

Army Regulation 600–8–111

Personnel Procurement

**Army
Mobilization,
Manning,
and Wartime
Replacement
Operations**

**Headquarters
Department of the Army
Washington, DC
25 August 2019**

UNCLASSIFIED

SUMMARY of CHANGE

AR 600–8–111

Army Mobilization, Manning, and Wartime Replacement Operations

This major revision, dated 25 August 2019—

- o Changes the name of the regulation from Wartime Replacement Operations to Army Mobilization, Manning, and Wartime Replacement Operations (cover).
- o Updates responsibilities (chap 2).
- o Assigns the Deputy Chief of Staff, G–3/5/7 as the senior Army proponent for operations of the Continental United States Replacement Center (para 2–4f).
- o Assigns responsibility to execute Continental United States Replacement Center operations to the Commanding General, U.S. Army Forces Command (para 2–8).
- o Expands the regulation’s scope and content from wartime replacement operations only to also include mobilizing and manning the Army’s Total Force in time of war, crisis, and national emergency (throughout).
- o Removes the term “SHELF” (throughout).

Personnel Procurement

Army Mobilization, Manning, and Wartime Replacement Operations

By Order of the Secretary of the Army:

JAMES C. MCCONVILLE
General, United States Army
Chief of Staff

Official:


KATHLEEN S. MILLER
Administrative Assistant
to the Secretary of the Army

Applicability. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G-1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent 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 formal review by the activity's senior legal officer. All waiver 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 internal control process. This regulation contains internal control provisions in accordance with AR 11-2 and identifies key internal controls that must be evaluated (appendix B).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G-1 (DAPE-MPM), 300 Army Pentagon, Washington, DC 20310-0300.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G-1 (DAPE-MPM), 300 Army Pentagon, Washington, DC 20310-0300.

Distribution. This publication is available in electronic media only for the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

History. This publication is a major revision.

Summary. This regulation prescribes policies and processes for managing and filling the Army's manning requirements during war, crisis, and national emergency. It includes replacement operations for individual fillers and casualty replacements, and mobilization of the Reserve Components. Implements DODI 1235.12.

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*This regulation supersedes AR 600-8-111, dated 13 August 1993.

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Glossary

Chapter 1 Introduction

1–1. Purpose

This regulation provides policy and guidance, and assigns responsibilities for managing and filling the Army's manning requirements during war, crisis, and national emergency. It focuses on individual fillers and replacements, and outlines the overall conduct of managing and filling the Army's Total Force manning requirements to support its operations in war, crisis, or national emergency. It delineates the mobilization and replacement requirements necessary for filling these requirements.

1–2. References and forms

See appendix A.

1–3. Explanation of abbreviations and terms

See the glossary.

1–4. Responsibilities

Responsibilities are listed in chapter 2.

1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Army Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports are located in ARIMS/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pam 25-403 for guidance.

Chapter 2 Responsibilities

2–1. Assistant Secretary of the Army (Manpower and Reserve Affairs)

The ASA (M&RA) is responsible for and has approval authority for all manpower policies in the Army. The ASA (M&RA) is responsible for setting the strategic direction for and ensuring Army policies, plans, and programs for personnel, force structure, manpower management, total force management, total force policy, training, military and civilian personnel readiness, Reserve affairs, and Army protection are executed consistent with law, regulation, and policy. This includes, but is not limited to, providing oversight of all manpower plans, policies, and procedures in the Army. The ASA (M&RA) will—

- a.* Serve as the senior Army policy official for manpower mobilization.
- b.* Provide guidance and direction concerning manpower management of all Army activities.
- c.* Supervise policies for and programs related to the accessibility and mobilization of the Reserve Components (RCs).

2–2. Chief, National Guard Bureau

CNGB will—

a. Assist the Commanding General (CG), U.S. Army Human Resources Command (HRC) in the development of systems and procedures to order to active duty members of the Inactive National Guard to meet manpower requirements as directed by the Deputy Chief of Staff (DCS), G-1.

b. Submit to the CG, HRC a prioritized (1-N) list of individual filler requirements at grade, military occupational specialty (MOS)/area of concentration (AOC) fidelity, by unit identification code, for all forces on the time-phased force deployment data (TPFDD) or the Global Force Management Allocation Plan (GFMAP) requirements. This enables prioritization of cross-leveling across all components to ensure filler personnel are distributed in accordance with the Army's Total Force requirements.

