AR 570-4 cy.1

Army Regulation 570–4

Superseded by AR 570-4 15 Aug 2000

Manpower and Equipment Control

Manpower Management

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Headquarters
Department of the Army
Washington, DC
25 September 1989

SUMMARY of CHANGE

AR 570-4
Manpower Management

This revision--

- Consolidates AR 570-1, Commissioned Officer Aviation Position Criteria; AR 570-3, Manpower Utilization and Requirements (CSFOR-78); and AR 570-8, Army Management Headquarters Activities (AMHA), with AR 570-4.

- Reinstitutes surveys of four-star major command headquarters (chap 3).

- Streamlines documentation through use of an abbreviated schedule X for efficiency reviews which will not be followed by development of a manpower staffing standard (chap 3).

- Changes the commercial activities savings policy (chap 4).

- Incorporates commissioned officer aviation position criteria as paragraph 5-14.

- Requires that requests for new TDA command sergeant major positions be approved at HQDA level (chap 5).

- Converts the former appendix C, Prepositioned Emergency Authorities, to section IV of chapter 6.

- Adds a new chapter 8, Army Management Headquarters Activities (AMHA). This chapter--

  a. Changes the proponent for AMHA from the Deputy Chief of Staff for Personnel to the Assistant Secretary of the Army (Manpower and Reserve Affairs).

  b. Revises Army Staff responsibilities on the use of program element codes.

  c. Requires TAADS documentation for all AMHA to be submitted as "proponent proposed" with audit trail of changes.

  d. Places restrictions on the transfer of Management Headquarters or Headquarters functions to non-Management Headquarters or Headquarters Support organizations.

e. Places restrictions on the use of multiple manning documents, dual hatting, and other accounting devices.

f. Updates the list of Management Headquarters and Headquarters Support activities.

- Converts the former appendix B, Documentation Changes Requiring Prior HQDA Approval, to chapter 9.

- Adds the following new chapters--

a. Chapter 10, Manpower Utilization and Expense Report.

b. Chapter 11, Reporting Military Actual Strength in the Budget.

Headquarters
Department of the Army
Washington, DC
25 September 1989

*Army Regulation 570–4

Effective 25 October 1989

Manpower and Equipment Control

Manpower Management

This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

By Order of the Secretary of the Army:

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

Applicability. This regulation applies to activities organized under TDAs, MTOEs, and related augmentation and mobilization documents for the Active Army (including Army elements of joint activities), the Army National Guard (ARNG), the U.S. Army Reserve (USAR), to civil functions where specifically stated, and to activities designated as AMHA.

Internal control systems. This regulation is subject to the requirements of AR 11–2. It contains internal control provisions but does not contain checklists for conducting internal control reviews. These checklists have been developed and published in DA Circular 11–87–3.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAPE–MBA–PS), WASH DC 20310–0300. For chapter 8, prior approval of HQDA (SAMR–AMH), WASH DC 20310–0103 is required.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel, except for chapter 8. The proponent for chapter 8 is the Assistant Secretary of the Army (Manpower and Reserve Affairs). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAPE–MBA–PS), WASH DC 20310–0300. For chapter 8, send comments to HQDA (SAMR–AMH), WASH DC 20310–0103.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12–09–E, block number 2531, intended for command level D for the Active Army, ARNG, and USAR.

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Chapter 1
General Guidance

1–1. Purpose

a. This regulation 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 documents. Because this regulation prescribes the responsibilities of manpower managers and the procedures and processes by which they acquire, program, and use manpower resources through resource management, personnel management, and force management, it takes precedence over other Army regulations on manpower matters.

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

(1) Manpower Staffing Standards System (MS–3).

(2) TDA standardization.

(3) Manpower management leadership responsibilities.

(4) Incorporation of grade and skill level in the Program Budget Guidance (PBG).

(5) Manpower interface with command operating budgets (COBs).

(6) Manpower and personnel reports to assist in manpower analysis efforts.

(7) Mobilization manpower planning.

(8) Army availability factors (AAFs).

(9) Managing civilian employment without civilian end-strength ceilings.

(10) Manpower Requirements Criteria (MARC).

(11) Army Management Headquarters Activities (AMHA).

(12) Commissioned officer aviation position criteria.

(13) Manpower utilization and requirements reporting.

c. This regulation should be used by manpower and force management personnel at all levels as the primary reference document for their daily operations. Resource managers and personnel managers will find it to be applicable to their operations when actions must interface with manpower considerations. Force structure managers must take into account guidance in this regulation on such issues as conversions, position identification, and borrowed military manpower (BMM) when developing force structure changes.

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

The objective of Army manpower management is to properly man Army forces in support of national security missions.

a. Manpower management must focus on the following:

(1) Identifying detailed manpower requirements.

(2) Allocating limited manpower resources within prescribed priorities.

(3) Manning the Army force structure.

b. 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.

1–5. Principles

a. Headquarters, Department of the Army (HQDA) will determine manpower management policies and priorities.

b. Manpower, the Army's primary resource, must be considered by decision-makers at all levels. Manpower implications are inherent in nearly all decisions and must be addressed during the decision process. This will ensure a balance between available resources and mission requirements.

c. Priority for manpower allocations will be given to combat and associated support forces that are forward deployed or that deploy early during mobilization as stated in the Department of Army Master Priority List (DAMPL). Contingency planning and mobilization considerations must be a part of the manpower planning process.

d. Installation organizations will be standardized in accord with AR 5–3 and other appropriate regulations.

e. Manpower staffing standards and criteria will be used to the greatest extent possible. (See AR 570–5 and AR 570–2 for guidance.)

f. The categories of manpower for each organization will be determined by the following:

(1) Intended use.

(2) Economy.

(3) Effectiveness.

(4) Efficiency.

g. Manpower resources should not be allocated for positions not in compliance with Department of the Army (DA) position management policies. (See para 3–4.)

h. TDA documents will specify positions to be filled by civilian personnel except for those positions which meet the criteria of DODD 1100.4 for use of military personnel. (See chap 3, sec V.)

i. Most efficient organizations (MEOs) as defined in paragraph 1–10*c* must be implemented prior to the establishment of a manpower standard.

j. Overtime and temporary employees should be used to accomplish workload surges. Moreover, depending on the frequency and regularity of surges, other alternative work schedules must be considered to meet peak workload demands. Examples of these schedules are as follows:

(1) Part-time.

(2) Intermittent.

(3) Seasonal.

(4) On-call appointments.

k. Manpower analysis must include the following factors:

(1) Military and civilian requirements and authorizations of the Active Components and Reserve Components (RCs).

(2) Impact upon Active and Reserve force readiness.

(3) Command priorities against available financial resources and associated trade-offs.

(4) The use of other manpower sources such as contract or intra/interservice support agreements (ISAs).

l. Army manpower management policies and procedures provide commanders and managers at all levels with the authority to use their allocated manpower subject to this regulation and the following:

(1) HQDA retains decision and control over manpower policy, priorities, major programs, resources, and issues with Army-wide impact. This includes standardization initiatives to balance personnel and equipment and to structure decisions.

(2) Major Army command (MACOM) commanders are granted primary authority and responsibility for manpower management within their mission and functional areas. They may delegate appropriate authority and responsibilities to commanders of subcommands.

(3) Installations and equivalent organizations are assigned detailed control and implementation responsibilities within the guidelines established by HQDA and the parent MACOM.

1–6. Functions

a. Manpower management focuses upon human resource requirements and the organization and position structure in which they are best used. This includes an accurate determination of requirements in terms of both quantity and quality to perform specific tasks and units of work and upon the organization and position structure in which they will be most efficiently and economically used. This extends to 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 authorizations against the validated requirements. Timely documentation and control through various

data reporting systems then permits an audit of manpower use and provides feedback to managers. With a steady military end-strength and leadership emphasis on stabilizing civilian manpower levels, each of the manpower management functions becomes more closely related to other manpower actions. Specific functions are categorized 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. Tools used in requirements determination include the following:

(a) MS–3 for functional areas in TDA units where manpower requirements are workload-driven. (See AR 570–5.) (For fixed medical and dental treatment facilities, the Uniform Staffing Methodology supports MS–3.)

(b) MARC for tables of organization and equipment (TOE) combat support (CS) and combat service support (CSS) functions. (See AR 570–2.)

(c) Manpower Surveys and Staffing Guides for organizational or functional areas in TDA and augmentation TDA to MTOE functions where manpower requirements may not be workload-driven, where standards have not yet been developed, or where unique organizations exist.

(2) *Planning, programming and budgeting.* 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 Five-Year 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 (people, things, and dollars) expressed in quantities, rates, and dollars.

(3) *Documentation.* Unit force structure data recorded in The Army Authorization Documents System (TAADS) serves as the Army's official force structure plan for the near term. Developing and revising this force structure data requires entering required and authorized positions by Army Management Structure Code (AMSCO), Army Functional Dictionary (AFD) code, identity (military/civilian), grade, and personnel occupational specialty code (POSC) into authorization documents (applicable TDA or MTOE). Since TAADS forms the base for recruitment, training, and replacement actions at the local or unit level, a reconciled balance between PBG, the Force Accounting System (FAS), and TAADS must be maintained.

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

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

b. Standards and related guidance include both TDA and TOE manpower requirements criteria. The development of standards (performance and staffing standards) interfaces with other manpower functions, forming a credible basis for determining manpower and supporting budget justifications.

1–7. Constraints

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

a. Total Army requirements will always exceed current available manpower. Each new requirement must be carefully evaluated and justified. Leaders must establish priorities, eliminate unnecessary tasks or procedures, and actively seek areas of decreased workload from which to transfer manpower in order to satisfy new or changing requirements. When requirements increase and resources are not provided for new missions, commanders or managers must identify lower priority functions which, if curtailed, eliminated, or made more efficient, would result in the availability of resources. These manpower assessments must be continuous so that trade-offs can be identified at any time.

b. Manpower constraints primarily reflect today's austere fiscal environment. The Army's leadership has responded to this environment by standardizing organizational structures, management systems, and operating procedures, and by emphasizing economy, efficiency, and productivity enhancement. The Army's standardization and efficiency/cost-effectiveness initiatives are discussed from the manpower management perspective in paragraphs 1–9 and 1–10.

1–8. Relationships

a. Management of resources (manpower, funds, materiel, facilities, information, and time) is an ethical as well as a legal responsibility of every member of the Total 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.

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 Total Army 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, personnel, materiel acquisition, and finances.

(1) The design of the Army force, 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 associated closely with personnel management. Therefore, the Congress considers personnel dollars and policies when establishing manpower strength limitations. Army manpower managers identify human resources needed to carry out assigned missions and allocate the limited 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 utilization 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 1–10*e*.)

(4) Finally, manpower and financial management are both integral parts of resource management. The most common constraint commanders and managers must face is money. Although manpower costs consume a majority of the Total Army dollars, there is never enough funding available to hire people to meet all requirements. The funds allocated for civilian personnel must be synchronized with the manpower allocations themselves. Terms of enlistment, tour lengths, education, promotion, and allowances are examples of Army personnel policies that have an impact on manpower costs. All serve to complicate the task of determining and making available the spaces to supply the Army with personnel at the desired level of readiness.

d. Manpower management processes play a key role in the Army's standardization and efficiency/cost effectiveness initiatives. This role will be successfully played only if manpower management is fully integrated with other key management processes. The next paragraphs explore the role of manpower management in the Army's standardization initiatives (para 1–9) and in the Army's efficiency/cost-effectiveness initiatives (para 1–10).

1–9. Standardization initiatives

a. Standardization objective. The establishment of standard organizational structures, 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 the solution of unique and important problems rather than devote 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. Organizational standardization and documentation.

(1) *Standardization.* Current guidelines contained in AR 310–49 provide both near-term and long-range goals for standardization of MTOE units. TDA organizations are structured in accord with DA standardization policies. TDA organizations which meet the criteria for TOE, as specified in AR 310–49, are to be disestablished as TDAs and activiated 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 (DAMO–FDP). Standard Installation Organization models can be found in AR 5–3. The remainder of the horizontally standardized organization models will be published as an appendix to AR 310–49. TDA organizations that perform like functions or missions within a given MACOM (vertical standardization) are structured to conform with the MACOM standard model. MACOM standard models will be published as a MACOM supplement to AR 310–49.

(2) *Documentation.* A standard TDA document will 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 (DAMO–FDP), MACOMs will develop standard TDAs for MACOM-unique, vertically standard organizations. HQDA (DAMO–FDP) will approve proponent-developed, standard TDAs for multicommand TAADS documentation of horizontally standard organizations.

c. Information systems. The practice of manpower management will be transformed by the implementation of standard, multicommand, information systems which establish two-way communications between HQDA, MACOMs, and installations. For example, the Output Oriented Resource Management System (OORMS), will simplify and expedite both the preparation of the COB/Program Analysis and Resource Review (PARR) and the distribution, analysis, and forwarding to HQDA of data indicative of the performance and execution of existing programs and budgets. OORMS will document in a standard, automated form all the events of the Army's PPBES. By linking financial, manpower, and output (performance) data with program and budget data vertically (through commands) and horizontally (throughout the Army), OORMS will integrate manpower management and financial management processes. OORMS will involve the distributive processes of manpower management (planning, programming, budgeting, and allocation) and, because of its emphasis on performance measures, the manpower requirements determination process. Moreover, OORMS will require modifications in Force Development Integrated Management System (FORDIMS) because OORMS will replace Program Development Increment Package (PDIP) documentation in the PBG by management decision package (MDEP) documentation in an automated Resource Data Worksheet.

d. Workload-driven staffing standards. Two programs for manpower requirements determination support major standardization initiatives. Both programs are based on the premise that functional directives, comparable equipment, and similar facilities tend to standardize work so that workload-driven manpower staffing standards can be developed at more than one location through uniform application of standard industrial engineering techniques.

(1) MS–3 provides the Army with the ability to standardize manpower requirements determination for functional activities in TDA organizations. See chapter 3 and AR 570–5 for details concerning this program.

(2) MARC provides guidelines for determining wartime manpower requirements for CS and CSS TOE positions. AR 570–2 prescribes policies and procedures for the MARC process and contains approved criteria to be used by TOE developers in designing CS and CSS units.

1–10. 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. Logistics efforts. Although not designed as an economy or efficiency effort, Defense Regional Interservice Support (DRIS) promotes intraservice, interservice, interdepartmental, and logistical support within the Department of Defense (DOD) and among participating non-DOD agencies. Based on supply and demand, improvement in effectiveness and (in some cases) economy of operations 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. Under DRIS, an agreement to provide support services must be documented and authenticated on DD Form 1144 (Support Agreement). This form serves as a cover sheet for the Memorandum of Agreement (MOA), Memorandum of Understanding (MOU), or other statement of detailed, negotiated agreement between suppliers and receivers of support. Procedures for negotiation and preparation of support agreements are prescribed in DODD 4000.19–R. The DRIS Program presents special challenges for the manpower manager in the areas of requirements determination and mission resource transfers. (See chaps 3 and 4.)

c. MEO concept. A major goal of the leadership is to build an Army consisting only of most efficient or cost-effective organizations. TDA organizations pose a special challenge.

(1) Under the 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 to an unacceptable degree 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 Changed procedures.

2 Revised work flow.

3 Reconfiguration of facilities.

4 Equipment changes.

(b) 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 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.

(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.

(4) Dynamic leadership and an integrated, multidisciplinary management approach are required to identify the MEO. The Army has established the Organizational Efficiency Review Program (OERP) to integrate management disciplines in the service of innovative leadership committed to building improved MEOs. The manpower management implications of the MEO are discussed in chapters 3 and 4.

d. OERP (AR 5–20). This program promotes increased productivity and efficient, cost-effective use of resources by creating and fostering MEOs for TDA organizations.

(1) The noncontractible function efficiency review (ER) (formerly called the Army Performance Oriented Reviews and Standards or APORS Program) applies only to "noncontractible" (AR 5–20) TDA organizations. It creates and fosters MEOs through—

(a) Development of Performance Work Statements.

(b) Conduct of Efficiency Reviews.

(c) Implementation of operational improvements.

(d) Development of work measurement standards (to measure individual performance), where applicable.

(e) Integration of efficiency and cost-effectiveness disciplines (such as management analysis, position management, requirements determination) and related programs (such as DRIS and MS–3) to reduce costs and to improve manpower utilization, organization, and position structure.

(f) Review and analysis to identify further improvements and operational efficiencies.

(2) The contractible function study effort, normally called Commercial Activities (CA), applies only to contractible (AR 5–20) Army functions. CA considers contract performance of Army work centers as a viable alternative to performance by Government employees. The Army must rely on the private sector to provide the commercial services it needs when cost-effective and consistent with the Army's military readiness requirements.

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.

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 scarce 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. 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 which they issue. No Army regulations or changes to Army regulations that direct manpower management actions or result in new manpower requirements will be published until they are coordinated with HQDA (DAPE–MB). Actions involving AMHA will be coordinated with HQDA (SAMR–AMH) WASH DC 20310-0103.

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). The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for and has approval authority for all manpower policies in the Army and will establish policy, review, and approve Army Management Headquarters Activities (AMHA) manpower allocations, functions, and organizations.

b. The Assistant Secretary of the Army, Financial Management (ASA(FM)). The ASA (FM) will—

(1) Compile and disseminate the HQDA PBG to the MACOMs and operating agencies concerned.

(2) Operate and maintain the Program/Budget Subsystem (P/BS) of the FORDIMS in conjunction with DCSPER.

(3) Serve as the Army Staff proponent for Productivity Capital Investment Programs.

c. The Administrative Assistant to the Secretary of the Army. The Administrative Assistant will manage, allocate, and provide centralized accounting of manpower resources in support of HQDA.

d. Deputy Chief of Staff for Personnel (DCSPER). The DCSPER will —

(1) Formulate, coordinate, and supervise manpower plans, policies, and procedures.

