of an established, authorized position while retaining the principal responsibilities and duties of the position.

**Position management**

The process by which managers assign duties and responsibilities to positions, creating a position structure that provides for effective and economical accomplishment of missions and functions.

**Privatization**

A subset of Competitive Sourcing which involves the transfer or sale of government assets to the private sector.

**Program Budget Guidance**

A document issued by HQDA to convey to commands and agencies the objectives, policies, standards, support services, obligation estimates, and broad goals that have been approved to meet requirements generated by national military strategy. It provides military and civilian allocations for current budget, and all program fiscal years.

**Required strength**

The minimum number of military and civilian personnel which an Army unit or activity requires to perform its mission effectively. In TOEs, it is the Level 1 structure strength. In MTOE units, it represents the full wartime requirement and corresponds to the Level 1 or Type B column of the applicable TOE and any changes directed by HQDA (DAMO-FDP). Required strength in TDA and MOBTDA is based upon the manpower requirements approved by a manpower requirement authority.

**Special duty**

The performance of duty with an organization other than the unit to which assigned, while continuing to be administered and accounted for by the unit of assignment. Includes borrowed military manpower and troop diversion.

**Staffing guides**

Manpower staffing guides serve as a general planning document for determining requirements in TDA units when manpower standards are not available.

**Structure strength**

Required strength in TDA and structure strength in TOE/MTOE are the same. Permanent orders establishing or activating, reorganizing, or discontinuing or inactivating units normally refer to structure strength rather than required strength.

**Temporary operational flying duty**

Authorized flying performed by rated commissioned officer (grade O5 and below) not assigned to an operational flying position.

**The Army Authorization Documents System (TAADS)**

An automated system that supports the development and documentation of organizational structures, and the requirements for and authorizations of personnel and equipment needed to accomplish the assigned missions of Army units.

**Troop diversion**

Use of Soldiers not meeting the BMM definition, to perform recurring duties with an organization or unit other than that to which they are assigned, while continuing to be administered and accounted for by the unit of assignment. See also special duty and borrowed military manpower.

**Work**

Exertion or effort required to produce or accomplish something.

**Workload**

The amount of work assigned/directed to and expected to be accomplished by a worker or unit of workers in a given time period.

**Workload Management**

The act of describing the work to be accomplished, both near term and projected; estimating the time and resources required to accomplish the work at an acceptable level of standard; prioritizing the work to be accomplished; applying the available resources to accomplish the work; and evaluating the results against predetermined quantitative and qualitative standards.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

**UNCLASSIFIED**

**PIN 003335-000**