2–3. Deputy Chief of Staff, G-1

The DCS, G-1 will—

- a. Serve as senior Army policy proponent for Army replacement operations and military manpower mobilization and the proponent of all personnel policy consistent with law, regulation, and policy.
- b. Direct the CG, HRC to implement non-unit related personnel (NRP) distribution and assignment actions to support wartime replacement operations as soon as practical after authority to execute a Chairman, Joint Chiefs of Staff (CJCS)-approved operations plan is received.
- c. Provide appropriate guidance for sources of personnel for filling manpower requirements.
- d. Obtain any required authorities to make additional manpower available, as required, to support operation plan execution.
- e. Review proposed call-up lists for each CJCS-approved operation plan to ensure units needed to meet wartime replacement operations requirements are resourced.
- f. Monitor execution of theater manpower replacement operations.
- g. Coordinate with the DCS, G-3/5/7 and the CG, U.S. Army Forces Command (FORSCOM) to develop NRP replacement plans, estimates, and human resource life cycle for the operations of the Continental United States Replacement Center (CRC).
- h. Designate the CG, HRC to—
 - (1) Develop and maintain information management systems for readiness, management, control, and accountability for NRP.
 - (2) Execute the Army's wartime NRP operations.
 - (3) Manage personnel replacement operations.
 - (4) Provide guidance for determining the Army military filler and casualty replacement requirements, for development of requisitions for listing of manpower requirements (prepositioned) to the supported combatant commander (CCDR) (see chap 5).
 - (5) In the deliberate planning process, the DCS, G-1 and CG, HRC provide an advisor to the supported CCDR to assist in the construction of the NRP portion of the TPFDD for each Joint Strategic Capabilities Plan-tasked operation plan.
 - (6) Provide the Army service component command (ASCC) the following as each listing of manpower requirements is received:
 - (a) A content review.
 - (b) A capability analysis initially and then annually thereafter.
 - (c) A list of recommended adjustments.
 - (7) Issue assignment instructions or levy Army commands (ACOMs), ASCCs, and direct reporting units (DRUs) for NRP (Soldiers and civilians).
 - (8) Implement an NRP status reporting system with activated CRCs.
 - (9) When an operations plan is executed, perform the following:
 - (a) Coordinate with the supported ASCC to obtain an updated listing of all manpower requirements for that operations plan.
 - (b) Update the fill capability analysis for that listing, and provide the DCS, G-1 with recommendations for resourcing and flow schedules.
 - (c) Provide the CG, FORSCOM with estimated time-phased NRP flow requirements through CRCs.
 - (d) Coordinate with the ASCC to establish adequate data links to support wartime replacement operations.
 - (10) Identify appropriate modifications to filler and casualty portions of the requisition list for manpower requirements based on actual experience as the operations plan execution proceeds; recommend changes to the ASCC of the supported CCDR for validation; make required adjustments; and advise the DCS, G-1 of changes to requirements, rationale for changes, and implications as to continued supportability.

Note. See paragraph 3-2 for additional responsibilities.

2-4. Deputy Chief of Staff, G-3/5/7

The DCS, G-3/5/7 will—

- a. Provide resourcing priority for replacement operations, including the allocation of units, manpower authorization, and funding.
- b. Publish authority for flow of non-unit related personnel.
- c. Designate levels of authorized fill for all Army units to include minimum and maximum acceptable levels of fill.
- d. Coordinate with each ASCC to ensure that planning for force structure, communication support, and intra-theater transportation for non-unit related personnel is complete for each CJCS-approved operations plan.
- e. Provide the CG, HRC, required permission to access the complete troop list and to access the supported CCDR's TPFDD.

- f. Serve as the senior Army proponent for the operations of the CRC.
 - (1) Monitor and coordinate CRC operations.
 - (2) Request appropriate CRC RC units for each increment of mobilization less than full or total mobilization.
 - (3) Alert CRC replacement units on initial alert to contingency forces, and issue CRC replacement unit mobilization or call-up authority when possible, no less than 30 days before anticipated non-unit related personnel flow.
- g. Ensure the elements of the replacement structure that are required to maintain personnel accountability at supporting aerial ports of embarkation are either resourced in the Regular Army or are ordered to active duty in sufficient time to allow for capture of personnel data at aerial ports of embarkation in the continental United States (CONUS) from the beginning of initial deployments.
- h. Issue unit orders to active duty authority to ensure U.S. Army Reserve (USAR) theater replacement units have, when possible, appropriate train-up time and in accordance with validation at a Mobilization Force Generation Installation.
- i. Publish acceptable MOS substitution standards in the event of career management field shortages.

Note. See paragraph 3–2 for additional responsibilities.

2–5. Deputy Chief of Staff, G–4

The DCS, G–4 will provide logistics readiness center, chemical defense equipment, and weapons as required to support CRC operations.

2–6. Chief, Army Reserve

The CAR will—

- a. Provide unit estimates and shortfall information to CG, HRC to meet manpower requirements and timelines.
- b. Develop and maintain systems and procedures required to order to active duty individual mobilization augmentees, when requested by Regular Army unit commanders.
- c. Submit to CG, HRC a prioritized (1–N) list of individual filler requirements at grade, MOS/AOC fidelity, by unit identification code, for all forces on the TPFDD or the GFMAR requirements. This enables prioritization of cross-leveling across all components to ensure filler personnel are distributed in accordance with the Army’s Total Force requirements.

2–7. Commanders of Army commands, Army service component commands and direct reporting units

The commanders of all ACOMs, ASCCs, and DRUs will develop plans and procedures to ensure installations providing personnel designated as NRP move to and arrive at CRCs per levy and assignment instructions provided by the CG, HRC.

2–8. Commanding General, U.S. Army Forces Command

The CG, FORSCOM will—

- a. Execute CRC operations.
- b. Exercise command and control in peacetime over RC theater replacement units within CONUS.
- c. Be responsible for the readiness of RC units and activities assigned the mission of supporting CRC and theater replacement operations.
- d. Develop, resource, and evaluate required training, inactive duty training, and active duty for training exercises to ensure theater replacement units are capable of performing wartime missions.
- e. Develop and execute training programs in conjunction with the DCS, G–3/5/7; CG, HRC; and CG, U.S. Army Training and Doctrine Command (TRADOC), for CRC units and activities.
- f. Review, monitor, and recommend changes to resource documents for replacement units in CONUS.
- g. Ensure funding is secured and minimal stock levels of logistics readiness center and chemical defense equipment are available for distribution to CRC installations during replacement operations.
- h. Alert CRC units at time of initial alert to contingency forces.
- i. Unless delegated to an installation senior commander or CG, U.S. Army Installation Management Command, exercise command and control over mobilized USAR CRC units and activities, and CRC operations.
- j. Coordinate with the U.S. Transportation Command for strategic lift in support of NRP movement from CONUS.
- k. Control flow of NRP to CRCs based on processing capabilities at the CRC, aircraft availability, and reception capability in the theater.
- l. Provide assistance to CRC operations—
 - (1) Provide arrival processing, final manifesting, aircraft boarding procedures, and command and control of NRP on arrival at the designated aerial port of embarkation.