(2) Program, allocate, and control all Active Army military and civilian manpower within the approved force structure and within resource levels established by higher authorities. This excludes civilian manpower in civil works and cemeterial functions, RC military manpower, contract personnel, and AMHA.

(3) Operate and maintain the P/BS in conjunction with the Assistant Secretary of the Army, Financial Management, and the Authorization Subsystem of the FORDIMS (or their successor systems).

(4) Review, analyze, and validate manpower requirements documentation to ensure affordability and personnel supportability prior to approval of the documentation.

(5) Manage all MANPRINT activities for the Army Staff.

(6) Establish manpower reporting requirements.

(7) 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.

(8) Developed policies and criteria governing the use of military and civilian manpower.

(9) Develop policy for efficient and effective structuring (position management) of civilian positions in TDA organizations. This includes grade management and control requirements.

(10) Establish policy, review, and approve commissioned officer operational flying positions.

(11) Coordinate functional interservice/agency transfers with applicable service/agency headquarters and obtain OSD manpower adjustments when appropriate.

(12) Develop general manpower policy and guidance and approve regulations concerning the U.S. Army Reserve (USAR) military technician program.

(13) Develop policy for maintenance of the Personnel Management Authorization Document (PMAD).

(14) Serve as the Army Staff point of contact for manpower-related training programs, force integration training, and approval of manpower-related programs of instruction.

(15) Validate manpower requirements for MACOM HQ and Army Staff Field Operating Agencies (FOAs).

(16) Provide HQDA direction to the Commander, U.S. Army Manpower Requirements and Documentation Agency (USAMARDA). (See AR 10–28.) USAMARDA will act as the DCSPER agent for—

(a) Development of manpower requirements based on MS–3 standards.

(b) Compliance with manpower management policies and procedures (including position management or internal structure) through the document review process, including approval of section II of TOEs, MTOEs, and TDAs.

(c) Validation of TAA TDA manpower requirements.

e. Deputy Chief of Staff for Operations and Plans (DCSOPS). The DCSOPS will perform the following (except for civil functions):

(1) Direct the TAA, the development of the Army's structure, both military and civilian. (See AR 71–11.)

(2) Maintain the DA Master Force in accord 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 (MOBTDAs), and augmentation tables of distribution and allowances (AUGTDAs).

(4) Manage the TOE development system to include final approval of TOEs and TOE changes and issuance of Consolidated TOE Update (CTU).

(5) Operate and maintain the FORDIMS, including TAADS, the Structure and Composition System (SACS), the FAS, in which the Master Force is recorded, the Army Modernization Information Memorandum (AMIM), and the Modernization Resource Information Submission (MRIS).

f. Deputy Chief of Staff for Logistics (DCSLOG). The Deputy chief of Staff for Logistics will —

(1) Approve the equipment section of MTOEs, TDAs, MOBTDAs, and AUGTDAs.

(2) Manage the Army portion of the DRIS Program.

(3) Serve as the Army Staff point of contact for foreign military sales manpower.

g. Chief, Army Reserve (CAR). The Chief, Army Reserve will—

(1) Serve as USAR military technician program staff adviser to the Chief of Staff, U.S. Army (CSA).

(2) Plan, program, and budget for the USAR full-time support program requirements.

(3) Allocate and manage USAR full-time support manpower authorizations.

(4) Assist the DCSPER in the development and implementation of USAR manpower plans, policies, and procedures.

(5) Manage allocated USAR (AGR) manpower (including programming, dissemination, and validation of requirements) for all agencies and organizations above the USAR command level.

h. Director of Information Systems and Command, Control, Communications, and Computers (DISC4). The 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, records management, publishing and printing, and visual information.

(4) Implement the Privacy and Freedom of Information Acts.

i. The Judge Advocate General (TJAG). The Judge Advocate General will—

(1) Manage allocated manpower, including programming and development of requirements, for proponent FOAs. Validation of requirements for FOAs is the responsibility of OCSA (DACS–DM).

(2) Forward 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 DCSPER.

(4) Control Judge Advocate General officer allocations in continental United States (CONUS) MTOEs and ceilings on officer allocations in echelons above corps overseas, in coordination with the DCSOPS.

j. Chief, National Guard Bureau (CNGB). The Chief, National Guard Bureau will—

(1) Plan, program, budget, allocate, and control the Army National Guard (ARNG) full-time support program (which includes military technicians) in the States 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 requirements for NGB and its FOAs is the responsibility of the OCSA (DACS–DM].

(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) Control the manpower staffing standards system for the ARNG, in accord with policies issued by the Office of the Deputy Chief of Staff for Personnel (ODCSPER).

(a) For ARNG-unique functions, CNGB establishes priorities and schedules of manpower staffing standards, as described in NGB Pamphlets 570–1 and 570–3. 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. CNGB reviews and approves standards for ARNG-unique functions. ODCSPER reviews above to ensure compliance with AR 570–5.

(b) ARNG participates in the development of the schedule for studies of Army-wide functions.

k. The Surgeon General (TSG). The Surgeon General will—

(1) Manage allocated manpower, including programming and development of requirements for FOAs. Validation of requirements for FOAs is the responsibility of OCSA (DACS–DM).

(2) Forward FOA manpower requirements reports along with requests for allocation adjustments to compete in the TAA and POM development process.

(3) Distribute and control Army Medical Department officer allocations not assigned to MTOE, in coordination with the DCSPER.

(4) Control Army Medical Department officer allocations in CONUS MTOE and ceilings on officer allocations in echelons above corps overseas, in coordination with DCSOPS.

(5) Manage the Army's Uniform Staffing Methodology Program worldwide under the direction of the Assistant Secretary of Defense (Health Affairs).

l. The Chief of Chaplains. The Chief of Chaplains will—

(1) Manage all allocated manpower, including programming and development of requirements, for proponent FOAs. Validation of requirements for FOAs is the responsibility of OCSA (DACS–DM).

(2) Forward FOA manpower requirements along with requests for allocation adjustments to compete in the TAA and POM development process.

(3) Distribute and control Army Chaplain officer allocations not assigned to MTOEs, in coordination with DCSPER.

(4) Control Chaplain officer allocations in CONUS MTOEs and ceilings on officer allocations in echelons above corps overseas, in coordination with DCSOPS.

m. Heads of other Army Staff agencies. These officials will program and control allocated proponent FOA manpower resources.

n. MACOM commanders. The MACOM commanders will manage allocated manpower (including programming, determination, and validation of requirements). They will forward manpower requirements along with requests for allocation requirements to compete in the TAA and POM development process.

Chapter 3
Manpower Standards and Requirements

Section I
Introduction and Requirements Determination

3–1. General

a. Determination of manpower requirements is a continuing process. Manpower requirements are established, increased, decreased, and eliminated in response to changes in workload, missions, programs, procedures, technology, and leadership philosophy. The requirements determination process involves the following:

(1) Determining current manpower requirements.

(2) Projecting requirements for future workloads resulting from planned and developing programs and technologies.

b. Methods used for determining manpower requirements range from directed requirements through manpower surveys to manpower staffing standards. The basic analytical methods used by the Army are manpower surveys and manpower staffing standards.

(1) Manpower surveys are based on demonstrated workload and depend upon the organization being surveyed for information to justify requested manpower requirements.

(2) Manpower staffing standards, on the other hand, are generally more objective in nature. The approved standards are based on work-hours required to accomplish specific work, generally measured at more than one site and statistically analyzed through regression analysis. Staffing standards differ from production standards (AR 5–4) in that they result in manpower requirements necessary to accomplish a mission rather than identifying the amount of work expected of individuals. Program estimating equations developed from or in conjunction with manpower staffing standards are used for supporting the PPBES. Staffing standards result in increased uniformity in requirements across like organizations performing the same or similar missions and increased credibility in the resource acquisition process.

c. Standards and staffing guides (which are based on survey data) must be kept current through new development initiatives and an active maintenance program. Manpower managers and functional staff managers must work together to ensure that standards are adjusted periodically to reflect improvements in methods of operation and changes in technology or mission. In areas where standards have been established, functional staff proponents must provide manpower managers with the data necessary to ensure that manpower staffing standards reflect changes.

3–2. Concept

Manpower requirements determination identifies the minimum number and kind 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. Some requirements determination processes are cyclic (for example, surveys and standards application) while others (such as special studies and TAADS reviews) are accomplished on an "as-required" basis.

3–3. Policy guidance

Army manpower requirements are determined according to policies and procedures prescribed in the regulations discussed below.

a. AR 71–2 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, joint tables of allowance (JTAs), Additive Operational Plans (AOPs), and in DA-directed TDA Augmentations to MTOEs or published CTAs. AR 310–31 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:

(1) Combat arms.

(2) Combat support.

(3) Combat service support.

b. MARC for CS and CSS positions in units organized under TOE are developed according to AR 570–2 for use by TOE developers. The U.S. Army Training and Doctrine Command is the field proponent for the MARC program, and USAMARDA is the DA DCSPER executive agent.

c. This regulation prescribes policies for determining manpower requirements in TDA activities.

3–4. Organizational structure and position management policies

a. Organizational structure. Army installations will be organized in accord with AR 5–3, which prescribes the standard organization for garrisons. HQDA approval of TDA structures that differ from organizational policy is required by AR 310–49 and AR 5–3.

(1) There is no HQDA intent that organizations be standardized in size. Staffing levels should be determined by workload and other factors such as time-distance, span of control, and contractual support.

(2) Types of organizations are as follows:

(a) TOEs describe deployable organizations manned exclusively with military personnel. Standard MTOEs are developed to fit standard organizations for particular requirements.

(b) TDAs describe nondeployable organizations manned by both military and civilian personnel or by civilian personnel only. Standard TDAs are developed to describe two or more organizations that perform the same mission. Horizontal standardization is used for TDAs that apply to more than one MACOM; vertical standardization is used for TDAs that apply to more than one organization within a single MACOM. One-of-a-kind TDAs describe unique organizations.

(3) Although absolute standardization is not feasible for the Army, many installations and organizations perform common functions. These functions can be performed within similar, standard work centers. The work centers can be logically aligned and organized into standard organizations.

b. Position management. This is 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. Position management seeks 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.

c. Policies of organization and position management. Manpower managers at all levels will support efficient personnel utilization by adhering to these policies.

(1) The guiding factor in organizing activities should be the logical alignment of related work functions. Logical alignment is the basis for determining manpower needs and identifying the organizational subdivisions required for effective operation. Functional elements are subdivided only when essential and consistent with approved staffing patterns and position structure criteria.

(2) Some organizations may have a "mix" of functions, some of which must be performed by Government employees and some of which may be performed by a private sector contractor.

(3) Divisions with fewer than 20 requirements are normally unstructured. Unstructured divisions can use the work team concept. Teams are organized to handle functions and projects. Fixed intermediate layers of supervision are eliminated to economize on manpower resources, freeing more of the work force for action officer duties.

(4) Branches will not be formally subdivided. This limits supervisory layering and fragmentation of organizations, while permitting maximum flexibility in organizational design.

(5) Staffing limitations are shown below.

(a) Manpower resources will be used to perform approved functions only based on valid requirements and position management policies. Managers will support functional and civilian personnel officer efforts to ensure that positions are consistent with the following:

1 The highest grade nonsupervisory work is consolidated into the smallest possible number of positions.

2 The grade structure in an organization is proportionate to the volume of work at those levels.

3 There is an appropriate balance of supervisory to nonsupervisory and clerical to action officer positions.

4 The category of employment or work schedule is appropriate.

5 There is an appropriate mix of responsibilities. (This mix includes professional, technical, administrative, clerical, and trainee. Determinations will be made in coordination with the civilian personnel officer and will include consideration of military grades and skills.)

(b) The following position management considerations will apply to the establishment of supervisory positions:

1 Span of control may vary from one situation to another. This control will depend on geographical and physical layout, complexity, and criticality of work.

2 As a general policy, supervisory positions at the first echelon should not be established to direct fewer than eight full-time or full-time equivalent employees. The 1 to 8 ratio should be the minimum where the work performed and employees supervised permit a wide span of control (for example, engineers, clerical staff in a word processing center, skilled wage grade trades or mechanics positions).

3 A ratio of 1 to 5 should be the minimum in organizational elements where span of control is narrow (for example, a special staff function such as general counsel). This ratio also applies where the functions and workload to be performed require a small work force which stands alone and assignment and structuring within another organizational element is not cost efficient or feasible (for example, special staff functions such as public affairs or general counsel).

4 Where the nature of the work requires intensive review of products or services, appropriate use should be made of civilian leader or junior (skill level 2) noncommissioned officer (NCO) positions. Leader positions (either civilian or military) should not be established in functions that do not justify or permit leader duties and performance (for example, mobile equipment operation). When leader positions are established and used, whether military or in the General Schedule (GS) or the Federal wage grade (WG) system, the span of control of the supervisor of the organizational element or function should be broader than the 1 to 8 ratio.

(c) Dual staffing will be eliminated. Dual staffing exists when either of the following conditions applies:

1 Two people perform duties that can be performed by one person.

2 Two or more organizational elements perform duplicate functions in accomplishing the same mission.

(d) DA policy limits the use of supervisors, deputies, assistants, and special project officers. The grade of officers and civilians within an organizational element will normally be at least one grade below that of the immediate supervisor.

(e) The use of deputy, assistant, and executive positions will be limited to either of the following circumstances:

1 Where the military or civilian head of an organization is frequently absent on official duties.

2 Where the workload of the military or civilian head justifies the additional position.

(f) The need for continuity is not by itself sufficient justification for a civilian deputy to a military chief. Part-time requirements for a deputy, executive, or assistant can be satisfied by assigning the duties of the chief, during an absence, to the next qualified senior person. "Dual hatting" (permanently assigning two functions to one person) will not be used to circumvent this policy.

(g) Assistant-to-the-chief, special assistant, and special project officer positions represent an additional link in the supervisory chain and will not be used.

(h) 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 survey teams when their duration is for 1 or more years.

(i) For additional considerations, see paragraph 5–2.

d. Position structure. Civilian and military supervisory positions in TDA organizations will be structured in accord with AR 690–300–312. Military positions will be structured in accord with AR 611–101, AR 611–112, and AR 611–201.

3–5. Army availability factors

a. Standard Army availability factors (AAF) will be used in MS–3, the manpower survey program, and the staffing guide program to convert the required mission and workload essential work-hours into TDA, MOBTDA, and AUGTDA manpower requirements.

b. AAFs are planning factors which prescribe the average number of hours per month that 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, tariff agreements, and

MACOM policy. They will be submitted for approval to Commander, USAMARDA, ATTN: PEMS–RO, Fort Belvoir, VA 22060–5587.

d. Procedures for using AAFs in the requirements determination process are provided in AR 570–5.

e. Table 3–1 gives the AAFs for peacetime and two mobilization scenarios.

3–6. Methodologies and interface

The primary goal of manpower requirements determination is to establish the minimum quantitative and qualitative levels of staffing needed by a work center to maintain the required quantity and quality of its products or services. Whenever possible, manpower requirements should be determined or revalidated only for those work centers which qualify as MEOs under the criteria discussed in chapter 1.

a. Two basic manpower requirements determination methodologies are currently employed for TDA organizations. They are (in ascending order of reliability) manpower surveys and staffing standards.

(1) Manpower surveys permit the determination on a case-by-case basis of requirements for organizational or functional areas not susceptible to manpower staffing standards (for example, headquarters activities or functions which are not workload driven) and for functional areas not yet covered by staffing standards. Only accepted manpower requirements determination procedures will be used. (See DA Pam 570–4.)

(2) Manpower staffing standards are developed for homogeneous TDA functions. These standards relate manpower to workload in improved work centers (preferably MEOs). The application of staffing standards represents an upper limit which requirements will not exceed. Subject to approval by HQDA (PEMS–R), actual documented requirements may be lower due to local conditions, application of advanced technology, or other documented exceptions to the standard. Staffing standards will be used wherever possible to determine manpower requirements. For the functions that they cover, staffing standards replace manpower surveys, out-of-cycle (OOC) Schedule X updates, and staffing guides. (See AR 570–5.)

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

(1) Staffing guides and survey methods 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 MS–3 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 teams.

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

c. Manpower requirements determination in concept plans (AR 310–49) and in special studies will be made through application of the basic methodologies. (See para 3–6*a*.) Although union agreements or directed actions temporarily supersede the requirements determinations of the basic methodologies, every effort should be made to return to accepted manpower management practices at the earliest opportunity. Union agreements and directed actions should be developed or refined in keeping with sound manpower management practices.

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 DRIS agreement will reflect proposed operations in accord with the MEO 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 (funds and/or manpower). A request for exception will identify the authority for the request and be processed through the MACOM and through USAMARDA to HQDA (DAPE–MBA–MP) for approval.

e. Manpower requirements determination for MEOs under the OERP will be made through application of the basic efficiency review techniques (AR 5–20).

(1) Manpower requirements determination actions which may result from the OERP MEO development process include—

(a) Verification of manpower data by grade level at the outset of the MEO study.

(b) Evaluation of staffing guides and standards as a starting point for further efficiencies.

(c) Evaluation of tolerances granted by previous manpower survey or MS–3 study teams.

(d) Evaluation of scope of nonproductive time within functions.

(e) Verification of work-hour estimates (including part-time, intermittent, and BMM) and verification of MEO manpower requirements computation.

(2) Evaluation of the effectiveness of the supervisory, leader, and nonsupervisory position structure from a position management standpoint.

f. 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 "governmental" within the function(s) under study.

(3) Analyze and verify the whole positions (full-time, part-time, intermittent) or overtime which would be eliminated in the supervisory work center if function(s) under study were converted to contract performance.

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

(5) Verify work-hour estimates based on the Quality Assurance Plan for monitoring contractor performance.