- (2) Provide in-flight manifest reports to the CG, HRC within 1 hour after wheels-up.
- (3) Develop contingency plans for interim logistical support and morale and welfare activities for personnel with delayed flight departures.
 - m.* Provide advance arrival reports of projected NRP to the theater Army replacement operation and the theater replacement unit 72 hours in advance of scheduled departure. The report will include complete standard name line information, such as name, rank or grade, Social Security number, and MOS, AOC, or occupational category code. The report will include specialty skill identifiers or other critical information (for example, type aircraft in which qualified and whether aviators are instructor pilot, safety, or maintenance qualified and projected utilization specialty for officers if different from basic branch AOC).
 - n.* Provide inflight manifest reports after wheels-up with complete standard name line information to the theater Army replacement operations and the theater replacement unit.

2–9. Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC will—

- a.* Serve as the doctrinal developer for reconstitution and individual replacement operations.
- b.* Ensure that the military personnel system meets the replacement operations requirements of the Army’s current operations doctrine.
- c.* Identify functional issues, formulate alternatives, and recommend replacement operations policy changes to the DCS, G–1.
 - d.* Formulate doctrine, combat developments, unit organizational structure, and training for replacement operations.
 - e.* Review, monitor, and recommend changes to resource documents for theater replacement units.
 - f.* Appoint subject matter experts and doctrinal proponents for each Army replacement operations function.
 - g.* Publish doctrinal literature for Army replacement operations.
 - h.* Incorporate plans to have mobilized Individual Ready Reserve (IRR) Soldiers conduct training at an Army training center before onward movement to a Mobilization Force Generation Installation, CRC, or deploying unit.
 - i.* Expand the institutional training base at designated Army training centers to provide trained manpower to support approved operations plans to provide trained filler personnel for deploying mobilized RC units and provide combat-qualified replacements, as directed by the DCS, G–1.
 - j.* Identify and request to the DCS, G–3/5/7 to order to active duty, the RC training base augmentation units required to support training base expansion and mobilization mission requirements.
 - k.* Develop and maintain comprehensive mobilization training strategies that will inform the development of courses to fill and sustain the branch requirements of Army forces worldwide.

2–10. Commanders of Army service component commands

Commanders of ASCCs will—

- a.* Determine the military and Army Civilian filler requirements and stratify the Army military casualty replacement requirements. These requirements are the basis for the development of the NRP portion of the TPFDD.
- b.* Develop a requirement for filler and replacement personnel for each CJCS-approved operations plan.
- c.* Develop and provide the supporting plans for theater replacement operations for CJCS-approved operation plans to the CG, HRC. These plans must consider the distribution of Army Civilians in theater.
- d.* Assist the CCDR in developing and reflecting the time sequencing of theater Army human resources sustainment command elements and units on the TPFDD.
- e.* Assist the CCDR in developing the NRP portion of the TPFDD to support filler and replacement personnel requirements.
- f.* Provide theater reception, life support, and onward movement capability of each aerial port of debarkation to required agencies, such as HRC and U.S. Transportation Command.
- g.* When the operation plan is executed, coordinate filler and replacement requirements with the CG, FORSCOM and CG, HRC.
- h.* Provide logistics readiness center installation support to the Army’s human resources sustainment structure and activities in the theater to support receipt of, accounting for, and distribution of NRP (military and Army Civilians) in a timely manner.

Chapter 3

Filling the Army's Manning Requirements

3-1. Concept and overview

a. The Army may be required to expand its forces on active duty in time of war, crisis, and national emergency as well as to fill any manpower shortfalls required to support its missions and operations during this time, and to replace any anticipated and unanticipated losses that will occur. The operations plan or plans being executed will determine the specific forces, units, and organizations that will be needed. Additional individual manpower – military and Army Civilian – will be needed to fill vacancies in these identified forces, units, and organizations, as well as to replace any losses. Additional requirements that were not anticipated during planning will arise, and will require additional forces and individual personnel, and the creation of temporary organizations to support a specific plan and operation. The IRR as well as retired Soldiers will be the principal source of pre-trained individual manpower to fill these requirements.

b. Sources of additional manpower—

(1) *Regular Army.* Until access to the RC is authorized, immediate sources for additional manpower will be provided from the Active Component (AC). This includes trainees and students completing their training and schooling respectively, as well as those Soldiers who are excess at a location. If stop-loss and/or stop-movement is authorized, additional Soldiers are available to fill these shortages.

(a) For additional forces, units, and elements, Headquarters, Department of the Army (HQDA) will task the commanders of other ACOMs, ASCCs, and DRUs to provide Regular Army forces, units, and elements to the tasked commander.

(b) For additional individual personnel, HQDA will task the CGs of ACOMs, ASCCs, and DRUs to provide individuals from their commands. The CG, HRC will, in close coordination with CG, TRADOC, determine the availability of Soldiers completing their training and direct their distribution.

(2) *Reserve Components.* When access to the RC is authorized by the President and/or Congress, additional units and Soldiers can be used to source existing and expanding requirements. Army National Guard (ARNG) and USAR units can be mobilized to expand the force structure on active duty. The IRR can provide individual pre-trained Soldiers to fill shortages and replace losses. Individual mobilization augmentation (IMA) Soldiers can be mobilized to fill pre-assigned positions to bring a Regular Army organization to its required wartime strength. Individual Soldiers in the Standby Reserve and retired Soldiers can also be mobilized under certain authorities to fill these requirements (see Section 12301, Title 10, United States Code (10 USC 12301) and 10 USC 12306 for Standby Reserve; and 10 USC 688, 10 USC 12301, and 10 USC 12307 for retired Soldiers). Individual RC Soldiers can also volunteer for active duty. The President and/or Congress will decide on what emergency authorities to use to involuntarily mobilize RC Soldiers. These authorities will define the scale and limit in terms of source, numbers, and time of involuntarily mobilizing RC Soldiers.