(6) Review and verify the staffing requirement for contract administration 1 year after the commercial activity has converted to contract performance.

g. Assistant Secretary of the Army (Installations and Logistics (ASA(I&L)) and USAMARDA will monitor requirements determinations for the following (ASA(I&L) approval is required for each):

(1) Proposed in-house performance of a new CA.

(2) Proposed continued in-house performance of an expanded CA.

(3) Proposed transfer to in-house performance of a CA currently under contract.

(4) Proposed change in the organization, position structure, and staffing of an MEO within 1 year of the cost study decision in favor of in-house performance.

3–7. Army Functional Dictionary

a. The Army Functional Dictionary (AFD) (DA Pam 570–5) is a dictionary of work center definitions which 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

(unit identification codes (UICs), MACOMs) 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 MS–3 standards development studies and provides the capability to monitor proper documentation of standards based requirements. It will be updated in accord with the results of MS–3 studies.

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

d. Workload factors resulting from MS–3 standards are provided for each definition. Where MS–3 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 which they support. They are not separately identified. Further guidance is provided in AR 570-5 and DA Pam 570-5.

Section II
Manpower Staffing Standards System

3–8. Concept

a. The MS–3 develops manpower requirements through work measurement, normally at more than one location, using regression analysis and statistically valid procedures. Requirements developed through staffing standards are based on workload. MS–3 standards can be developed for TDA functions and AUGTDA functions whenever TOE elements are performing peacetime functions covered by approved standards.

b. The purpose of MS–3 is to develop joint, Army common, command unique, and single point manpower staffing standards using a centralized scheduling, reviewing, and approval process and a decentralized development process. Certain commands are assigned Army-wide responsibilities for measurement and development. The MACOM or operating agency has primary responsibility for the measurement and development of manpower staffing standards through their development teams. MACOMs review scheduling and ranking of studies, coordinate use of teams and interface with other MACOMs, agencies, and USAMARDA. USAMARDA serves as—

(1) The HQDA focal point for assigning priorities and establishing proposed schedules for all manpower staffing standards studies.

(2) The review and approval authority for standards, study development plans, measurement plans, final reports, initial application of standards, and reapplication of standards.

c. Detailed MS–3 policy, procedures, and methods of operation are provided in AR 570–5.

3–9. Responsibilities

a. The DCSPER has overall responsibility for the MS–3 program.

b. Functional staff proponents at HQDA, MACOMs, and operating agencies assist in the development of MS–3 standards. They review, coordinate, and support the development and application of MS–3 standards. They also support and defend resource requirements.

c. The Commander, USAMARDA is the DCSPER's functional manager and executive agent for MS–3.

d. Managers of MACOMs and operating agencies maintain MS–3 development teams, coordinate and review standards development studies, and coordinate the initial application of approved standards.

e. Manpower staffing standards teams develop or participate in the development, maintenance, and application of manpower staffing standards as directed by the parent MACOM or operating agency.

3–10. Development and determination

The development of manpower staffing standards is conducted under the "lead team" concept. One of the teams in the proponent MACOM or operating agency is designated the lead team. The lead team coordinates the development of the study development plan, measurement plan, final report, and application plan for the study. The basic steps are as follows:

a. Development of the schedule for studies performed by USAMARDA, MACOMs, and operating agencies.

b. Designation of a lead team for study by the proponent MACOM or operating agency.

c. Coordination and review of the study development plan, measurement plan, final report by participating teams, MACOMs, and agencies. HQDA review and approval by USAMARDA.

d. Measurement by study teams, coordinated by lead team.

e. Analysis and computation performed by lead team, assisted by MACOM or operating agency.

f. Quality assurance review of study development plan, measurement plan, and final report by the proponent MACOM or operating agency. Completion of all corrections and final approval will be USAMARDA's responsibility.

g. Initial application of manpower staffing standards by study development teams.

h. Final standards approval by USAMARDA.

i. Subsequent reapplication of manpower staffing standards by organization manpower offices.

3–11. Maintenance

Maintenance of manpower staffing standards is performed on an annual basis. The extent of standards maintenance and methods used are dependent on changes which have occurred in policies, procedures, methods of operation, or technology and automation. As required, changes to a standard are accommodated with exceptions. Exceptions are in the form of additives or subtractives. All exceptions must be submitted to USAMARDA for approval. However, if extensive changes have occurred since the standard was developed, it may be necessary to remeasure the entire functional area.

Section III
Manpower Surveys

3–12. Concept

a. The minimum manpower required to accomplish assigned mission-essential functions of TDA activities and certain TOE units will be determined on a 2-to 5-year cycle. This is done by on-site manpower surveys of a unit's organizational or functional areas that are not covered by the MS–3.

b. The key objective of the manpower requirements determination process will be the effective and efficient accomplishment of HQDA-directed missions with minimum essential manpower. Requirements will be determined without regard to the availability of resources. However, consideration must be given to the following factors in determining manpower requirements:

(1) Policy.
(2) Approved missions and functions.
(3) Workload.
(4) Past utilization.
(5) Characteristics and efficiency of the workforce.
(6) Compliance with position management policies.
(7) Duplication of functions.
(8) Operating methods and procedures.
(9) Contract workyears.
(10) Local factors that have an impact on manpower requirements.

c. Commanders and heads of agencies are encouraged to use the manpower survey capability to—

(1) Monitor alignment of functions.
(2) Identify organizational elements performing duplicate functions.
(3) Examine organizational and position structure.
(4) Seek opportunities for standardization.

d. During the manpower survey process, use of nonappropriated fund (NAF) personnel and BMM in morale, welfare, and recreation (MWR) activities will be analyzed by the commander and survey team in accord with AR 215–1. When such utilization is in functions that are delineated to be performed by appropriated fund personnel, manpower requirements will be evaluated. These requirements will be recognized as subject to allocation. (See para 5–22.) Conversely, requirements will not be recognized where NAF personnel are delineated in AR 215–1.

e. For Army Industrial Fund (AIF) activities, survey teams will consider the following:

(1) AIF requirements are validated based on workload. In addition, AIF 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.)

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

f. Manpower survey teams are required to review OERP and DRIS study reports in order to identify potential manpower savings. The results of such reviews must be made a part of the final survey report. Survey teams will ensure that manpower requirements resulting from interdepartmental, interagency, and ISA (DD Form 1144) are considered and incorporated in survey reports.

g. Manpower surveys will not normally be conducted for 1 year following an OERP review. The Manpower Survey Report must incorporate the results of the OERP review.

3–13. Responsibilities

a. The following commanders and agency heads, designated as manpower requirement authorities, are responsible for the manpower surveys (or management reviews, in the case of OCSA) indicated:

(1) Director, Resource Management, Office of the Secretary of the Army (OSA): All OSA activities, OSA Staff Support Agencies (SSAs), FOAs, and Joint Activities for which the Secretary of the Army has executive agent responsibilities.

(2) Chief, Staff Management and Services Division, Management Directorate, OCSA: Army Staff agencies, staff support agencies, and FOAs.

(3) Commander, USAMARDA: FOAs as assigned by the Director of Management, OCSA, and all MACOM headquarters.

(4) MACOM commanders: subordinate activities.

b. The following will be responsible for manpower surveys for subordinate activities:

(1) Commanding General, U.S. Army Medical Research and Development Command.

(2) Commanding General, U.S. Army Recruiting Command.

(3) Commander, U.S. Army Troop Support Agency.

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

(5) Chief, National Guard Bureau, in dealing with the States.

3–14. Delegation of authority

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

b. Periodically, manpower requirement authorities will observe surveys of subordinate commands and agencies onsite to assure the validity of the survey process. This process will consist of appraisal of surveyor technical proficiency and survey methodology.

3–15. Scope of surveys

a. The manpower survey program includes the following:

(1) TDA activities.

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

(3) 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 5– 21.

b. As Army manpower staffing standards are published, a reduction in the scope of the onsite survey program is expected. Manpower requirement authorities should reduce the scope of the survey program when all of the following conditions can be met:

(1) DA-approved manpower staffing standards are in effect.

(2) Manpower requirements for the affected work centers are recomputed annually, based upon current data.

(3) The standards are maintained as required by AR 570–5.

c. Manpower requirement authorities may elect to use onsite manpower surveys periodically to validate the application of manpower staffing standards.

3–16. Frequency of surveys

a. In peacetime, all TDA functions not under Army manpower staffing standards or CA cost study will be included in a unit manpower survey at least every 2 to 5 years, unless the following remain stable: mission, workload, equipment, and facilities. Units experiencing significant changes in mission, workload levels, equipment, or facilities should be scheduled for manpower surveys on a priority basis. USAMARDA may direct a manpower survey within 1 year after a major reorganization.

b. Except as allowed above, manpower requirement authorities must request and receive prior written approval of USAMARDA to defer, curtail, or reduce the scope of manpower survey programs in peacetime. Complete justification (with proposed alternatives for determining manpower requirements) will be included in the written request for exception to USAMARDA.

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

3–17. Conduct of surveys

a. Detailed instructions for conduct of surveys are contained in DA Pam 570– 4.

b. A moratorium on changes in organization and manpower requirements will be imposed 6 months before a scheduled survey; 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 survey team.

c. When the scope of a survey includes activities under 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 use data applied to staffing standards. Activities preparing for a manpower survey will list in the "Commander's Remarks" section of DA Form 140–1 (Manpower Survey Report—Remarks) by sheet and line number, each activity covered by an Army manpower standard. (Where only a summary standard is available, the listing will include the source of the standard. This will allow the MACOM or agency conducting the survey to determine whether standards cited are valid without delay to the manpower survey.) Army manpower staffing standards will not be altered by local appraisal. Apparent omissions in a standard, however, will be reported to USAMARDA as a separate action.

d. The Commander, USAMARDA, will task MACOMs to provide qualified manpower survey analysts to assist the DA Manpower Survey Team when necessary.

3–18. Review and approval of manpower surveys

a. The commander or agency chief of the headquarters conducting a manpower survey has direct responsibility for the review and approval of the survey. Approval of the survey, 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. USAMARDA will review selected manpower survey reports on an Army-wide basis for compliance with report preparation guidance and established policies. Comments from these reviews will be forwarded to manpower requirement authorities for information or correction.

3–19. Execution of approved manpower surveys

a. Revised manpower requirements resulting from an approved survey are the principal basis for reallocating manpower spaces to or from the surveyed organization. MACOM and operating agency commanders will assure that saved spaces are applied to command priority requirements or returned to HQDA. Increases in requirements may be supporting evidence for workload trends when budget requests and PDIPs are prepared.

b. Results of the approved manpower survey will be documented in the TAADS at the earliest opportunity. Units in Vertical—The Army Authorization Documents System (VTAADS) will document the approved survey in the next management of change (MOC) window. Units operating as satellited TAADS proponents supported by HQDA facilities (AR 310–49, para B–8b) will submit an updated TDA within 30 days of receipt of the implementing directive.

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 will be considered after the 6-month implementation period.

d. TDAs for AMHA will be submitted only as "proposed" by the proponent. (See AR 310–49 and chapter 8.) AMHA TDAs will be audited against the approved DA manpower survey (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.

3–20. Updating of manpower requirements

a. Army manpower staffing standards provide a basis for updating manpower requirements annually. This updating is the basis for requesting budget and program changes.

b. For activities not yet under Army manpower staffing standards, manpower survey updates are encouraged. Changes in manpower requirements between onsite surveys, due to changes in mission and workload, will be documented on survey forms. These "interim" changes will be reviewed and approved in the same manner as complete surveys. The recommended change submission must include sufficient workload data to justify the total requirements for the organizational element. Onsite validation should be accomplished when a significant increase is requested, unless an accompanying mission change or growth in workload is justified in requests. If the activity has not been surveyed within 3 years, approving authorities should consult program directors and review authorization documents and manpower utilization reports.

c. Manpower requirements documentation procedures can be streamlined where preparation of a schedule X would merely duplicate effort already invested in an efficiency review. In this instance, the management study (or an extract) with the supporting work measurement data should be attached to an abbreviated (or "header') schedule X as detailed rationale for manpower staffing.

(1) For contractible functions (CA studies) the manpower determinations will be protected from disclosure until the final decision has been made as to in-house or contract performance. After the decision, the manpower document will be updated by submission of abbreviated or "header" schedules X, with an extract of the management study and applicable technical exhibit, to the manpower requirement authority for posting. As a minimum, the "header" schedules X remarks will identify the quantitative and qualitative staffing of the MEO, indicated the date that the CA decision was made, and state the outcome of the decision (for example,"MEO represents new in-house organizations" or "MEO did not compete successfully with private sector organization").

(2) For noncontractible functions, not scheduled for follow-on standards development by MS-3, work-hours and workload must be validated using established manpower determination criteria. This documentation, along with a copy or extract of the management study, will be attached to an abbreviated or "header" schedule X.

(a) If no work measurement was completed during the efficiency review, a comprehensive quantification of required work and associated work-hours must be attached (along with a copy or extract of the management study) to a "header" schedule X.

(b) If workload or mission changes have taken place after completion of an efficiency review in which work measurement was completed, the quantification of required work and associated work-hours will be updated and attached (along with a copy or extract of the management study) to a "header" schedule X. This will permit on-site validation, as necessary, of current workloads and manpower requirements.

(c) In no instance will this procedure be used to change required manning at the conclusion of the management study phase of a combined efficiency review/MS-3 study.

3–21. Manpower survey reports (RCS CSGPA–1302 and RCS CSGPA–1303

a. Schedule of Manpower Surveys (RCS CSGPA–1303). Manpower requirement authorities and subordinates delegated responsibility for surveys will submit one copy of DA Form 1845–R (Schedule of Manpower Surveys) for the current and budget years. DA Form 1845–R will be reproduced locally on 8½- by 11-inch paper. This form is located in the back of the regulation. Submissions will be made through command channels to Commander, USAMARDA, Fort Belvoir, VA 22060–5587, with a copy furnished to HQDA (DAPE–MBA–PS), WASH DC 20310–0300. Instructions for completing this form are as follows:

(1) Column 1 will display asterisks beside UICs of organizations that will not have been surveyed within 5 years as of the end of the reporting fiscal year.

(2) 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.

b. Manpower Survey Report (RCS CSGPA–1302). The Manpower Survey Report is a composite of the following: DA Form 140 (Manpower Survey Report—cover); DA Form 140–1 (Remarks); DA Form 140–2 (Schedule A—Manpower Inventory); DA Form 140–3 (Schedule T—Identification of Other Manpower); DA Form 140–4 (Schedule X—Manpower and Workload Data); and DA Form 140–5 (Schedule A—Continuation Sheet). This report will be prepared in accord with DA Pam 570–4. Copies will be limited to the minimum required for effective manpower management. USAMARDA will maintain one complete copy of each survey report, except for those originated by the Office of the Secretary of the Army or OCSA. Manpower requirement authorities cited in paragraph 3–13 will submit one copy of the survey report and one 8½- by 11-inch copy of the document (TDA, AUGTDA, MTOE or Joint Manpower Program) used as a base for the survey to Commander, USAMARDA, Fort Belvoir, VA 22060–5587, within 90 days of the report date.

Section IV
Manpower Staffing Guides

3–22. Concept

a. A manpower staffing guide provides guidance on the numbers and kinds of personnel required to perform a group of specific functions in common CONUS TDA (and some MTOE) activities. (Overseas installations may use staffing guides wherever such

guides are considered to be applicable.) Staffing guides are developed for use by—

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

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

b. 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:

(1) Appropriate duty position title, military occupational specialty (MOS), and grades of military positions.

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

(3) Suggested appropriate Office of Personnel Management (OPM) classification for positions in which civilians may be used. (Servicing civilian personnel officers will normally decide all official classifications.)

3–23. Responsibilities

a. The DCSPER will—

(1) Designate the kind of organizations and functions to be included in staffing guides.

(2) Designate proponents for staffing guides. Designated proponents are as follows:

(a) Military Traffic Management Command (DA Pam 570–516).

(b) Forces Command (DA Pam 570–551, DA Pam 570–553, and DA Pam 570–560).

(c) U.S. Army Training and Doctrine Command (DA Pam 570–555, and DA Pam 570–558).

(d) U.S. Army Health Services Command (DA Pam 570–557).

(e) U.S. Army Recruiting Command (DA Pam 570–562, and DA Pam 570–563).

(f) U.S. Army Military Entrance Processing Command (DA Pam 570–564).

(g) U.S. Army Materiel Command (DA Pam 570–566).

(h) U.S. Army Information Systems Command (DA Pam 570–567).

(3) Review and approve staffing guides.

(4) Designate functions to be added to or deleted from staffing guides as MS–3 coverage is expanded.

b. Proponents will—

(1) Update assigned staffing guides on a 3-year revision cycle, in accord with HQDA policy guidance.

(2) Establish revision schedules for updating new editions of guides or segmental changes. This updating will ensure complete revision of each guide within the 3-year cycle.

(3) Develop unscheduled changes to staffing guides, as required. These changes may be directed by HQDA or initiated by MACOMs between regularly scheduled updates.

(4) Coordinate staffing guide changes with other interested and affected commands and agencies.

(5) Forward final manuscript of updated or new guides to Commander, USAMARDA, Fort Belvoir, VA 22060–5587.

3–24. Revision schedules and status

a. DA Form 4351–R (Schedule & Status of Staffing Guide Revisions) will be used to make required program progress reports authorized under RCS CSGPA–1354. DA Form 4351–R will be reproduced locally on 8½- by 11-inch paper. This form is located in the back of the regulation. One copy will be submitted to Commander, USAMARDA, Fort Belvoir, VA 22060–5587, with a copy furnished HQDA (DAPE–MBA–PS), WASH DC 20310–0300.

b. Part A (Schedule) will be completed for each fiscal year and submitted to USAMARDA by 30 September.

c. Part B (Status), reporting progress of staffing guide revisions in process and cumulative changes to staffing guide schedules, will be submitted semiannually to USAMARDA by 31 March and 30 September.

Section V
Position Identification

3–25. Policy

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

(1) Title V 502 (88 STAT 399), Public Law 93–365, states that it is the sense of Congress that the Department of Defense shall 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 shall, 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 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, which 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 states that positions which 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. HQDA policy is to delineate for military occupancy only those TDA positions that require military incumbents for reasons cited in *a*(2) and (3) above. HQDA (DAPE–MP) will establish rotational base requirements. Lack of available skills in the civilian labor market at a particular location will be considered as prescribed in paragraph 3– 27*d*.

c. All positions in a deployable unit that would be involved in combat or CS under a DOD-approved contingency plan will be military. All CSS positions will be military if they have tasks which, if not performed, could cause direct impairment of combat capability. These positions normally will be structured in appropriate MTOE units. Exceptions include Type B MTOE and certain contracted support. Because of peacetime constraints on MTOE authorization levels, positions in TDA units may be designated as sources of fillers to MTOE units during contingencies.

d. TDA reviews and annual TAA reviews must carefully evaluate positions identified for military occupancy and ensure that this delineation maximizes force readiness.

3–26. 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. They are distinct from the other three categories, which are strategic, land forces, and individuals.) 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 3–25 and below.

b. Exceptions to civilian incumbency must be held to a minimum. These exceptions must be based on compelling, objective justification that clearly supports a military position identification. 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.

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.

d. The positions listed below are delineated as military.

(1) Commanders, deputy commanders, commandants, and executive officers. (Executive officer positions, which are delineated as military, should be distinguished from executive assistant positions, which are civilian. Executive assistant duties are administrative only, entailing no more than the exercise of general supervision under a military supervisor, do not require the incumbent to be in the command chain (see AR 600–20), and do not require military experience for successful job performance.)

(2) Positions which by law, treaty, or regulation require a military incumbent. Examples include Staff Judge Advocate (for example, AR 27–1), Army Medical Department (for example, AR 40–1), and Chaplain (AR 165–20). Positions that are required by law include the following: Chief of Staff, U.S. Army; Vice Chief of Staff, U.S. Army; Deputy and Assistant Chiefs of Staff; Chief of Engineers; The Surgeon General; The Judge Advocate General; Assistant Judge Advocate General (and positions designated by The Judge Advocate General of the Army to be filled by a judge advocate); Chief of Chaplains; The Inspector General; and Chief, Army Reserve. The following U.S. Military Academy positions are prescribed for military incumbency:

(a) Superintendent.
(b) Commandant.
(c) Dean of the Academic Board.
(d) Twenty-two permanent professors.
(e) Director of Admissions.
(f) Thirty-six tactical officers.

(3) Director of the Army Staff and the chiefs of staff and heads of G-staff or J-staff sections in land forces or joint headquarters.

(4) Positions in which current military experience is required for successful performance of the prescribed duties. In research and development activities, these positions include those required to ensure that such activities are directed toward military application. Positions may not be delineated as military on the principal basis of duties requiring only a knowledge of military administrative procedures or similar capabilities. Such knowledge and capabilities are reasonably attainable by civilian employees.

(5) The following positions, by tradition or custom occupied by military incumbents, normally require current military background for successful performance of duties:

(a) Officer and enlisted aides.
(b) Secretaries of service schools and colleges.
(c) Detailed, temporary, and acting inspectors general.
(d) Band leaders and band members.
(e) Recruiters and retention NCOs.
(f) Drill sergeants and honor guards.
(g) Battalion and company level administrative, security, training, and supply personnel.

(6) Positions required for deployment in a combat or CS role.

(7) Instructors of tactical or military leadership subjects involving field applications (such as tactical training in the field).

(8) ARNG and USAR advisers, professors of military science, and Reserve Officers' Training Corps instructors above secondary school level. (This does not apply to administrative or logistic positions in support of such activities.)

(9) Battalion staff and company cadre positions in U.S. Army Training Centers. (See DA Pam 570–555.)

(10) In CONUS, Hawaii, and Alaska, TDA medical positions in which the incumbents are also designated by The Surgeon General to fill MTOE unit positions.

(11) Surgeon, when this position is the principal medical staff position of the installation. (Normally, the person who occupies this position is also commander of a medical department activity.)

(12) Outside CONUS, Alaska, and Hawaii, those medical positions already documented on the MOBTDA as requiring a military incumbent for mobilization and contingencies.

(13) Aviation positions that require the incumbent to participate in tactical training.

(14) Military personnel officers, with duties involving—

(a) Selection.
(b) Classification.
(c) Reenlistment functions.

(15) Positions involving administration of military discipline that require direct contact with military prisoners.

(16) Positions involving supervision of parachute maintenance, packing, and inspection; parachute rigger positions involving the actual packing and inspection of troop-type parachutes. (See AR 750–32.)

(17) Explosive ordnance disposal (EOD) positions requiring EOD qualification. (See AR 75–15.)

(18) Positions involving the direct security of nuclear weapons; these positions will include reactive forces. (See AR 50–5–1.)

3–27. Special considerations

The limited availability of military or civilian manpower authorizations and skill and career development needs often require that HQDA determine (or help determine) position identification requirements for selected positions. Requirements for many of these positions cannot be identified exclusively in the field because they require access to total force data. MACOM-wide or unit-wide data will not suffice. Peacetime management requirements of the total force may require alternative identification of selected positions, rather than the ideal identification discussed in paragraph 3–26. Therefore, exceptions to ideal position identity will be based on the following policies, supplemented by explicit HQDA guidance and approved as discussed below.

a. Rotation base requirements. Selected positions will be delineated as military. They will assist in providing military personnel minimum CONUS tours between overseas assignments. HQDA (DAPE–MP) will provide on a yearly basis written instructions by skill and number, by SIMOS, and when required, comparable officer positions. A request by an installation for exception to the manpower policy to assist in stabilization of the rotation base must be submitted through command channels to HQDA (DAPE– MPD).

b. Career progression requirements. Selected positions will be delineated as military. They will help provide balanced and reasonable promotion flow and career progression. When required, HQDA will provide detailed written instructions. Exceptions will be approved by HQDA (DAPE– MP).

c. Pretrained personnel for contingencies. Selected positions will be delineated as military to provide immediately deployable, pretrained personnel for contingencies. These requirements will be determined and identified by HQDA, as required, or by oversea MACOM commanders in accord with theater contingency plans.

d. No qualified civilian available. Some TDA positions not otherwise requiring military incumbents are dedicated to functions that must be performed by Government personnel. When no qualified civilians are available, military incumbency will be prescribed for these positions, but the following rules apply:

(1) All reasonable efforts made locally to recruit qualified civilians must be described. HQDA (DAPE–CP) will review these efforts and may direct additional recruitment action before conversion to military.

(2) Normally, direct hire, foreign national (DHFN) and direct hire, U.S. citizen (DHUS) identities are interchangeable. If the local labor market in an overseas area cannot supply the required skills, recruiting of civilian applicants from CONUS must be considered.

(3) Conversion to civilian incumbency will be accomplished when qualified civilians become available, in accord with chapter 5, section III.

(4) Exceptions will be approved by HQDA (DAPE–MBA–PS).

e. No warrant officer MOS available. These are positions that should properly be identified for warrant officer incumbency but require skills for which a warrant officer MOS has not been established by HQDA. Commissioned officer incumbency will be prescribed in these cases and the following action taken:

(1) A written summary will be prepared, including a concise summary of the duties assigned to the position. The written summary will identify the position by the following:

(a) Organization.

(b) TDA paragraph, line, command control number, and effective date.

(c) Position description.

(2) The written summary will be forwarded to the Soldier Support Center, National Capital Region (ATTN: ATZI–NCR–MO–O), 200 Stovall Street, ALEX VA 22332–0400. This information will be used by the Soldier Support Center to evaluate the need for one of the following:

(a) A new or revised warrant officer MOS.

(b) Additional skill identifier (ASI).

(c) Special qualification identifier.

(3) Exceptions based on lack of a warrant MOS will be approved by the MACOM.

f. Unusual hours or working conditions.

(1) Positions may be designated military if they entail unusual working hours or conditions not compatible (or normally associated) with civilian employment.

(2) Military incumbency will be prescribed if the MACOM director of civilian personnel (or equivalent for a separate agency) formally confirms that the inherent working hours or conditions cannot be made a "condition of employment" for successful recruitment of civilians.

(3) Exceptions based on unusual working hours/conditions will be approved by MACOM.

g. No unallocated manpower resources available. The MACOM or operating agency will attempt to provide the required military or civilian manpower authorizations from within MACOM allocations to allow delineation of the ideal position identity. When resources do not allow delineation of the ideal position identity, military positions in TDA organizations may be designated as civilian, or civilian as military, in strict compliance with the following:

(1) Existing positions recently delineated in their identity will not be redesignated in an alternative identity. (Exceptions are outlined in *a* through *f* above and *h* below.)

(2) New or existing positions not eligible for delineation in an alternative identity (see *a* through *f* above and *h* below) may be delineated in an alternative identity on an interim basis. Positions which by law or regulation require a military or civilian incumbent may not be delineated in an alternative identity.

(3) The MACOM commander or agency head, or a designated representative, must determine the following:

(a) That the individual positions cannot be eliminated.

(b) That filling of the individual positions cannot be deferred.

(c) That their interim delineation will make the best use of available manpower resources.

(4) POM programming action based on PARR submission will be used to terminate the interim alternative delineation of the individual positions. In the case of large-scale needs, the action may be spread over the program years. Interim alternative position identities will be retained in authorization documents until the planned conversion year. When the necessary manpower resources become available, conversion to ideal position identities on a permanent basis will be accomplished in accord with chapter 5, section III.

(5) Requests for exceptions based on lack of manpower resource allocations will be made by the HQDA (DAPE–MB).

h. Pretrained personnel for wartime augmentation. Selected TDA positions will be delineated as military to provide immediately deployable, pretrained personnel for increased wartime manning of combat, CS, and CSS MTOE units. As required, these requirements will be determined and identified by HQDA.

3–28. 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 Probability Code (DCPC) P1 are not authorized for women. (See AR 310–31 for explanation of DCPC.) For TAADS documents, the male-only position identity codes in AR 310–49 which 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 AR 611–101, AR 611–112, and AR 611–201.)

(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 9–23.

Table 3–1
TDA Army availability factors for U.S. citizens and military

Standard Work-week	Normal (peacetime)	Mobilization	
Computation of assigned and available hours	5 days 8 hrs/day 40 hr week	6 days 8 hrs/day 48 hr week	6 days 10 hrs/day 60 hr week
Avg calendar days/yrs	365.25	365.25	365.25
Less:			
relief days/yrs	104.375	52.375	52.375
holidays	10.0		
Congressionally mandated work hours/year	2087		
Net assigned duty days/month	20.906	26.073	26.073
Net assigned duty hours/day	×8	×8	×10
Monthly assigned hours	167.25 Military/Civilian	208.58 Military/Civilian	260.73 Military/Civilian
Total non-available hours (leave, training, special duty, etc.)	22.25	17.58 11.58	15.73 9.73
Monthly hours available for primary duty	145.0 *	191.0 * 197.0 *	245.0 251.0 *

* Work-hours per month available for work.
NOTE: Availability factors are for manpower requirements determination only; actual utilization is the policy of the local commander.

Chapter 4
Acquisition and Documentation of Manpower

Section I
Planning, Programming, Budgeting, and Execution

4–1. 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 cemeterial 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. At the beginning of the PPBES planning cycle, long-range manpower and force structure requirements are developed by the DCSPER, the DCSOPS, and MACOM commanders for the Army's submission to the Joint Strategic Planning Document. A major programming step is the annual TAA, which is conducted by the Army Staff with the assistance of MACOMs. This analysis determines total combat, CS and CSS forces; the ammunition and resupply requirements; and the associated manpower spaces needed to satisfy given scenarios. Based on TAA, the DCSOPS recommends adjustments to MTOE units and TDA organizations as required and produces a force structure which reflects the intended use of total Army manpower resources. While much of the active force resides in a TOE structure controlled by centralized decisions based on doctrine, the remainder of the operating force consists of civilian and military positions in TDA organizations which are designed and adjusted at the MACOM level to meet changing mission and workload requirements.

c. Results of TAA are used to assist the Army Staff in developing the POM, which states Army authorizations 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 develop and state their changes in manpower requirements through a POM assessment letter and their PARR submission. The resulting POM incorporates force structure changes and revised manpower authorizations into the FYDP. Figure 4–1 gives an overview of these events.

d. MACOMs must submit their command plans to HQDA (DAMO–FDP), WASH DC 20310–0460, by 1 August and 1 February. 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 to ensure compliance with HQDA guidance. At the close of the MOC windows (30 Sep and 31 Mar) MACOMs forward their TAADS documents to HQDA where an Automatic Update Transaction System is used to compare the reconciled Master Force to the stated MACOM documented positions in their TAADS documents. A new Master Force, which emerges from this comparison, is used in the SACS to determine, plan, and program resource requirements for the Army.

4–2. DA Program Budget Guidance

a. The ASA(FM) 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 in the preparation of program and budget documents. The PBG is linked to the PPBES cycle at HQDA. It is published in January, May, and October to correspond with resource decisions made for the President's Budget, POM, and OSD Budget Estimate, respectively. Figure 4–2 displays the budget formulation process and the PBG publication timeframes.

b. The HQDA PBG consists of seven volumes except for the POM issue, which is six volumes as follows:

(1) *Narrative Guidance (Vol I).* This volume provides manpower managers with information on the purpose of specific transactions, implementing instructions, manpower planning constraints, and HQDA points of contact. Volume I is published in its entirety and represents the OSD/OMB budget issue and page changes only for the President's Budget. Volume I is not printed for the POM.

(2) *Resource Guidance (Vols II–A, II–B, II–C, and II– D).* These volumes provide fiscal guidance and civilian grade management controls.

(a) Volume II–A contains the unclassified resource trails and Volume II–B contains the classified resource trails.

(b) Volume II–C, the unclassified manpower detail, and Volume II–D, the classified manpower detail, are prepared by HQDA (DAPE–MBA) as a Manpower Detail Addendum. These ODCSPER 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 (table 4–1), and resource command data. The ODCSPER Manpower Detail Addendum contains official HQDA decisions concerning manpower resource levels and programming which will be used as a basis for development of command plans, TAADS, personnel recruitment, hiring, and related program execution actions. Volume II–C and Volume II–D are 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 joint attention of ODCSPER (DAPE–MBA) and the Office of the ASA(FM) (SAFM–BUC–F).

(3) *Workload Data (Vol III).* This volume contains workload data for such programs as flying hours, training workload, command grade objectives, and accessions.

(4) *Investment Items (Vol IV).* This volume displays centrally procured investment items and includes productivity and capital investment improvements.

Table 4–1
Civilian manpower identities and types

	C-Type Code
Direct Hire United States	
Graded U.S. citizens	101
Wage grade U.S. citizens	102
U.S. citizens paid from Deutsche marks	111
U.S. family member, graded	118
U.S. family member, wage grade	120
Senior Executive Service	121
General merit pay	122
Graded National Guard Technicians	123
Graded Army Reserve Technicians	124
Wage Grade National Guard Technicians	125
Wage Grade Army Reserve Technicians	126
National Guard Technicians merit pay	127
Army Reserve technicians merit pay	128
Direct Hire Civilian, Foreign National	
Graded Panamanians	103
Wage Grade Panamanians	104
Koreans	105
Italians	109
Other direct hire	110
Other direct hire paid by foreign governments	119
Indirect Hire Civilian, Foreign National	
German nationals (see note)	201
German nationals paid from Deutsch marks (see note)	202
Japanese	205
Other indirect hire	206

Note:
Includes third country nationals working in the Federal Republic of Germany and Berlin.

c. Grade and skill supplement. To guide TDA and MTOE document changes and to correct Army-wide documented authorizations that have caused or contributed to problems in the training and distribution of soldiers, HQDA (DAPE–MBI) supplements the ODCSPER Manpower Detail Addendum with grade and skill levels of detail. This guidance describes grade and skill objectives for MACOMs which are feasible in the Army aggregate. This supplement is published following the release of the October PBG and addresses the fiscal year to be documented by the MACOM in the following year (for example, October 1990 grade and skill supplement would address fiscal year 1993, which will be documented in 1991). Guidance for the next year beyond will also be published for specialty proponent planning and revised as necessary the following year.

(1) Grade and skill objectives for each MACOM will be a feasible structure or will represent intermediate objectives toward a feasible structure. Feasible structures are defined authorizations within a skill (MOS for enlisted or warrant and branch or functional area for commissioned officers) that have been distributed to each grade in quantities that will facilitate the development of a continuous inventory of skills and experience required by the Army.

(2) Guidance contained in the grade and skill supplement gives MACOMs flexibility through the use of management bands, which are a specified range between a minimum (floor) or maximum (ceiling) number of particular grade/skill combinations that a MACOM may document. Objective authorizations are provided in terms of floors and ceilings because changes toward the objective authorizations occur due to refinements to the force structure, doctrinal changes, and equipment deployment schedules. The size of the bands varies depending on the magnitude of the changes that are necessary in relation to the number of authorizations that are currently documented in that skill. Functional proponents are involved in the establishment of the initial spread of the management band and throughout its execution. The bands can be expected to become narrower in subsequent years, so that MACOMs can expect less flexible objectives in skills that have been stable for longer periods than skills that are undergoing changes. Sufficient authorizations are included in the management bands for all MACOM MTOEs.

(3) When MACOMs use management bands to increase authorizations in an MOS in one grade, a corresponding grade offset is required. MACOMs are restricted to the same number of authorizations for any one grade (across all MOS) as are given for that grade (across all MOS) under the objectives for that MACOM.