(a) For additional units and elements, HQDA will direct CNGB to mobilize and provide ARNG units and elements; and the CGs of FORSCOM, U.S. Army Europe, U.S. Army Pacific, and U.S. Army Special Operations Command to mobilize and provide USAR units and elements.

(b) For pre-trained individual manpower, HQDA will direct the CG, HRC to identify and provide individual Soldiers from the IRR, the Standby Reserve, or the Retired Reserve. IRR Soldiers who have Secretary of the Army (SECARMY) exclusion from mobilization, can also be mobilized if the DCS, G-1 requires and requests their mobilization to the SECARMY through the Assistant Secretary of the Army for Manpower and Reserve Affairs, and the SECARMY approves the request. For IMA Soldiers pre-assigned to fill required wartime positions in Regular Army organizations, AR 140-145 prescribes the policies and procedures for mobilizing these Soldiers.

(3) *Civilian manpower.*

(a) Army Civilians, who are not emergency essential and who have been evacuated from overseas, can be reassigned to fill positions in CONUS or elsewhere outside the theater of operations. AR 690-11 governs the Army's use and management of its Civilian personnel to support military contingency operations.

(b) Additional civilian manpower may be acquired through expanded hiring of new employees.

(c) Retired Civilians can also be hired back as rehired annuitants as they are eligible for reinstatement into the workforce. The reference for this is DODI 1400.32.

3-2. Process for filling manning requirements at the Service level

a. *Assigned sources of manpower.* The commanders of the ACOMs, ASCCs, and DRUs will fully use all of their assigned sources of manpower to ensure that their tasked commanders have all the manpower that is required to execute their tasked operation and mission. After all sources have been exhausted, the ACOM, ASCC, or DRU commander of the tasked commander will forward any unsourced manpower requirements to HQDA.

b. *Headquarters, Department of the Army.*

(1) The DCS, G-3/5/7 will review, assess, and validate the unfilled manning requirements as well as set priorities for fill; and track standard requirements code utilization based on prior mobilization and GFMAP requirements to determine what mobilization is initially required and to identify when additional mobilization authorities are necessary.

(2) For requirements that require the assignment of additional units and elements to augment or replace a tasked commander's forces, the DCS, G-3/5/7 will task other ACOMs, ASCCs, or DRUs to provide the needed units or elements. If access to the RC is available, DCS, G-3/5/7 will direct CG, FORSCOM to coordinate the mobilization of sourced ARNG and USAR units.

(3) The DCS, G-1 will review and assess all unfilled individual requirements validated by DCS, G-3/5/7, and through its two human resources DRUs: The CG, HRC provides a sourcing solution for military personnel and the Director, U.S. Army Civilian Human Resources Agency (CHRA) provides a sourcing solution for civilian personnel. The DCS, G-1 will compile these requirements by rank/grade and specialty – MOS for enlisted Soldiers, AOC for officers, and occupational code for Civilians; and provide the appropriate lists to the CG, HRC and Director, CHRA. The DCS, G-1 will exercise Army Staff oversight over the sourcing execution of these requirements.

c. Human Resources Command. As the DCS, G-1's DRU, the CG, HRC will fill these requirements from several sources of individual military manpower.

(1) *Sourcing from Regular Army.*

(a) The CG, HRC will coordinate with the CG, TRADOC to determine the availability of individual Soldiers completing their training or schooling. The CG, HRC will identify the available Soldiers who match the requirements, and will publish the appropriate orders to assign them to fill those requirements upon completion of training or schooling.

(b) If stop-loss and/or stop-movement is authorized, the CG, HRC will identify the availability of Soldiers in holding and in transit, determine who can fill the requirements and publish the appropriate orders to assign them to fill the requirements.

(c) If there is excess manpower in ACOMs, ASCCs, and DRUs that exceeds the maximum acceptable level to fill established by the DCS, G-3/5/7 in accordance with paragraph 2-2a, analysis will be conducted to identify overage of personnel and consider this population for initial NRP operations, pending access to additional NRP sources.

(2) *Sourcing from the Reserve Components.* If access to the RC is authorized in accordance with applicable law and regulations, the CG, HRC will identify and mobilize qualified Soldiers from one or more of its manpower pools of RC pre-trained individual mobilization Soldiers to source the manning requirements. The type of authorization will determine the scope, scale, and availability of RC Soldiers as well as which manpower pools the CG, HRC can use to involuntarily access for sourcing. The individual manpower pools assigned to CG, HRC are the IRR, the Standby Reserve, and the Retired Reserve. A fourth pool, the IMA Soldiers, are individuals pre-assigned and trained to fill a required wartime position in a Regular Army organization or activity. Mobilization of these Soldiers is determined by HQDA in accordance with AR 140-145.

(a) If full mobilization under 10 USC 12301(a) is declared and in effect, all Soldiers of the Ready Reserve, to include the IRR, as well as the Standby Reserve and the Retired Reserve, may be involuntarily mobilized for the duration of the war or national emergency and for 6 additional months afterwards. The CG, HRC will identify mobilized Soldiers who are qualified to source the unfilled manpower requirements and will assign them to fill those requirements.

(b) For authorizations less than full mobilization, the CG, HRC will identify and mobilize the required individuals from the IRR within the limitations allowed by law and policy. If authorized, individual volunteer RC Soldiers, to include retired Soldiers, can also be used to source requirements. Commanders in coordination with the CG, HRC, will find, recruit, and nominate individual RC Soldiers, who are qualified and available (not liable for involuntary mobilization), through the Army Staff (DCS, G-3/5/7 and DCS, G-1) to the SECARMY or his or her designated official for approval to be voluntarily recalled to active duty. Table 5-1 provides a brief summary of the most significant RC access authorities applicable to this regulation, but it is not a substitute for thorough review and understanding of the applicable 10 USC access authorities. Users of this regulation should refer to the appropriate section of 10 USC for complete citations.