4–3. 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 manpower changes in actions which 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 PBG, command plans, FAS (Master Force), 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 HQDA (DAPE– MBA), will address one of the following situations:

(1) Identify strength change action by UIC/AMSCO and MDEP detail.

(2) State that UIC detail will be identified by command(s) in next command plan submission.

(3) State that manpower change(s) 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, the end-year strength allocation of a command or agency is increased.

(2) Allocations must be transferred—

(a) Between budget appropriations with the exception of transfers of manpower into or out of the AIF per paragraph 4–5*c*.

(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 8 for details.)

(3) Civilian allocations must be transferred between—

(a) OMA programs or subprograms. (An exception is shown in para 4–5.)

(b) Budget programs and appropriations within the AIF. (An exception is stated in para 4–5*c*.)

(4) Category (military/civilian) or identity of military (officer/warrant officer/enlisted) or civilian (DHUS/DHFN/indirect hire) allocations is to be changed. This limitation is only on allocations. (For the policy on conversion of positions, see chap 5, 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 COB for final approval. A list of MDEPs for DA-controlled programs is contained in the DA PBG, Volume I, General Narrative Guidance.

(7) The grade/skill levels are not within management bands (floors or ceilings) in authorization documents.

4–4. Command operating budgets and manpower management

a. COB management is important to manpower managers since it refines programs and initiatives for budget justification purposes as well as Command Plan and documentation submission in TAADS. HQDA (DAPE–MB) uses the COB as a vehicle in analyzing, managing, and implementing manpower authorizations in the Army 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. (See fig 4–2.)

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 COB provides detailed information (manpower/dollars) for POM decisions with clear and complete justification. The detailed information is essential for use by manpower managers and appropriation directors in developing or evaluating budget estimates. The manpower data in the COB is used to update the HQDA data base in support of the Budget Estimate Submission to OSD/OMB.

d. Schedule 1 (Unfinanced Requirements) is used to display requirements that have surfaced from unforeseen circumstances which were not addressed in the PARR. 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) and Schedule 16 (AMHA Costs and Personnel Data) are used by MACOMs to display manpower details. HQDA (DAPE–MBA) incorporates COB manpower issue changes into the OSD/OMB Budget October PBG.

Section II
Allocation

4–5. 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 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) funds allocated workyears at command average salary rates. Based upon historical use rates of each command, funded workyears may or may not equal allocated end-strength levels.

b. Suballocations of manpower are made by MACOMs and agencies to lower echelons. It is essential that civilian manpower allocations and funding be properly aligned. MACOMs, subcommands, 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.

4–6. Reallocation

a. Except where HQDA approval is required (para 4–3 and chap 9) 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 COB submission.

(1) Transfer manpower allocations between UICs.

(2) Transfer civilian allocations between civilian types within civilian identities (chap 9). However, transfers must be within approved funding.

(3) Transfer manpower into or out of the AIF, provided the transfers remain within the same budget appropriation or OMA program or subprogram.

(4) Change AMHA authorizations that are within total command AMHA manpower ceilings or result in a net manpower decrease to command AMHA ceilings. (See chap 8.)

(5) After notification of HQDA (DAPE–MBA), and during the year of execution only, transfer military or civilian allocations without funds—

(a) Between OMA programs or subprograms (except 3I).

(b) Between budget programs within the AIF.

(6) 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 *c* below.

c. Some programs have special savings policies. For the OERP (with the exception of CA) and Capital Investment Programs (CIP), all civilian and military savings and all other dollar savings resulting from the programs will be retained by achieving organizations or activities. For CA savings policy, see paragraph 4-7. For DRIS retained savings policy, see AR 5-16. With exception of these programs, all saving 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 guidelines of *a* above.

4–7. Special considerations

The DRIS Program (AR 5–16) and the contractible portion of the OERP (AR 5–20) are special manpower allocation situations. (See para 1– 10*b* and *d*.)

a. Manpower managers at all levels are responsible for review of DRIS support agreements when there is a transfer of manpower spaces. Transfer of manpower authorizations between Army MACOMs/agencies, the Army, and the active components of other military services, or the Army and other Federal agencies will be negotiated between the supplier and the receiver. Local manpower officials will forward copies of support agreements to the MACOM (or equivalent higher headquarters) for review when there is a transfer of spaces. Copies of support agreements involving manpower transfers will be forwarded through USAMARDA to HQDA (DAPE–MBA) for review and action. Army manpower personnel will process support agreement actions to ensure that—

(1) Support for another DOD component/agency or Federal agency will be performed without a manpower increase, if the Army does not require an increase in manpower to provide the support. If the support does require an increase in manpower, the requester or the requester's agency headquarters normally provides 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 (DAPE–MBA) will be notified so that 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) An incremental manpower cost generated by another Army MACOM/agency or active military service requires 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.)

b. Under OERP, most commercial activities (CA) performed by the Government will be cost-studied to determine whether continued in-house performance (by an MEO workforce) is cost-effective in comparison with performance by a contractor.

(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 1 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 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 be retained by MACOMs.

(6) The military spaces realized from reviewing commercial activities will revert to the control of HQDA. Civilian replacements for those military spaces are resourced by the MACOMs and are available from civilian spaces generated from conversion to contract. (The use of BMM will be prohibited after the cost comparison decision has been made.)

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

4–8. Out-of-cycle requests for manpower

a. HQDA (the Vice Chief of Staff, Army and DA OOC Manpower Committee) considers requests for additional manpower allocations outside the normal TAA/PARR/POM process and the COB process. Such requests must be kept to the minimum needed to accomplish new, unforeseen, or expanded, critically essential

priority missions. HQDA policy is to allocate all available manpower resources at the beginning of the fiscal year. Therefore, only resources that are withdrawn by HQDA are available for redistribution. These resources are limited and are normally applied against only the highest priority, newly designated or expanded missions.

(1) *Routine requests.* MACOMs or agencies should submit routine requests as a part of the TAA August issue input. Any routine requests will be staffed using OOC staffing procedures, and presented during the TAA process. The total requirement (current, budget, program years) will be identified for consideration along with all other demands for manpower resources during the TAA process.

(2) *Emergency requests.* Exceptions will be true emergencies which require timely action by the OOC Committee and/or Vice Chief of Staff, Army. These exceptions are defined as critical issues personally requested by a MACOM commander, commander-in-chief, or directed by a senior (Vice Chief of Staff, Army or higher) leader. These requests will be staffed "off-line" by the OOC Committee and approved at the committee level when a need clearly exists. Where a discrepancy exists between current guidance and the request or the committee recommends disapproval, the request will be staffed and forwarded to the Vice Chief of Staff, Army for decision.

(a) Program year issues will be resourced during the TAA process and transacted into the respective PBG and FAS. Those issues that were resourced by the OOC Committee or Vice Chief of Staff, Army as emergencies during the year will be displayed as claimants.

(b) Budget year military issues will be paid primarily using operating strength deviation (when HQDA assets available for reprogramming are exhausted). All military OOC decisions will be transacted into the respective PBG and FAS. Proportionate MACOM decrements and requesting MACOM decrements will also be used when appropriate.

(c) Current year actions will not be documented (in keeping with DOCMOD principles) and military personnel fill will be accomplished through directed military overstrength (DMO).

b. Procedures for submission are at paragraphs 9–1 and 9–18.

c. MACOM/agencies will ensure that requests for OOC are fully justified and that full documentation is presented in order that HQDA can evaluate the mission, workload, and priority of the requests. Review or endorsement at the General Officer level is mandatory.

Section III
Documentation

4–9. 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 the PBG, FAS, and TAADS. AR 310–49 prescribes documentation policies, responsibilities, and procedures. ODCSPER has review and approval/disapproval responsibility and authority for Section II (Personnel) of MTOE and TDA. ODCSPER reviews and recommends for approval to ODCSOPS the personnel sections of the TOE.

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 USAMARDA. Results for proponent proposed authorization documents are forwarded to TAADS proponents for information after changes have been top loaded into the authorization documents. Authorization documents are provided to proponents, normally through DA Form 2028, with directions for changes in the next MOC window.

c. Certain manpower actions require HQDA approval before incorporation in TAADS. Chapter 9 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.

4–10. Personnel Management Authorization Document

a. The PMAD is the approved military manpower authorization statement for use by all elements of the DCSPER community. The PMAD is a "scrubbed" Personnel Structure and Composition System (PERSACS) for the Army authorizations from the current date through the program years. PMAD contains manually posted structure additions and deletions that have been approved but not incorporated into the latest PERSACS. These changes are also manually posted to provide updated authorizations documents each month.

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 PERSACS, are properly documented in a timely manner, by unit, skill, and grade.

(3) Identification of disconnects within authorization documents and subsequent corrective action required.

c. PMAD development begins with the latest PERSACS and corrects known differences and incorporates new decisions. Changes are posted to the data base each month in accord with approved methodology. After approval, the PMAD data base is provided to U.S. Total Army Personnel Command (PERSCOM) 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. Because time lags exist within the documentation system, MACOM TAADS positions will seldom match the HQDA authorizations base. The PMAD, however, allows manpower managers at MACOM level to review and reconcile TAADS data bases.

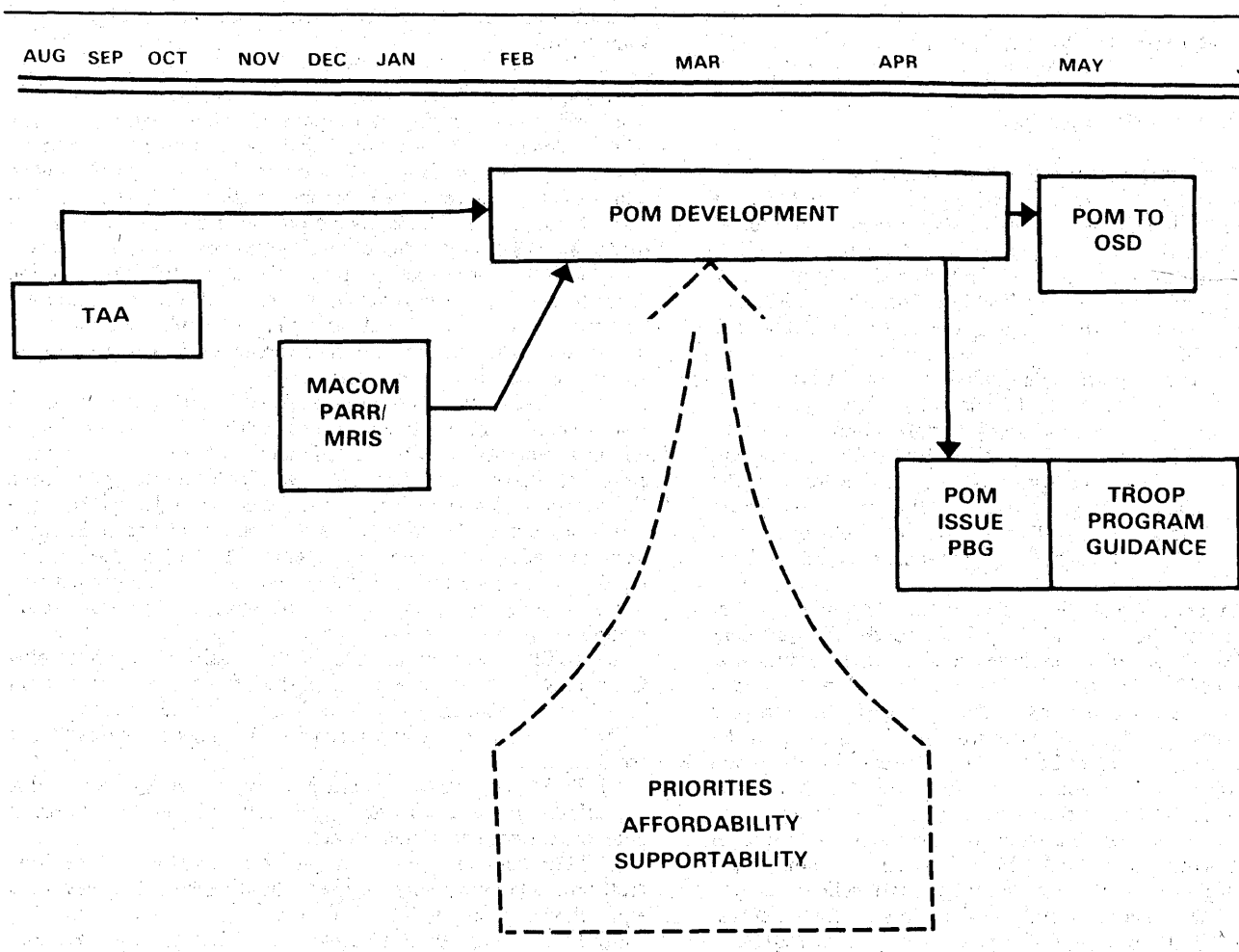


Figure 4–1. Programming events

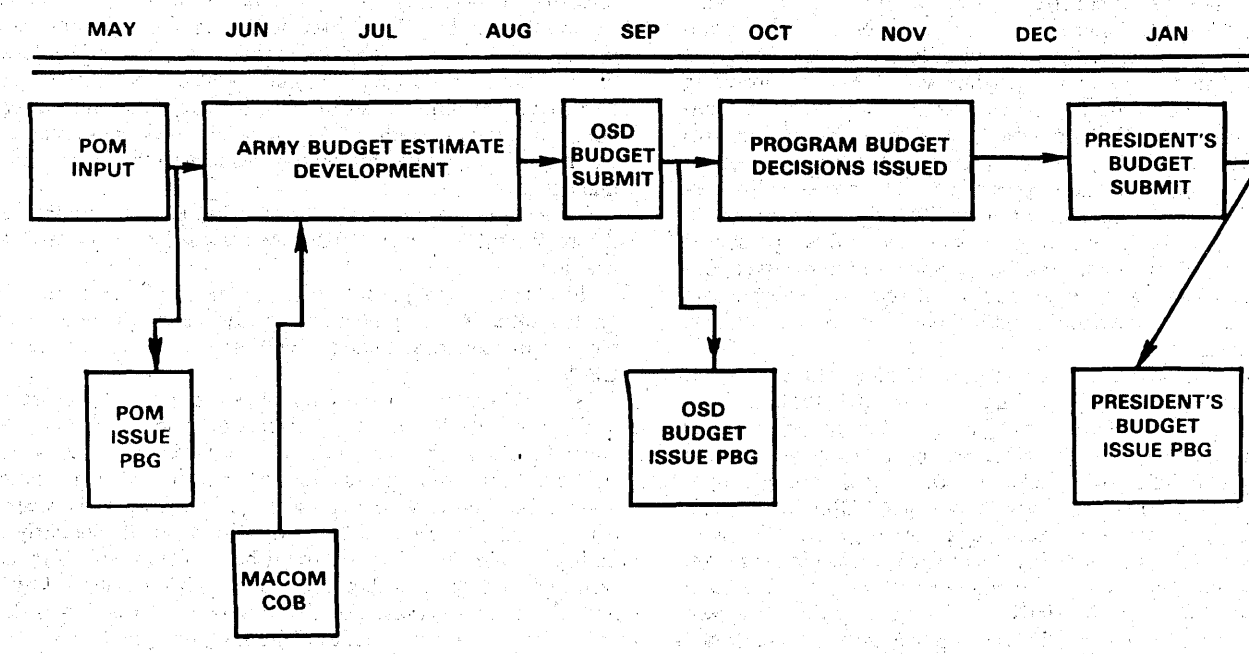


Figure 4–2. Budget formulation

Chapter 5
Manpower Management Considerations

Section I
Civilian Manpower Management

5–1. Civilian manpower management controls

The Congress, OMB, OSD, and HQDA establish and change manpower controls relating to civilian employment. The type of control used at a given time is dictated by legislation or administrative directive. The nature of these controls and associated management techniques are discussed below. Procedures discussed apply to Department of Defense manpower and to civil functions where noted.

a. A civilian end-strength ceiling is a limitation on the allowable number of employees on the last day of the fiscal year. End-strength ceilings may be established by Congress under the provisions of section 138, title 10, United States Code, in annual authorization or appropriations legislation. In addition to, or in the absence of, legislated ceilings, OMB and OSD may establish an administrative end-strength ceiling on civilian employment or a particular category such as full-time permanent or senior level civilians.

b. A workyear ceiling is a limitation on the cumulative number of scheduled work-hours divided by 2,087 to obtain equivalent workyears. Workyear ceilings exclude overtime and holiday hours. Currently, section 140B, title 10, United States Code, prohibits managing DOD civilian employment on the basis of workyear constraints, although OMB allocates workyears as a basis for determining civilian personnel budget levels instead of utilization ceilings. HQDA, in turn, allocates workyears to MACOMs and operating agencies based upon their utilization histories. Since workyear allocations are based on past rates, the number of workyears allocated to individual MACOMs and operating agencies may be higher or lower than the end-strength ceiling. As long as authorized workyears are fully utilized, a shortfall in actual end-strength will not prejudice workyear allocations to HQDA in future years. Conversely, workyear shortfalls could result in civilian manpower funding reductions and also prejudice a command's future efforts to obtain resource support for valid manpower requirements.

c. In the absence of end-strength or workyear ceilings, civilian employment levels are managed or controlled on the basis of approved civilian personnel funding levels to accomplish budgeted workloads. This type of control permits MACOMs and operating agencies to establish and fill civilian positions against valid manpower requirements. End-strength and workyear ceiling controls also use this methodology for determining the number of civilians that may be employed. These types of controls, however, limit either the numbers of employees or cumulative workyear utilization rather than permitting execution of budgeted civilian personnel funding levels. When under civilian personnel funding level controls, commands may generate additional productive workyears through position management efficiencies which reduce average workyear costs.

d. Each of the above controls requires a different management approach. With end-strength ceiling controls, MACOMs and operating agencies may fill positions against recognized requirements in excess of the ceiling at any time during the fiscal year within available funding. Through prudent use of hire lag, release of temporary hires, and other personnel actions, MACOMs and operating agencies are required to reduce civilian employment levels to meet the end of fiscal year ceiling. With workyear ceiling controls, civilian employment levels are constrained throughout the fiscal year to ensure that the cumulative workyears used do not exceed the ceiling. While managing civilian employment within budgeted civilian personnel costs requires more intensive management of civilian employment throughout the fiscal year to ensure that personnel funds are not exhausted, MACOMs and agencies avoid work force turbulence associated with meeting end of fiscal year ceilings. Since this approach is not constrained by a workyear ceiling, commands and operating agencies may increase workyear utilization as required and thus make better use of budgeted personnel funds.