Chapter 4

Filler and Replacement Personnel Requirements

Section I

Wartime Requirements Development

4-1. Operation plans

Through the Joint Strategic Capabilities Plan, the CJCS will task each CCDR to develop operation plans for conducting operations within his or her designated area of responsibility. These CCDRs will determine aggregate casualty replacement

requirements and develop the TPFDD to include non-unit related personnel. The TPFDD establishes the movement requirements for both military and Civilian personnel needed to resource the CCDR's operations plan beyond those assets available in the area of responsibility.

4-2. Manpower requirements development policy

- a.* The CG, HRC is the proponent for stratifying gross casualty data.
- b.* ASCCs will develop and provide the requirements for filler and casualty replacement personnel for each CJCS-approved operation plan to appropriate agencies.
- c.* The ASCC will maintain the filler and replacement personnel requirements for each CJCS-approved operation plan, and HRC, G-3 will maintain a file copy of the same for operation plan execution. This requirement will form the basis of the push system when an operation plan is executed and will be adjusted by the ASCC in coordination with the CG, HRC.
- d.* The ASCC will update its requirements for filler and replacement personnel annually or when changes to operation plans or force structure are implemented.

Section II

Developing Requirements for Individual Fillers and Replacement Personnel

4-3. General

Although the development of requirements for individual filler and replacement personnel is considered a strength management function, it is included in this regulation for clarity.

4-4. The requirements list

- a.* The requisition process for filler and replacement personnel is part of the Joint Operations Planning and Execution System. The ASCCs develop and submit their requisitions for each CJCS-approved operation plan, and develop and maintain their filler and replacement personnel requirements. The requisition projects requirements for individual fillers and casualty replacements for an operation plan execution.
- b.* The theater process for requisitioning manpower consists of two parts: filler personnel and projected military casualty replacement requirements from D-day (post-conflict commencement) forward. The requisition for filler personnel is based on the peacetime authorized strength of units versus wartime required strength. Military casualty replacements are based on the number of casualties that are expected to occur. Casualty replacement requirements are determined in a detailed process. DCS, G-3/5/7 and DCS, G-2 will provide the series of assumptions regarding the intensity of hostilities, the anticipated levels of injury and death of Soldiers in various skills on the battlefield, and the medical evacuation policy. These assumptions are based on historical data and computer models.
- c.* A requirements list becomes a prepositioned requisition file that reflects the commander's estimated wartime personnel requirements by rank or grade; AOC, MOS, or occupational category code for Civilians; and numbers. This list is the basis for the non-unit related personnel TPFDD developed in support of CJCS-approved operation plans. These lists are maintained at HRC, G-3 and are used for personnel distribution planning and for adjusting Air Mobility Command airlift support for filler and casualty replacements that are "pushed" to the ASCC.
- d.* All units are required to maintain a list of shortages to fill their units to required wartime strength. Validation of manning requirements will be based on this information.

4-5. Developing the filler list

- a.* ASCCs will develop a manpower requirements list for each of their operation plans.
- b.* The filler requirements is the difference between wartime requirements and peacetime authorized strength by MOS/grade for both military and Army Civilian personnel as reflected in the current Mobilization, The Army Authorization Document System; and The Army Authorization Document System. This review must address all organic units and functional commands that remain in the theater of operations after the operation plan is executed. It must include filler requirements for joint and combined activities.
- c.* Filler requirements may be developed either manually or through local automation support. Once developed, these filler requirements will become input for use in final output reports and is reflected as the wartime requirement on the consolidated filler and casualty requirements.

4–6. Developing requirements to replace military casualties

a. The casualty replacement requirement is the post-D-day estimated requirement for military replacements, as opposed to fillers. It is developed based on operational phases. It reflects aggregate casualties estimated to occur by operational phase.

b. The aggregate casualty estimates, by operational phases, are entered into the regular individual casualty process. The final output represents the stratified casualty replacement requirements by grade and AOC or MOS. This output represents an estimated requirement that will be provided to the supported CCDR as a “push package.” This estimate allows casualty replacements to flow without the ASCC of the supported CCDR submitting personnel requisitions.

4–7. Submitting requisitions

a. Requisitions to fill requirements (to include replacing losses) are required for each CJCS-approved operation plan. Separate files will be prepared for officer or warrant fillers, officer or warrant casualties, enlisted fillers, enlisted casualties, and Civilian fillers. These files will be submitted to HRC.

b. Requisitions to fill requirements will be updated semiannually after new authorization documents or other significant changes in status are received. ASCCs will notify the CG, HRC by memorandum or message if no change is required. At a minimum, the entire requirement will be updated annually to reflect changes affecting personnel requisitions, such as force modernization, table of organization and equipment and table of distribution and allowances updates, and operation plan modifications including changes to the medical planning module. The updating sequence should conform to the TPFDD refinement and plans maintenance process. To ensure proper sourcing of requirements, updated requisitions should be received by the CG, HRC no later than 30 days before the Phase 1 TPFDD refinement conference.

4–8. Rules for developing a requirements list

a. The ASCC will validate all requirements.

b. The requirements list will be maintained on file, and the CG, HRC will update the MOSs, as required.

c. The theater requirements list will include the total Army filler and casualty replacement manpower requirements (military and Army Civilians) for that theater.

d. The DCS, G–1 will provide additional guidance on the development and maintenance of the requirements as required.

Chapter 5

Accessing the Reserve Components

5–1. Reserve Component activation limits

Activations of RC forces are limited in duration to current policy or the maximum allowable by law. Table 5–1 provides a brief summary of the most significant RC access authorities applicable to this regulation and is intended to aid users of this regulation. However, this table is not a substitute for thorough review and understanding of the applicable 10 USC access authorities for RC. Users of this regulation should refer to the appropriate section of 10 USC for complete citations. RC Soldiers activated under 10 USC 688, 12301(a), 12301(b), 12302, 12304, 12304a, and 12304b are performing involuntary active duty.

a. An order to active duty pursuant to 10 USC 12304a will not exceed 30 days without Secretary of Defense approval, and is limited to 120 days, including any training required for the anticipated mission duties and accrued leave.

b. An order to active duty pursuant to 10 USC 12304 or 12304b will not exceed 365 days, including any training required for the anticipated mission duties, accrued leave, and, if applicable, post deployment/mobilization respite absence.

5–2. Screening

RC Soldiers who as Civilians are designated emergency essential and key employees will not be mobilized – they should be placed in the Standby Reserve pursuant to the most current edition of the Secretary of Defense Memorandum on “Global Force Management Implementation Guidance”, and DODI 1215.06.

5–3. Unit integrity and reassignment of mobilized Reserve Component unit members

In accordance with 10 USC 12301(c), members of units organized and trained to serve as units will, so far as practical, be ordered to active duty with their units.

a. Unit members undergoing initial active duty training (IADT) will complete IADT before being activated with their units.

b. Members on active duty for training at the time their unit is activated will be subsequently ordered to active duty with their assigned units.

c. Unit members may be reassigned after being ordered to active duty, other than for training, to meet the requirements of the Army.

5-4. Orders

The CG, HRC and commanders of RC units will issue orders to active duty to their affected RC Soldiers as soon as possible after the request for mobilization is approved by either the Secretary of Defense or the Under Secretary of Defense for Personnel and Readiness and DCS, G-3/5/7. The DCS, G-3/5/7 will send these orders through its authoritative orders issuing system for these actions.

5-5. Reserve Component member reporting

RC Soldiers who consent to duty under 10 USC 12301(d) or who have been involuntarily mobilized must report to active duty as ordered, unless it is physically impossible or would clearly be a threat to the health, welfare, or safety of others to do so. The CG, HRC or the orders issuing authority will verify the circumstances and issue instructions to the RC Soldier, including affirmation of original orders, deferment, delay, exemption, transfer to the Standby Reserve or the Retired Reserve, discharge, or other action, as appropriate.

5-6. Execution of orders

In the event of activation, members of the Ready Reserve must be prepared to execute orders to active duty.

a. *Start of service.* The period of service for RC members ordered to active duty will be measured from the date specified in the order to active duty.

b. *Duty location.* RC unit and member duty locations will not be restricted to the location specified by the order to active duty. Members of the RC ordered to active duty to augment the Regular Component are also active Federal forces and may be reassigned, unless strictly prohibited by law or policy, once on active duty based on operational requirements.

c. *Stop-loss.* RC members including those on active duty pursuant to 10 USC 12301(a), 12302, 12304, 12304a, and 12304b may be subject to stop-loss pursuant to 10 USC 12305.

d. *Deferments.* RC members may receive deferments from active duty issued by the Secretary of the Army if they are hospitalized, temporarily unqualified for medical reasons, experiencing an unexpected temporary hardship, or unqualified due to lack of prescribed training. The Secretary of the Army will take into account the length and nature of any previous involuntary activations and the guidelines in DODD 1200.7 and DODD 1400.31 while using their discretion to grant hardship deferments. The deferments listed below are not all-inclusive.

(1) Single parents and military couples will have current and effective Family care plans to provide care for their dependents.

(2) A single RC member, or one member of a military couple, will be deferred for 4 months from the date an adopted child is placed in the home as part of the formal adoption process. The RC member may waive this requirement.

(3) A military mother will be deferred for 4 months after the birth of a child.

(4) A RC member ordered to active duty who becomes a single parent because of unforeseen circumstances (for example, the death of a spouse) may apply for a humanitarian or hardship deferment. AR 601-25 prescribes the policy and procedures for such deferments.

e. *Students in the Health Professions.* Involuntary activation of personnel in the Ready Reserve engaged as students in a full-time accredited training program in the health professions must be consistent with Army policies pertaining to active duty personnel in the same status. If the training cycle of active duty students will not be interrupted for a given contingency operation or operational mission, then the training programs of Ready Reserve students should not be interrupted by an involuntary call to active duty.

f. *Students in Theological or Divinity School.* In accordance with 10 USC 12317, RC members are not required to serve on active duty or to participate in IADT while preparing for the clergy at a recognized theological, divinity school, seminary, or similar institution of higher education.

5-7. Availability of activated Reserve Component Soldiers

Once activated, RC forces and their individual Soldiers are an additional source of manpower to meet the Army's manning requirements. The activated units and individual Soldiers are only available for a fixed period of time as determined by the involuntary activation authority that was invoked, and the orders specific to each unit and individual Soldier.

5–8. Extending and modifying periods of activation

a. Stability. Once an activation order is approved and issued, the Army provides predictability and stability for RC Soldiers activated under involuntary activation authorities by not changing the start date and the end date of the activation period to the extent possible. This permits the Soldier, their Family, and their employer to plan accordingly for departure and return.

b. Provide lead-in. Modification to, or extension of, an RC activation, after formal notification, will only be approved because of substantive changes that affect the mission requirements that necessitated the original RC activation orders. Examples include such matters as pre-deployment training changes or additions, or operational shifts due to CCDR requirements. Such changes will be identified, approved, and passed to the unit or member(s) in question as soon as possible to provide the member, their Family, and their employer with the appropriate advance notice.

c. Extension of activation. Units and members of the RC activated pursuant to 10 USC 688, 12301(a), 12302, 12304, 12304a, or 12304b may subsequently be extended on active duty subject to the legal constraints of Title 10, this regulation, and Army policies.

d. Modification of activation start date. Units and members of the RC ordered to involuntary active duty may subsequently have their delayed-effective-date activation orders modified before the original activation date subject to the legal constraints of 10 USC, this regulation, and DOD and Army policies.