5–2. Types of civilian manpower

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

(1) Full-time permanent employees make up the major portion of the total direct hire civilian work force. These are all employees who work a full-time schedule and who are employed on a career or career-conditional appointment (or an equivalent permanent appointment in the excepted service).

(2) "Full-time temporary not-to-exceed" employees work a full-time schedule, but the appointment is scheduled to be terminated within a year. A number of restrictions on the use of temporary employees have been eliminated. Under the revised guidelines, these employees may be hired to perform not only strictly temporary work but to do work of a more permanent nature in situations deemed appropriate by the agency. These employees may be hired and extended in 1 year increments up to a total of 4 years. Some examples of appropriate use of "temporary not-to-exceed" manpower are shown below.

(a) To fill permanent job vacancies in organizations undergoing CA review. If the decision is to contract for the work, it will not be necessary to separate new, full-time permanent personnel.

(b) To fill continuing positions when funding or workload levels are uncertain.

(c) To fill permanent vacancies in organizations facing potential reduction in force (RIF) situations in order to increase placement potential for permanent employees.

(3) "Part-time temporary not-to-exceed" employees differ from "full-time temporary not-to-exceed" employees in that they work a prescheduled part-time tour of duty.

(4) Part-time permanent employees work a prescheduled tour of duty of from 16 to 32 hours per week. They are employed on career or career-conditional appointments (or the equivalent in the excepted service). Fringe benefits are similar to those of full-time permanent employees but are prorated. The Army has a program (described in AR 690–300, chap 340) which is required by law to expand the number of part-time permanent job opportunities at all grade levels. The most obvious use of a part-time schedule would be to accomplish a regular workload that exceeds that which can be distributed among full-time authorized positions but which does not warrant another full-time space. Several position design techniques can make this option desirable for efficient position management.

(a) Job sharing permits two (or more) part-time employees to do work which would normally be assigned to a single full-time position.

(b) Job splitting permits the separation of higher and lower graded duties into two differently graded part-time jobs. An example is a management analyst GS–9 and management technician GS–5.

(5) Part-time permanent employees are counted as part of the total work force but not the full-time permanent. For any ceiling control purpose, they are counted on a fractional basis. The fraction is determined by the relationship that their average number of hours scheduled to work represents to a 40-hour work-week. For example, an employee who is scheduled to work regularly alternating 16 to 24 hour weeks would be counted one-half or .5, the result of an average 20 hours part-time schedule divided by a 40-hour full-time schedule. For this purpose, the fraction is derived from the regularly scheduled hours, not the hours actually worked. Although not permanent employees, family members employed overseas on part-time schedules are also counted on a fractional basis.

(6) Seasonal employees are hired on permanent appointments to meet regularly expected seasonal peak workloads. They may work on full-time or part-time schedules during specified periods

each year (generally 6 months or more) and are placed in nonduty/nonpay status at the end of the season.

(7) On-call employees are similar to seasonal in that they serve on permanent appointments, work only during periods of extended peak workload, and are placed in nonduty/nonpay status when the need for their services ends. On-call employment would be used to meet workload surges which can be expected to occur sometime during the year, but not at regularly predictable times. On-call employees work at least 6 months each year and, unlike seasonal employees, there must be a plan in place which provides for eventual movement into the year-round work force.

(8) Intermittent employees may be employed on either permanent or temporary appointments and work with no prescheduled tour of duty. Intermittent schedules are appropriate to accomplish work which is sporadic and unpredictable and for which tours of duty cannot be established in advance.

b. Managers should give special attention to limiting the numbers of full-time permanent employees wherever possible. While the optimum percentage of full-time employment depends on a command's size and mission, an excessive percentage will significantly reduce the flexibility to adjust available resources to improve manpower use to meet changing workloads. In addition, the possibility of personnel turbulence increases when work force adjustments are required to meet changing manpower and funding constraints.

c. Certain legal and regulatory provisions affect the way employees in some of these alternative work schedules are counted for reporting purposes and used in the work force. Decisions on whether any or all of these alternatives are appropriate or feasible cannot be made without civilian personnel office advice and assistance.

5–3. Exempt civilian manpower

Certain special opportunity employees are exempt from ceilings in the PBG. Exempt programs (for which the Army receives ceilings) are listed below.

a. Stay-In-School; employees appointed under Schedule A, section 213.3102(w).

b. Summer Aids; employees appointed under Schedule A, section 213.3102(v).

c. Federal Junior Fellowship; employees appointed under Schedule B, section 213.3202(f).

d. Worker Trainee Opportunities Program; employees in lower-graded developmental jobs, whose employment is not counted against approved manpower ceilings, during the first 12 months. Prior OPM approval is required.

5–4. Overhire

a. MACOMs and those commanders so delegated by MACOMs have full authority to establish and fill positions based on valid manpower requirements. The percentage of valid requirements that are filled is constrained by the particular employment control in use at a given time; that is, end-strength ceilings, workyear controls, or budgeted civilian personnel funding levels. The decision concerning which requirements will be filled is based on the commander's mission priorities. Therefore, HQDA approval for "overhire authority" is unnecessary.

b. The key to a commander's ability to fill a higher percentage of valid requirements is sound employment planning. Sound planning also minimizes adverse personnel actions required to meet employment constraints. This includes using efficiency programs, the hire lag, and alternative work schedules to reduce requirements and maximize use of available resources to accomplish the workload.

5–5. 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. Unscheduled overtime beyond established tours of duty will be controlled by this paragraph.

b. 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.

(d) Establishing flexible work schedules.

(e) Productivity enhancing initiatives.

(f) Permitting the use of compensatory time for irregularly scheduled overtime when the employee requests such time as an alternative to paid overtime. This would not apply, however, to those employees addressed in AR 690–990–2 who are precluded from being given compensatory time.

(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, the provisions of this paragraph and names of approving authorities will be given to first-line supervisors at least annually.

(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.* This includes readiness and deployment exercises which require civilian support.

(2) *Meeting emergencies.* 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.* This includes medical and rescue services.

(4) *Meeting suspense work.* This 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 personnel allocations have been reduced by higher headquarters.* This affords commanders the means of coping with workloads during employee turbulence (that is, while planning and acting to absorb reductions on a permanent basis).

(7) *Peak workloads.* Accomplishing 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.

5–6. Civilian substitution

Civilian substitution programs, which substitute civilians for military on a one-for-one basis, are designed to retain 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 are one means by which the Army is able 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 VI, of this regulation.

5–7. Military technicians

a. The use of military technicians in 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 be used to the maximum extent possible. Commands or agencies employing military technicians may be tasked to periodically evaluate or provide data 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, section 709, title 32, United States Code governs the employment, use, and status of military technicians for the ARNG. CNGB is responsible for ensuring that the intent and direction of this section of law is implemented by the ARNG.

5–8. Reductions in force

(This paragraph is applicable also to civil functions.) 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. RIF procedures should be used only after all feasible reductions have been achieved by other means. However, care must be exercised to ensure that high-priority, critical programs and resources are not jeopardized simply to avoid or reduce RIF actions.

Section II
Military Manpower Management

5–9. 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. Current initiatives such as the Force Alignment Plan II, to enhance force readiness, and the use of BMM and military police to maintain a ready force require careful oversight.

5–10. 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 and troop diversion, are defined in the glossary. BMM is the use of soldiers borrowed 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; or where the manpower space has been authorized but the position is unfilled.

b. Usually, the absence of soldiers for any reason from an MTOE unit 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 (for example, OERP) 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 MOS (PMOS) or career progression MOS (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 600–200, para 3–7.)

(2) Non-bonus first-term soldiers will serve in their PMOS during their first term of service. (See AR 600–200, para 3–8.)

(3) Noncommissioned officers should be used only when absolutely necessary. (See AR 600–200, paras 3–10 and 3–11.)

(4) Mandatory utilization is required of school-trained ASI assets for the minimum service-remaining requirement. (See AR 600–200, 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 in NCO Logistics Program (NCOLP) will be assigned to specific NCOLP positions. (See AR 614–200, para 7–19.)

(7) 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 3–7*c*(4).)

(8) Intelligence career program soldiers will not be utilized in duties other than their PMOS without CG, PERSCOM approved waiver. (See AR 614–200, para 7–11*b*(1).)

(9) NCOLP members will be assigned to specific NCOLP positions within their commands and used accordingly. (See 614–200, para 7–19*b*.)

(10) 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*.)

(11) Soldiers holding PMOS 00J (Club/Community Activities Manager) will not be utilized outside that MOS without approval of the CG, PERSCOM. (See AR 614–200, para 7–51*b*.)

d. BMM should not be confused with troop diversions (TDs). They are similar in that both BMM and TDs involve the performance of 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 which 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 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 3-9*c*(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 25–100.

5–11. Directed military overstrength

a. DMO is military manpower placed against DA-directed high priority manning requirements for which no manpower authorizations are budgeted or documented in TAADS.

b. DMO positions for durations of 1 year or less are designed to support unprogrammed requirements until the need can be supported through one of the following:

(1) MACOM reassignment of priorities.

(2) The budget cycle.

(3) The OOC process.

c. DMO requests for the startup of programs that extend beyond 12 months will be referred to the OOC process and filled immediately only when cleared by Vice Chief of Staff, Army.

d. Approval authorities are shown below.

(1) The Administrative Assistant to the Secretary of the Army is the DMO approving authority for the Office of the Secretary of the Army and its field operating agencies.

(2) The Director of the Army Staff is the DMO approving authority for Army Staff agencies, their staff support agencies, and their field operating agencies. DMOs for Special Branches (AMEDDs, Chaplains, and TJAG officers) will be coordinated with the appropriate Special Branch. The Administrative Assistant and the DAS will coordinate approvals with DAPE–MB for accounting purposes.

(3) HQDA (DAPE–MB) is the sole approving authority for all DMOs for MACOMs.

(4) The process for requesting a DMO involves submitting the following information to the approving authority:

(a) Mission and function changes necessitating the overstrength.

(b) Organization and UIC.

(c) Grade and specialty or MOS.

(d) Inclusive dates (desired start and end date).

(e) Special qualifications required and supporting justification.

(f) Detailed supporting justification for the DMO, to include the reason that authorized resources cannot satisfy the requirement.

(5) Notify the appropriate approving authority if DMO requirements terminate earlier than scheduled.

e. Upon notification by ODCSPER (DAPE–MBA) of DMO approval, PERSCOM will—

(1) Process requisitions to include military grade, specialty or MOS requirements, and special qualifications.

(2) Assign personnel to fill DMO position authorizations.

5–12. Force Alignment Plan II

a. Force Alignment Plan II (command grade ceilings) is designed to align the Army's authorizations by grade with levels prescribed by the Defense Officer Personnel Management Act. Command grade ceilings for TDA spaces are published by letter for basic and special branches to allow documentation by MACOM and agencies within appropriate MOC windows. The TOE ceilings are approved for specific SRCs by HQDA and published in appropriate CTU. If a MACOM TDA grade structure exceeds the ceiling, the ceiling can be accommodated by assigning TAADS standard remark code 99 to certain positions, indicating that during peacetime these positions will be filled at the next lower grade.

b. MACOMs and operating agencies may consider the following courses of action to lessen the operational effect of downgrading positions:

(1) Grade ceilings may also be achieved through restructuring or regrading of positions, conversion to civilian, or elimination of the position.

(2) Commanders should also look for opportunities to reduce the total effect of related space reductions (for example, an AMHA or other reduction required by PBG allocation) by considering those spaces and documenting command grade ceilings at the same time.

5–13. 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 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 (in other words, physical security inspecting and planning).

(5) Crime prevention.

(6) Drug suppression.

(7) Fraud investigation.

(8) Law enforcement.

(9) Protection of critical-essential facilities, such as hospital security.

(10) 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 5–10 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 positions 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.

(2) Gate guards. An 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.)

(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 nonlaw 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 (in other words, incarceration/guard functions). (See para 3–26*d*(15).)

(3) Security of weapons and munitions. (See para 3–26*d*(18).)

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.

(6) Liaison with civilian police and court officials.

(7) Physical security management and evaluation.

(8) Crime prevention.

(9) Enforcement of wildlife and game laws.

(10) Security of chemical agents.

(11) Military working dog patrols.

(12) Security of critical-essential facilities (including hospital security).

(13) 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 development opportunities for junior military police officers and enlisted soldiers that will prepare them to perform at supervisory levels later in their careers.

5–14. 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 (05 and below) and limited cockpit duty for 06 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 310–49 and AR 310–31. MTOE and TDA actions to substitute commissioned officers for warrant officers in warrant officer flying positions are not authorized.

b. Commissioned officers assigned to nonoperational flying positions are prohibited from performing operational flying duties unless authorized by HQDA (DAPE–MBI). Additionally, no commissioned officer positions on the TDA 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 nonoperational flying (additional skill identifier G7). (See table 5–1 for example of positions that normally require the performance of operational flying duty.)

Table 5–1
Positions and functions that normally require operational flying

Positions: Commissioned officer position in MOTE/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 eness 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.

d. Positions requiring commissioned officer aviators must be identified as operational or nonoperational (G7) flying positions. (See glossary for terms.) Operational flying positions will be coded Aviation Branch (15), or 67J 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 Materiel Acquisition Management Program, the aviation AOC may be placed as the secondary position requirement. (See AR 611–101.)

e. Nonoperational flying positions will be coded Aviation Branch (15), or 67J for Medical Service Corps, as one of the position requirements. The skill identifier G7 (nonoperational flying) will be placed in the skill identifier column on the authorization document. When a specific aircraft qualification is required for a nonoperational 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 nonoperational flying positions (05 and below) to perform temporary operational flying duties. HQDA approval will be obtained prior to permitting officers assigned to nonoperational flying positions to perform cockpit duties. Submission procedures are in chapter 9. The duration of these duties to meet short-term mission requirements should not exceed 90 days.

g. The authorization to perform limited cockpit duty is to permit those officers (06 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 the 15AOC. (See chap 9 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 the performance of limited cockpit duties for 100 hours of flight time per year from

the date of approval. Approval is limited to 1 year and must be renewed annually by HQDA (DAPE–MBI). Requests to fly more than 100 hours per year will be submitted through command channels to HQDA (DAPE–MBI) 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 *a* above. Officers performing limited cockpit duties will not received 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 9.

Section III
Military and Civilian Conversions

5–15. 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.

5–16. 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 3–25 and 3–26. If the conversion cannot be made within existing resources, an OOC manpower request must be submitted in accord with paragraph 4–6. 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 position of commander (and other positions which by law require a military incumbent) must be filled by military personnel.

(2) No conflict with applicable civilian personnel policies and regulations must exist.

(3) The authorized military personnel must be requisitioned.

5–17. Conversion of civilian positions to military

a. On a permanent basis.

(1) Approval of position abolishments, 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.) Prior approval of USAMARDA is required for all conversions of civilian positions, including NAF, to permanent military incumbency (chap 9). Such conversions should be made within existing resources, in accord with chapter 3. If this is not possible, an OOC manpower request must be submitted in accord with paragraphs 4–6 and 4–8. 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 should be established to perform new functions, but may include duties resulting from abolishments.

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 600–200.

(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 USAMARDA.

(c) Positions which 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 civilian personnel office has informed the immediate civilian work force and union representatives of the following:

1 Reasons for the temporary use of military personnel.

2 The plan to restore civilian incumbency.

Section IV
Special Manpower Considerations

5–18. 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.

5–19. 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 accord with AR 5–20.

(3) The policies below do not preclude the use of 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 Engineering and Housing (DEH). (The installation commander should also be periodically advised of self-help program progress.)

(b) Unskilled personnel have been trained by the DEH prior to start of work.

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

(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 accord with soldier utilization policies.

(f) The work will result in a cost effective undertaking; in other words, the most effective labor mix to perform RPMA functions.

(4) Military personnel, other than those described in *a* through *d* above, will not normally perform construction, repair, maintenance, or utilities operations. Exceptions may be granted by installation commanders, provided utilization policies contained in this regulation and AR 600–200 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 civilian, 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 415–32.)

(3) Policies outlined above do not preclude the use of prisoners or enlisted soldiers who are undergoing nonjudicial punishment. 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. (See AR 415–16, AR 500–70, and AR 210–10.)

(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.

5–20. Commissary store operations

a. Primary reference for the manpower management policy in support of commissary store operations is contained in AR 30–19, chapter 4.

b. The Commander, U.S. Army Troop Support Agency, will ensure that civilians are employed in commissary stores to the maximum extent possible. Personnel under other work schedules (for example, part-time, intermittent) are used when practical and economical. (See para 5–2.)

c. The use of military personnel must follow the guidance in AR 30–19. Requests for exceptions will be based only on the lack of qualified civilians to operate the stores. Requests will be submitted to HQDA (DAPE–MBA–PS).

d. Rotation requirements are determined at HQDA (DAPE–MP). If military staffing is required for these purposes, the U.S. Army Troop Support Agency Commander will recommend the amount of military personnel to be authorized at stores selected as training and rotation base sites.