Table 5–1 Reserve access authorities			
Statute	Utilization process	Intended use	Requirements
Involuntary			
10 USC 12301(a) Full Mobilization	Congressional Declaration of War or National Emergency.	Rapid expansion of military Services to meet an external threat to national security.	No personnel limitation Duration of war or national emergency plus 6 months Applicable to all reservists (including inactive and retired)
10 USC 12302 Partial Mobilization	Presidential Declaration of National Emergency.	Manpower required to meet external threat to national security or domestic emergency.	Maximum 1,000,000 Ready Reservists on active duty No more than 24 consecutive months
10 USC 12304 Presidential Reserve Call-up	President determines RC augmentation is required other than during war or national emergency.	Augment the active forces for any named operational mission, or to provide assistance for responding to an emergency involving the use or threatened use of a weapon of mass destruction, or a terrorist attack or threatened terrorist attack in the United States that could result in significant loss of life or property.	Maximum 200,000 members of Selected Reserve/Individual Ready Reserve on active duty May include up to 30,000 IRR Limited to 365 consecutive days active duty Prohibited for support of Federal Government or a State during a domestic serious natural or manmade disaster, accident, or catastrophe Prohibited for use in repelling invasions; suppressing insurrections, rebellions, domestic violence, unlawful combinations, or conspiracies; or executing U.S. laws
10 USC 12304a Reserve Emergency Call-Up	Secretary of Defense authority in response to Governor’s request for Federal assistance in accordance with 42 USC 5121 <i>et. seq.</i> Presidential determination of major disaster or emergency required.	Manpower required for response to a major disaster or emergency in the United States and its territories.	No personnel limitation Limited to continuous period of not more than 120 days Does not apply to National Guard or Coast Guard Reserve Secretaries of the Military Departments may approve 12304a activations provided the orders are 30 days or less in duration

Table 5-1
Reserve access authorities—Continued

<p>10 USC 12304b Reserve Preplanned Call-Up</p>	<p>Secretary of Military Department authority to order any unit of the Selected Reserve to active duty for pre-planned and pre-budgeted missions.</p>	<p>Augment Regular Army for any preplanned missions in support of combatant command requirements.</p>	<p>Maximum 60,000 on active duty at any one time Limited to 365 consecutive days Manpower and costs are specifically included and identified in the submitted defense budget for anticipated demand Budget information includes description of the mission and the anticipated length of time for involuntary order to active duty Secretary invoking 10 USC 12304b(d) must submit to Congress a written report detailing circumstances of the call-up</p>
<p>10 USC 12301(b) 15-Day Statute</p>	<p>Service Secretary authority to order to active duty without consent of persons affected.</p>	<p>Annual training or operational mission.</p>	<p>15 days active duty once per year; Governor's consent required for National Guard</p>
<p>Voluntary</p>			
<p>10 USC 12301(d)</p>	<p>An authority designated by a Service Secretary may order a RC member to active duty with consent of the member.</p>	<p>Active duty in excess of annual training requirements. May be used for training, special work, operational support, and so forth.</p>	<p>No set duration Consent of the governor or other appropriate authority of the State concerned required for members of the National Guard</p>

Appendix A

References

Section I

Required Publications

AR 140–145

Individual Mobilization Augmentation Program (Cited in para 3–1*b*(2)(*b*).)

AR 601–25

Delay in Reporting for and Exemption from Active Duty, Initial Active Duty for Training, and Reserve Forces Duty (Cited in para 5–6*d*(4).)

AR 690–11

Use and Management of Civilian Personnel in Support of Military Contingency Operations (Cited in para 3–1*b*(3)(*a*).)

DODI 1215.06

Uniform Reserve, Training and Retirement Categories for the Reserve Components (Cited in para 5–2.)

DODI 1400.32

DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures (Cited in para 3–1*b*(3)(*c*).)

10 USC 688

Retired members: authority to order to active duty; duties (Cited in para 3–1*b*(2).)

10 USC 12301

Reserve components generally (Cited in para 3–1*b*(2).)

10 USC 12302

Ready Reserve (Cited in table 5–1.)

10 USC 12304

Selected Reserve and certain Individual Ready Reserve members; order to active duty other than during war or national emergency (Cited in para 5–1*b*.)

10 USC 12304a

Army Reserve, Navy Reserve, Marine Corps Reserve, and Air Force Reserve: order to active duty to provide assistance in response to a major disaster or emergency (Cited in para 5–1*a*.)

10 USC 12304b

Selected Reserve: order to active duty for preplanned missions in support of the combatant commands (Cited in table 5–1.)

10 USC 12305

Authority of President to suspend certain laws relating to promotion, retirement, and separation (Cited in para 5–6*c*.)

10 USC 12306

Standby Reserve (Cited in para 3–1*b*(2).)

10 USC 12307

Retired Reserve (Cited in para 3–1*b*(2).)

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication. Army publications are available at <https://armypubs.army.mil>. DOD publications are available at <https://www.esd.whs.mil/dd/>. Joint publications are available at <https://www.jcs.mil/doctrine/>. USCs are available at <https://uscode.house.gov/>.

AR 11–2

Managers' Internal Control Program

AR 25–30

Army Publishing Program

AR 500–5

Army Mobilization

AR 570–4

Manpower Management

AR 600–8–101

Personnel Readiness Processing

AR 601–10

Management and Recall to Active Duty of Retired Soldiers of the Army in Support of Mobilization and Peacetime Operations

DA Pam 25–403

Guide to Recordkeeping in the Army

DODI 1235.09

Management of the Standby Reserve

DODI 1235.12

Accessing the Reserve Components (RC)

DODI 1352.01

Management of Regular and Reserve Retired Military Members

FM 1–0

Human Resources Support

JP 1–0

Personnel Series

JP 4–05

Joint Mobilization Planning

JP 5–0

Planning Series

10 USC 12317

Reserves: theological students; limitations

42 USC 5121 et. Seq.

Congressional findings and declarations

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate website (<https://armypubs.army.mil>).

DA Form 11–2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

Appendix B

Internal Control Evaluation

B-1. Function

This evaluation covers the management of the Army's Total Force manpower requirements in time of war, crisis, and national emergency.

B-2. Purpose

The purpose of this evaluation is to assist the senior Army official responsible for evaluating the organization key internal controls outlined below. It is intended as a guide and does not cover all controls. Questions raised in this appendix are for evaluation purposes only and should not be construed as an independent basis for authority to act in response to any particular question. Any such response must conform and comply with applicable statute and regulation.

B-3. Instructions

Answers must be based on the actual testing of key internal controls. Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, or other). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 2 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

B-4. Test questions

- a.* How does the commander of an ACOM, ASCC, or DRU ensure that all organic sources of manpower have been considered and exhausted before requesting assistance from HQDA for sourcing?
- b.* How does the DCS, G-3/5/7 ensure that the CG, FORSCOM will have the necessary CRC capacity to support the flow of NRP before the execution of an operation plan?
- c.* How does the CG, FORSCOM ensure that the flow of NRPs to CRC does not exceed the processing capacity of the CRC, the availability of airlift, and reception capacity in the theater?
- d.* How does the CG, HRC ensure that all requirements lists for individual fillers and replacements for all approved operations plans are kept updated and accurate?

B-5. Supersession

Not applicable.

B-6. Comments

Help make this a better tool for evaluating internal controls. Submit comments to Deputy Chief of Staff, G-1 (DAPE-MPM), 300 Army Pentagon, Washington, DC 20310-0300.

Glossary

Section I

Abbreviations

AC

Active Component

ACOM

Army command

AOC

area of concentration

AR

Army Regulation

ARIMS

Army Records Information Management System

ARNG

Army National Guard

ASA (M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASCC

Army service component command

CAR

Chief, Army Reserve

CCDR

combatant commander

CG

commanding general

CHRA

U.S. Army Civilian Human Resources Agency

CJCS

Chairman, Joint Chiefs of Staff

CNGB

Chief, National Guard Bureau

CONUS

continental United States

CRC

Continental United States Replacement Center

DA Form

Department of the Army form

DCS

Deputy Chief of Staff

DOD

Department of Defense

DODD

Department of Defense directive

DODI

Department of Defense instruction

DRU

direct reporting unit

FM

field manual

FORSCOM

U.S. Army Forces Command

GFMAP

Global Force Management Allocation Plan

HQDA

Headquarters, Department of the Army

HRC

U.S. Army Human Resources Command

IADT

initial active duty training

IMA

individual mobilization augmentation

IRR

Individual Ready Reserve

JP

Joint publication

MOS

military occupational specialty

NRP

non-unit related personnel

RC

Reserve Component

SECARMY

Secretary of the Army

TPFDD

time-phased force deployment data

TRADOC

U.S. Army Training and Doctrine Command

USAR

U.S. Army Reserve

USC

United States Code

Section II**Terms****Army civilians**

Federal civilian employees of the Department of the Army directly hired and paid from appropriated or nonappropriated funds, under permanent or temporary appointment.

Army mobilization

Process of bringing the Army to a state of readiness for war, contingency, or national emergency. This includes activating all or part of the RC, as well as assembling and organizing personnel, supplies, and materiel (see AR 500–5).

Filler personnel

Personnel required to bring a deploying or deployed unit up to its wartime required strength. This includes an RC member selected to replace an originally authorized RC member when the original member is released from an involuntary activation.

Full mobilization

Pursuant to 10 USC 12301(a), mobilization in time of war or national emergency declared by the Congress of all RC units in the existing force structure; all individual, standby, and retired Reservists; retired AC military personnel; and the resources needed for their support. Congress directs full mobilization in those situations requiring the expansion of the AC to meet the requirements of a war or other national emergency involving an external threat to national security. RC units, members, and retirees may be ordered to active duty for the period of the emergency plus 6 months thereafter. (See DODI 1235.12.)

Military casualty

Any Servicemember who is lost to the organization by having been declared dead, duty status-whereabouts unknown, excused absence-whereabouts unknown, missing, injured, or ill.

Mobilization

The process by which the military Services or part of them are brought to a heightened state of readiness for war or other national emergency. This includes activating all or part of the RC as well as assembling and organizing personnel, supplies, and materiel. (See DODI 1235.12.)

Non-unit related personnel

All personnel requiring transportation to or from an operational area, other than those assigned to a specific unit (see JP 1-0).

Partial mobilization

Mobilization by the President of not more than one million Ready Reservists for no longer than 2 years, pursuant to 10 USC 12302, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security or of a domestic emergency. (See DODI 1235.12.)

Presidential Reserve Call-up

Ordering by the President of any unit and any member not assigned to a unit organized to serve as a unit of the Selected Reserve to active duty pursuant to 10 USC 12304, for not more than 365 consecutive days, without consent of the Service member concerned, to augment the AC for an operational mission. Not more than 200,000 members of the Selected Reserve and Individual Ready Reserve may be on active duty under this authority at any one time, of which not more than 30,000 may be Individual Ready Reserve. (See DODI 1235.12.)

Replacement personnel

Personnel required to back fill units because of personnel losses (for example, killed in action, wounded in action, missing in action, and disease and non-battle injury).

Replacement requirement

Any service member requiring a replacement as a result of injury, disease, or wounds (killed in action, medically evacuated portion of the wounded in action and disease and non-battle injury).

Time-phased force deployment data

The time-phased force, non-unit cargo, and personnel data combined with movement data for the operation plan, operation order, or ongoing rotation of forces (see JP 5-0).

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PIN 071306-000