5–21. Morale, welfare, and recreation activities

a. Primary references for the manpower management policy in support of MWR activities are AR 215–1, chapter 5; appendixes C and D; and AR 215–3, chapter 2.

b. Imposed ceilings on the total number of personnel assigned to MWR activities are provided in the annual DOD Appropriation Acts and allocated to the MACOMs in the PBG. Manpower managers must ensure that these ceilings are not exceeded.

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 (DAPE–MBA–PS).

e. All requests for changes to strength or grade of military club manager positions should follow the instructions in paragraphs 9–1, 9–2, and 9–8.

5–22. Other personnel

a. Not all functions of TDA documented organizations are performed by personnel authorized by the TDA. Because other sources of personnel are available, a common terminology and method of accounting for manpower are prescribed here. Any modification of terms and accounting principles is not authorized without HQDA (DAPE–MBA–PS) approval.

b. "Other personnel" consists solely of personnel who meet the criteria in (1) and (2) below.

(1) They are assigned to other units, activities, or services; they are paid from nonappropriated funds; they are employed by a contractor; or they are ARNG or USAR personnel on active duty.

(2) They contribute to the performance of the missions and functions of the TDA organization.

c. "Other personnel" will be identified as either Category I or Category II in manpower survey documents. This will allow all the manpower requirements of each TDA organization to be recognized. MACOMs and HQDA can, therefore, prepare accurate statements of the total TDA manpower requirements and of the shortfall of manpower authorizations to requirements subject to allocation.

(1) Category I is applied against requirements subject to allocation which are shown in both the TDA and the manpower survey report. Use of Category I manpower is sanctioned by an approved manpower survey report or subsequent change only as long as there is no available source of manpower subject to allocation (that is, as long as no authorizations are available or no personnel assigned to fill the available spaces).

(2) Category II is applied against requirements not subject to allocation which are only shown in the manpower survey report. Use of Category II manpower is sanctioned by an approved manpower survey report or subsequent change as long as the supply of other personnel effort is available.

d. Some principal sources of other personnel (both Categories I and II unless otherwise stated) include—

(1) Military casuals (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 local MTOE units. Category I consists of replaceable BMM which detracts from MTOE unit readiness. Category II consists of nonreplaceable BMM which contributes to MTOE unit readiness. (See para 5–10, especially para 5–10*b*.)

(5) NAF personnel. Category I consists of NAF personnel who perform services reimbursable from appropriated funds. Category II consists of NAF personnel who perform nonreimbursable services. (See AR 215–1, especially para 4–2.)

(6) Military or civilian personnel from other TDA units. (Work-hours/workyears provided must be recorded on Schedules X for both the gaining and lending organizations.)

(7) Military or civilian personnel assigned to another MACOM.

(8) Contract personnel (would be only Category II).

(9) Personnel from other Services or Government agencies based upon approved ISAs (would be only Category II).

(10) Active Guard and Reserve personnel.

5–23. Use of military and civilian personnel outside DOD

This policy includes personnel assigned within DOD but used in support of other Federal agencies or other nations. References are DOD Directive 1000.17, DOD Directive 7220.9–H, AR 37–27, the AR 37–100-series, AR 310–49, and AR 680–29.

a. Scope.

(1) This paragraph concerns military and civilian employees of the DA 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 established procedures for personnel assigned to classified positions with non-DOD agencies.

(2) The following personnel under the jurisdiction of the DA who are subject to the Uniform Code of Military Justice are attached to the U.S. Army Military District of Washington for all matters pertaining to the administration of military justice (including general court-martial jurisdiction):

(a) DA attaché personnel assigned to the U.S. Army Element (DFW1VOAAOO), Defense Attaché System, and DA personnel attached to Defense attaché offices for administrative support and services.

(b) DA personnel assigned to the National Aeronautics and Space Administration.

(c) Other DA personnel, including 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 these instances, the Office of the Secretary of the Army (JDRS–PBD–B) 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 primary benefit of such assignment accrues to the using agency, and on a nonreimbursable basis when the primary 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 accord with the DOD Accounting Guidance Handbook, to include permanent change of station average rates.

(2) The Executive Secretary 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 before any actions relating to actual assignment of Army personnel outside the DOD are initiated. Reimbursable assignments within the DOD do not require Executive Secretary approval.

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

(4) Army spaces allocated to agencies supporting non-DOD activities will be identified in TAADS as specified in AR 310–49. In addition, Army 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 DOD. The Executive Secretary, through the Military Personnel Office, forwards the requests through the Administrative Assistant, Office Secretary of the Army to the Director of Executive Services (DES), ATTN: DACS–DSA, OCSA. The DES will determine HQDA proponent responsibility and refer the request to the appropriate Army Staff agency for action. (See table 5–2.)

(2) The proponent Army Staff agency will coordinate the request and make a recommendation concerning approval to the DES for forwarding to the then on to the Executive Secretary of DOD. Requests involving civilian employees are coordinated with the servicing civilian personnel office.

(3) Copies of letters of agreement between DA and the outside DOD agency will be forwarded by the proponent Staff agency to SAAA, DES (OCSA), HQDA (JDRS–PBD–B), WASH DC 20310–0105, HQDA (DAMO–FDP), WASH DC 20310–0400, and HQDA (DAPE–MBA), WASH DC 20310–0300.

(4) Civilian position requirements will be completed by the "borrowing" civilian personnel office. The remaining portions of the processing will be done by the "lending" civilian personnel office. All details must be accomplished in accord with AR 690–300, subchapter 8.

Table 5–2
Proponents

Outside DOD Activity: American Battle Monuments Commission **DA Staff Proponent:** DCSPER (DAPE–MBA)
Outside DOD Activity: Arms Control and Disarmament Agency **DA Staff Proponent:** DCSOPS (DAMO–SSM and –SWN)
Outside DOD Activity: Energy Department **DA Staff Proponent:** ASA(RDA)
Outside DOD Activity: Federal Emergency Management Agency **DA Staff Proponent:** DCSOPS (DAMO–OD)
Outside DOD Activity: Food and Drug Administration **DA Staff Proponent:** TSG (DASG–PTZ)
Outside DOD Activity: Inter-American Defense Board **DA Staff Proponent:** DCSOPS (DAMO–SS)
Outside DOD Activity: International Development Cooperation Agency (Affiliate of State Department) **DA Staff Proponent:** DCSOPS (DAMO–SSM)
Outside DOD Activity: Justice Department **DA Staff Proponent:** TJAG
Outside DOD Activity: National Aeronautics & Space Administration **DA Staff Proponent:** ASA(RDA)
Outside DOD Activity: National Defence HQ Canada **DA Staff Proponent:** DCSOPS (DAMO–OD)
Outside DOD Activity: National Narcotics Border Interdiction System Cent **DA Staff Proponent:** DCSOPS (DAMO–OD)
Outside DOD Activity: National Science Foundation **DA Staff Proponent:** ASA(RDA)
Outside DOD Activity: Office of Management and Budget **DA Staff Proponent:** ASA(FM)
Outside DOD Activity: Office of U.S. Foreign Disaster Assistance (Classified) **DA Staff Proponent:** TMO (DACS–DMP)
Outside DOD Activity: Presidential Support Detachment **DA Staff Proponent:** OCSA (DACS–DSA)

Outside DOD Activity: Director of Selective Service
DA Staff Proponent: DCSPER (DAPE–ZXR)

Outside DOD Activity: State Department
DA Staff Proponent: DCSOPS (DAMO–SSM)

Outside DOD Activity: Transportation Department—FAA
DA Staff Proponent: DCSOPS (DAMO–FD)

Outside DOD Activity: USMOG UN Truce Supvn Org in Palestine
DA Staff Proponent: DCSOPS (DAMO–SSM)

Outside DOD Activity: Veterans Administration
DA Staff Proponent: DCSPER (DAPE–ZX)

Outside DOD Activity: National Security Council
DA Staff Personnel DCSOPS (DAMO–SSM)

Outside DOD Activity: Others
DA Staff Proponent: To be determined on an individual basis

d. Responsibilities and duties.

(1) The SAAA, Office of the Secretary of the Army, will—

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

(b) Coordinate all actions with, at a minimum, the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) and any other Secretariat element that may be deemed necessary.

(2) The DES (OCSA) will—

(a) Act as Army Staff point of contact.

(b) Serve as liaison between the staff proponents and the SAAA.

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

(d) Establish initial staff proponent responsibilities for each requesting agency. (See table 5–2 for initial staff proponent.)

(e) Make approval recommendation to the SAAA.

(f) Inform the requesting agency of the Executive Secretary's decision.

(g) Establish a suspense system to monitor and maintain control of all actions related to the requests.

(3) Proponent Staff agencies will—

(a) Appoint an agency point of contact and furnish name, location, and telephone number to the DES. The agency point of contact will monitor, control, and ensure that necessary action is taken on all requests.

(b) Upon receipt of a request for assignment of Army personnel outside the DOD—

1 Establish a DA position and coordinate with other interested Staff agencies to include ODCSPER and ODCSOPS.

2 Determine the details of the requested assignment.

3 Determine the requesting agency's position on reimbursement.

4 Recommend approval or disapproval to the DES(OCSA).

5 After approval, conduct final negotiations with the requesting agency, to include the signed agreement between DA and the requesting agency. The agreement will specify conditions which govern the assignment of DA personnel, number of positions and grades, locations, job description, tour length, reimbursement procedures, and rates for salary and permanent change of station travel.

6 Forward a copy of the agreement to DES (OCSA), HQDA (DAMO–FDP), HQDA (DAPE–MBA), and HQDA (JDRS–PBD–B).

(c) By 15 July annually, review and validate previously approved agreements with supported agencies. Results of this review, including copies of correspondence with the supported agency, will be sent to the DES for forwarding to the Executive Secretary for upgrade of the approval. Upon approval, copies of the review will be sent to HQDA (DAMO–FDP), HQDA (DAPE–MBA), and HQDA (JDRS–PBD–B). TDA changes should accompany review results. The review will determine—

1 Any changes from the original request for Army personnel.

2 Whether all authorized military incumbents are still required.

3 Whether nonreimbursable personnel must continue to be provided on that basis. If so, a statement providing rationale must be obtained.

(4) The DCSPER will have the following responsibilities. Offices shown in parentheses will be responsible for these functions.

(a) Act as Staff point of contact for coordinating manpower requests from Staff proponent agencies (DAPE–MBA).

(b) Maintain copies of approved requests from the Executive Secretary (through proponent Staff agency) and letters of agreement between DA or OSD and agencies outside DOD (DAPE–MBA).

(c) Maintain a listing of current and projected allocations of 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, enlisted and civilian personnel) and by fiscal year (DAPE–MBA).

(d) Within budget time frames, provide HQDA (DAPE–MBB) current budget data on Active Army personnel assigned to full-time positions outside DOD (both reimbursable and nonreimbursable) (DAPE–MBA).

(e) Ensure that spaces allocated outside DOD are reflected in PPBES (DAPE–MBA).

(f) Provide a copy of the special report entitled "Department of the Army Personnel Assigned to Activities Outside the Department of Defense," (formerly the DCSPER 288) to SAAA, DES, and HQDA (JDRS–PBD–B) (DAPE–MBA).

(g) Budget for DA military personnel to be assigned outside DOD (DAPE–MBB).

(h) Annually provide ASA(FM) appropriate standard military reimbursement rates (DAPE–MBB).

(5) Commander, USAMARDA will—

(a) Enter approved spaces by appropriate level of detail into the Program and Budget Guidance.

(b) Ensure that Army spaces located outside DOD are properly identified in TAADS as outlined in AR 310–49.

(6) The Commanding General, PERSCOM will—

(a) Process requisitions against new or validated vacant requirements for assignments to positions outside DOD, as approved.

(b) Assign military personnel in accord with current policies, procedures, and directives to fill validated requisitions. The Judge Advocate General will assign members of the Judge Advocate General Corps.

(c) Compile RCS DD–A(Q) 1292 (Personnel Assigned to Full-Time Positions Outside the Department of Defense), in accord with DOD Directive 1000.17, paragraph E. The report will be sent through the DES.

(7) ASA(FM) will—

(a) Provide procedures, in the AR 37-series, for financial accounting of Army personnel assigned outside and within DOD on a reimbursable basis based on recommended charges submitted by ODCSPER.

(b) Provide accounting policy and procedures in the AR 37-series to ensure billing and collection of all funds, in accord with DOD policy, for reimbursable Army personnel assigned outside DOD.

(c) Provide HQDA (JDRS–PBD–B) with a current schedule of standard rates and average permanent change of station rates.

(d) Provide for reimbursable civilian personnel in total Army budget.

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

(8) The Judge Advocate General will provide a legal review of the letters of agreement.

(9) Resources Services–Washington (JDRS–PBD–B) will—

(a) 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 accord with AR 37–27 for reimbursable personnel assigned outside DOD.

(b) Prepare SF 1080 (Voucher for Transfer 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.

(c) File one copy of the SF 1080 with backup. Furnish the DES, HQDA (DAPE–MBB), and proponent agencies one copy of the SF 1080, with copies of supporting documents, including period billed and number of workmonths of dollars for officers and enlisted.

(d) Prepare collection voucher and provide copy to HQDA (DAPE–MBB).

(e) Maintain copies of letters of agreement.

(10) DCSOPS (DAMO–FDP) will—

(a) Consider the source of manpower spaces and prevent escalation to an unacceptable level of operating strength deviation, particularly in officer authorizations.

(b) Maintain an audit trail of approved spaces at unit identification code level of detail.

(c) Adjust the master force structure and authorized levels according to the approved changes and in conjunction with the PBG manpower allocation.

(d) Ensure that TAADS documents are entered into all related information systems in a timely manner to support adjusted manpower.

(e) Reports. Army military personnel assigned outside the DOD will be reflected in the following reports:

(1) Special Report—Department of the Army Personnel Assigned to Activities Outside the Department of Defense (formerly DCSPER 288 Report).

(2) DCSPER 46–Strength of the Army.

(3) DCSPER 170—Military Authorized Operating and Accountable Strength.

(4) Quarterly Report (RCS DF–A(Q) 1292)—Personnel Assigned to Full-Time Duty Outside the Department of Defense.

5–24. Command sergeants major

Submit all request for new TDA command sergeant major (CSM) positions to USAMARDA (PEMS–D) for review and for staffing with the Sergeant Major of the Army. See paragraph 9–24 for details. Also see AR 611–201 and AR 614–200.

Chapter 6
Manpower Planning For Mobilization

Section I
General

6–1. 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.

6–2. 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.

6–3. 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, Congress or the President may order expansion of the active forces by mobilization of RC units and/or individual Reservists. Selective mobilization is used to create a force tailored for emergencies, such as civil disturbance and instances where life or Federal property and functions must be protected. A selective mobilization would not be associated with a requirement for contingency plans involving external threats to the national security.

b. Presidential call-up of 200,000 Selected Reservists. The President, without declaring a national emergency, may augment the active forces by a call-up of up to 200,000 members of the Selected Reserve for up to 90 days. This authority would normally be used to increase the readiness of the Armed Forces to meet external threats, short of actual war.

c. Partial mobilization. For a contingency operation, war plan, or upon declaration of a national emergency, the President may order augmentation of the active forces (short of full mobilization) by mobilizing up to 1 million members of the Ready Reserve (units and/or individuals) for up to 24 months. If the Congress declares a national emergency and initiates a partial mobilization, the size and duration of the augmentation to the active forces will be determined by that legislative body.

d. Full mobilization. Full mobilization requires passage by Congress of a public law or joint resolution declaring war or national emergency. It involves the mobilization of all RC units in the approved force structure and all individual Reservists.

e. Total mobilization. Total mobilization involves the expansion of the Armed Forces by activation of additional units beyond the existing approved force and the mobilization of national resources to sustain such forces.

f. Responsibilities and authorities. A discussion of responsibilities and authorities during mobilization can be found in volume 1 of the Army Mobilization and Operations Planning System (AMOPS) and AR 690–11.

6–4. 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. AMOPS (as described in AR 500–5) is the short-range, current capability planning system for development of the Army Mobilization Plan (AMP). AMOPS 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 AMOPS 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 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.

6–5. 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.

6–6. 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 accord with AR 310–49.

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 to be essential to the war effort. (See annex F, vol III of AMOPS 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 accord 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.

6–7. Mobilization authorization documents

a. MOBTDA reflect the manpower (and equipment) required to perform an assigned mission upon full mobilization.

b. Upon issuance of an activation order by HQDA (DAMO–OD), the approved MOBTDA will replace 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 Call-Up, and Partial Mobilization

6–8. General

Extensive changes to peacetime manpower procedures will be required during partial mobilization. In contrast, the limited scope of selective mobilization or 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.

6–9. 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 (DAPE–MBA) will ask OSD to provide additional civilian end-strength. Emergency legislation will be prepared by HQDA (DAPE–MBA) if required to request an increase to statutory civilian or military end-strength.

c. HQDA (DAPE–MBA) will provide OOC allocations to initially support mobilization workload increases in TDA activities. The provisions of paragraph 4–9 will continue to apply.

d. Commanders will control mission-essential overtime to permit increased workweek length for entire installations or depots or for groups of employees. The required analysis of alternatives (para 5–5*c*) will be waived for the purpose of supporting mobilization workloads.

e. MACOMs will assist HQDA (DAPE–MB) 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)) for offsetting dollar savings. The manpower and fund requests submitted by each MACOM must be in agreement.)

6–10. 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. However, the PBG will also 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 4–3*c*.

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.

6–11. Implementation of mobilization authorization documents

a. Although MOBTDAs are developed for implementation upon full mobilization, MACOMs and agencies may request an exception from HQDA (DAMO–OD) to implement selected MOBTDAs during less than full mobilization when all of the actions below occur.

(1) The nature of the mobilization requires fill of 75 percent or more of full mobilization requirements.

(2) The duration of the mobilization and workloads of the organization are projected to exceed 90 days.

(3) It is not feasible to submit a TAADS document update within 30 days of the order to mobilize.

b. In all other instances, MACOMs and agencies will—

(1) Provide estimates of manpower requirements by 30-day increments to HQDA (DAPE–MB) by message.

(2) Submit document updates within 30 days of the order to mobilize for the period M+90 through M+180.

Section III
Manpower Management During Full and Total Mobilization

6–12. 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 (DAPE–MB) 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.

6–13. 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 (DAPC–MOC). MACOM military and civilian requirements will be subject to analysis by HQDA (DAPE–MB).

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. OSD will redistribute civilian skills among the military services and Defense agencies. The Civilian Personnel Directorate of the U.S. Total Army Personnel Command will redistribute Army civilian skills by directing the flow of overseas 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 (DAPE–MB) will notify each MACOM and agency of the decision of higher authorities to lift such restrictions.

h. The P/BS of the FORDIMS will be suspended. The FORDIMS Force Structure Subsystem will become the official record of the Army's authorized manpower. The FORDIMS authorization subsystem will continue to provide detailed manpower information for military personnel requisitioning and civilian personnel replacement.

i. 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.

j. 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 6–1. Actual leave policies will be at the discretion of the local commander,or in accord with AR 630–5, paragraph 1–5.

(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) Change workweek for civilian personnel located at activities not in a hostile fire area to 60 hours per shift through M+30 days. Thereafter, the workweek will be 48 hours per shift.

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

k. 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 (DAPE–MB) the number and types of civilian personnel hired.

l. 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 MOBTDA (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.

m. 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 6–1.

Table 6–1
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.
	M+181	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.

6–14. Manpower procedures during full and total mobilization

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

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

c. During an actual emergency, HQDA (DAPE–MB) 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 MOBTDAs 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.

Section IV
Pre positioned Emergency Authorities

6–15. General

The emergency authorities contained in this appendix 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.

6–16. 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. Suspend OOC manpower request procedures.

d. Delegate authority for blanket approval of workweek or overtime by project without the analysis of alternatives required in chapter 5 of this regulation.

e. Delegate authority to establish or change officer grades 03 and above in TDA.

f. Delegate authority to change strength or grade of club management positions.

g. Delegate authority to temporarily detail military to civilian positions.

h. Delegate authority to establish military positions in MWR activities not in accord with AR 215–1 and chapter 5 of this regulation.

i. Delegate authority to change grade, strength, or abolish Army Medical Department commissioned officer positions.

j. Delegate authority to transfer manpower allocations with funds between appropriations and major programs.

k. Delegate authority to change strength, grade, or abolish Judge Advocate positions.

6–17. 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.

f. Delegate authority to hire to required levels 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, 5 USC 3104, and GS–16 and higher civilian positions.

6–18. 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 7
Analysis and Evaluation of Manpower Management

7–1. Total Army Analysis

a. Each year the HQDA Staff uses a computer-assisted technique, TAA, to define a specific force structure. 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 section V, chapter 3 of this regulation. Beginning with TAA 92, the TAA process incorporated civilian requirements with military TDA requirements.

7–2. The Army Authorization Documents System review

a. The document review process improves manpower management accountability and links manpower management to a common data base. Many manpower management initiatives have been undertaken to enhance the credibility of TAADS. USAMARDA, as the HQDA DCSPER agent, will enforce manpower management policies and procedures through a formal documentation review process which covers both military and civilian positions. Feedback is provided to the MACOM on a DA Form 2028 after each review.

b. Some of the areas reviewed include—

(1) MOS/skill coding.

(2) Master Force (FAS) and MTOE/TDA document entries match.

(3) Force Alignment Plan II guidance followed.

(4) Standards of grade authorization (SGA) compliance.

(5) ASI coding.

(6) Personnel (Section II) and Equipment (Section III) entries match.

(7) Organization structure guidance followed.

(8) Position management guidance followed.

(9) DCPC coding.

(10) SIMOS position coding.

(11) AMHA compliance.

(12) PBG compliance.

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

7–3. Reports providing manpower data

a. Manpower Utilization and Expense Report (RCS CSFOR–78)

(1) Report scope. Manpower Utilization and Expense Report data apply only to manpower and financial resources of Active Army organizations which are documented in TDAs or in augmentation TDAs and which are engaged in military (as opposed to civil works or cemeterial) functions. Report data consist of —

(a) Quarterly civilian actual strength and cumulative workmonth utilization data.

(b) Semiannual civilian cumulative expenses data.

(2) *Report uses.* Civilian data from the report, which is scheduled to be replaced by data from the automated Quarterly Report of Civilian Manpower Obligations Data, are used primarily to —

(a) Prepare detailed estimates or justifications for budget submissions to (or for special requests from) the Secretary of the Army, the Secretary of Defense, OMB, OPM, General Accounting Office, the President, and the Congress.

(b) Provide the status of programmed manpower and fund resources, by resource command, appropriation and major program/subprogram, to appropriation, program, or activity directors on the Army Staff.

(c) Compute civilian manpower cost factors (such as average salaries) by resource command, appropriation (and major program or subprogram thereof), AMSCO, and civilian type.

(3) *Report procedures.*

(a) Procedures for reporting military operating strength utilization data are in chapter 11.

(b) Reporting requirements and a detailed explanation of data included in the Manpower Utilization and Expense Report are in chapter 10.

b. SF 113–A (Monthly Report of Federal Civilian Employment). Official DA civilian employment strength figures are provided to OSD and OPM by the Civilian Personnel Directorate of the U.S. Total Army Personnel Command 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 Civilian Personnel Directorate must comply with OPM reporting procedures outlined in FPM Supplement 298–2. The Civilian Personnel Information System (CIVPERSINS), which is the data base used for this report, is developed from information provided directly by servicing civilian personnel offices in accord with AR 680–330. (The National Guard Bureau maintains their own automatic data processing system for the military technician program and provides summary data which are consolidated into the total Army strength report.)

c. DCSPER 322 Report (CIVPERSINS Monthly Command Strength Report by UIC). In addition to the SF 113–A that goes to OPM, the Civilian Personnel Directorate produces monthly DCSPER 322 Reports that are sent to commands and civilian personnel offices. This report, produced from the CIVPERSINS data base, 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 also identifies employees on the Army rolls but in nonpay status.

(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/GM, 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) These reports are available in each servicing civilian personnel office. The entire report is transmitted from the Civilian Personnel Directorate about midmonth reflecting data as of the end of the preceding month in the CIVPERSINS data base.

d. Control measures. Since CIVPERSINS is used as the source of official information on civilian strength in the Army, the need to ensure the accuracy of information in the data base cannot be overstated. Manpower managers should work closely with civilian personnel officers to ensure that manpower accounting figures are correct and within established guidelines where applicable.

7–4. HQDA analysis and evaluation

a. HQDA evaluates the use of authorized manpower from Manpower Utilization and Expense, SF 113A, and DCSPER 322 reports. The evaluation of civilian workmonths assists in the allocation of workyears and in determining where MACOM reprogramming may be necessary. 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 this data is done through the Army Program Performance and Budget Execution Review System (PPBERS).

b. PPBERS is an ASA(FM) quarterly review and analysis of program accomplishment and budget execution which is responsive to senior management needs. It affords the Army Staff an opportunity to report on how well expenditures of resources (personnel, facilities, and funds) are being applied to help accomplish Army goals. The topics assigned to staff proponents for analysis are reviewed by Army leadership each quarter. This provides a better understanding of the Army's ability to execute a program and a periodic status of this execution.

7–5. 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 charged with responsibility 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.

b. Continual coordination and cooperation with 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 8
Army Management Headquarters Activities (AMHA)

Section I
General

8–1. 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. It implements DOD Directive 5100.73, DOD Management Headquarters and Headquarters Support Activities.

8–2. 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 must be strictly enforced. Proposals to change must be approved by HQDA (SAMR).

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 the implementation of policies, plans, and programs.

e. Positions having both staff and operational duties will be delineated based on which duty requires more time.

8–3. Responsibilities
a. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(MRA)) 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. ASA(MRA) as the AMHA office of primary responsibility—

(1) Conducts a continuing review to ensure proper accounting of Army Management Headquarters and Headquarters Support activities.

(2) Receives and staffs all requests to revise the list of Army Management Headquarters and Headquarters Support activities. (See table 8–1.)

(3) Maintains a management information system, in coordination with the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FMP)) and Deputy Assistant Secretary of Defense (Administration) (DASD(A)), that identifies the number and the size of AMHA and its Headquarters Support activities

(4) Reviews requests from AMHA organizations that propose to transfer functions and authorizations in AMHA to operating organizations.

(5) Establishes and stabilizes AMHA ceilings for the Army organizations listed in table 8–1.

(6) Prepares annual budget justification materials in the FYDP using only Defense Planning and Programming Category (DPPC) 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.

(7) Prepares 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 the current year and budget years for end strength and workyears and direct obligations for those organizations listed in table 8–1. AMHA manpower resources are accounted for within the total allocation of the activity, regardless of funding sources.

(8) Oversees program adjustments to AMHA within approved Management Headquarters ceilings. Changes to "98" PEs will be made only by ASA(MRA).

b. Heads of Army activities listed in table 8–1 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 normally be deferred unless offsetting program adjustments can be identified.

c. MACOMs and heads of activities will—

(1) Review their respective organizations to ensure that Management Headquarters activities comply with the requirements of this regulation.

(2) Ensure that assigned and authorized strengths for headquarters activities at the end of each fiscal year do not exceed established ceilings.

(3) Comply with the restrictions on the use of "98" ending PEs. Only authorizations in "98"ending PEs will be used in Management Headquarters and Headquarters Support activities. The "98" ending PE will not be used elsewhere.

(4) Attempt to accommodate new workloads within existing ceilings by reduction, consolidation, or elimination of lower priority programs.

Section II
Policies

8–4. AMHA 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 SAMR. Commands must provide an audit trail of proposed changes.

c. 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 310–49.)

d. 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 COB submission. Failure to do so will result in the inability of HQDA to explain changes to OSD and Congress and create a program budget disconnect versus real world execution.

f. Resulting AMHA military positions authorized will be governed by the Force Alignment Plan II ceilings and criteria in 611-series Army regulations.

8–5. AMHA functions
Management Headquarters or Headquarters Support functions may not be established or transferred outside of a Management Headquarters or Headquarters Support organization for the purpose of circumventing the personnel accounting and reporting provisions of this regulation. Non-AMHA (such as field operating agencies or activities) that perform management functions described in paragraph 8-15, and meet the criteria contained in paragraph 8-11 will be reported to HQDA (SAMR–AMH). These activities will be added to the AMHA list in table 8–1 and will be reported to OSD for inclusion in the DOD Management Headquarters list.

8–6. AMHA 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 manpower survey teams, 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.

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–AMH) with complete justification and rationale for not assigning such functions to the headquarters itself or to an existing staff support organization.

8–7. AMHA reorganization, realignment, and projections

a. HQDA approval is required prior to 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 this requirement. However, if changes in manpower mix occur through internal reorganization within the ceiling of an activity, these changes will be reported to HQDA (SAMR–AMH) to maintain a current audit trail.

b. Manpower projections contained in command plans developed in response to manpower guidance issued by ASA(MRA) will not exceed approved AMHA limitations.

Section III
Procedures

8–8. AMHA authorizations

AMHA authorizations will be announced to the commands in PBG documents. They will be maintained in a current status in accord 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 current year and budget year authorizations for end-strength and workyears and direct obligations for AMHA.

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 surveys. Assigned strengths of AMHA will not exceed established ceilings at the end of each fiscal year.

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 accord with AR 310–49.

c. MACOM reorganizations that impact on AMHA will, within the guidance provided by ASA(MRA), address AMHA as a separate issue in the concept plans.

d. All proposed changes to the AMHA account will be forwarded to ASA(MRA) with audit trail by function, identity break (officer, WO, enlisted, and civilian, identified as U.S. direct hire, foreign national direct hire, and foreign national indirect hire), and UIC. Documentation must include the funding impact of such changes by appropriation, fiscal year, and AMSCO.

8–9. Removal of an AMHA 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 resulted in 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.

8–10. TAADS documentation

a. 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 MOC window.

b. Provisions of AR 310–49 will be followed.

Section IV
Definitions and Identification of Management Headquarters and Headquarters Support Activities

8–11. Definitions of Management Headquarters and Headquarters Support

a. The following management and direct support functions are involved in the management of the policies, programs, and operations of DA and its major military units, organizations, or agencies.

(1) *Management.* Management of policies, programs, and operations provides 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- 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 section VI below.

8–12. Identification of Management Headquarters and Headquarters Support Activities

a. Organizations with primary Management Headquarters and Headquarters Support missions.

(1) If an organization performs Management Headquarters or Headquarters Support functions, or a combination thereof, as its primary mission, all of its military and civilian personnel will be counted in determining that organization's Management Headquarters and Headquarters Support strength.

(2) The category includes the following elements:

(a) Military departmental headquarters down to and including the headquarters of the MACOMs and the numbered U.S. Armies. Army Departmental Headquarters include the Office of the Secretary of the Army and the Army Staff, and the Office of the Chief of the National Guard Bureau.

(b) Headquarters of major U.S. operating forces down to and including Unified and Specified Commands, and military service component command headquarters within the Unified Commands.

(c) Headquarters of international military organizations in which U.S. forces take part.

(d) Any other organization that devotes more than 50 percent of its effort to the performance of a combination of Management Headquarters and Headquarters Support functions.

b. Organizations with substantial Management Headquarters and Headquarters Support missions. If an organization performs Management Headquarters or Headquarters Support functions, or a combination thereof, as a substantial portion of its mission, those consistent elements of the organization (such as detachment, office, directorate, division, branch, or section) that devote more than 50 percent of their effort to the accomplishment of Management Headquarters or Headquarters Support functions will include their personnel in determining the organization's overall Management Headquarters and Headquarters Support strength. In such instances, all civilian and military personnel assigned to these constituent organizational elements will be counted. This category includes—

(1) Headquarters of commands involved in materiel acquisition and supply and logistics management functions within the U.S. Army Materiel Command.

(2) Any organization that—

(a) Devotes more than 25 percent, but not more than 50 percent, of its effort to providing direct support to one or more Management Headquarters.

(b) Devotes more than 25 percent, but not more than 50 percent, of its effort to the performance of a combination of Management Headquarters and Headquarters Support functions.

c. Army Management Headquarters organizations. Those organizations identified as meeting the Management Headquarters and Headquarters Support criteria are listed in table 8–1.

Table 8–1
List of Army Management Headquarters and Headquarters Support activities including unified and international commands

Unit identification code	Activity
	U.S. Army Headquarters
	Army Secretariat
W00EAA	Office of the Secretary of the Army
W00FAA	Office of the Under Secretary of the Army
W31SAA	Office of the ASA (Civil Works)
W4POAA	Office of the ASA (Installations and Logistics)
W00GAA	Office of the ASA (Financial Management)
W00SAA	Office of the ASA (Manpower and Reserve Affairs)
W1BOAA	Office of the ASA (Research, Development, and Acquisition)
W1YMAA	Office of the General Counsel
W1BYAA	Office of the Chief of Legislative Liaison
W1BZAA	Office of the Chief of Public Affairs
W4EBAA	Office of Small and Disadvantaged Business Utilization
W4NJAA	Office of the Director of Information Systems for Command, Control, Communications, and Computers
W0Z6AA	Office of the Inspector General
W1YSAA	Office of the Administrative Assistant to the Secretary of the Army
W4ZUAA	Office of The Auditor General
	Departmental support
W3X7AA	General Officers Mess
	Army Staff (Includes National Guard Bureau)
W0ZUAA	Office of the Chief of Staff
W0ZZAA	Office of the Deputy Chief of Staff for Personnel
W0Z1AA	Office of the Deputy Chief of Staff for Intelligence
W0Z2AA	Office of the Deputy Chief of Staff for Operations and Plans
W0Z3AA	Office of the Deputy Chief of Staff for Logistics
W0Z4AA	Office of the Chief, Army Reserve
W0Z7AA	Office of The Judge Advocate General
W00CAA	Office of the Chief of Chaplains
W00LAA	Office of The Surgeon General
W00MAA	Office of the Chief of Engineers
W00QAA	Chief of the National Guard Bureau
	Departmental support
W31LAA	Worldwide military command and control system Data processing center
W1SEAA	USAISC–Pentagon
W0LAAA	U.S. Army RDA Information Systems Activity
W241AA	U.S. Army Command and Control Support Agency
W3WCAA	U.S. Army Concepts Analysis Agency
W05JAA	U.S. Army Medical Materiel Agency*
W31XAA	U.S. Army Intelligence Operations Detachment
W34ZAA	U.S. Army Program Management Systems Development Agency
W4XCAA	U.S. Army Plans and Operations Information Support Agency
W4VUAA	U.S. Army Special Operations Agency
W03JAA	HQ U.S. Army Medical Research and Development Command*
	Major Army commands
	U.S. Army Materiel Command (AMC)
W0GWAA	HQ AMC
W0KZAA	Field Safety Activity
W0V4AA	Installation and Service Activity
W2GJAA	Inspector General Activity
W2EWAA	Surety Activity
	AMC major subordinate commands*
W4MMAA	HQ U.S. Army Armament, Munitions, and Chemical Command (AMCCOM)
W0Y6AA	HQ U.S. Army Aviation Systems Command (AVSCOM)
W4GVAA	HQ Army Communications and Electronics Command (CECOM)
W39QAA	HQ U.S. Army Depot System Command (DESCOM)
W262AA	HQ U.S. Army Laboratory Command (LABCOM)
W0H9AA	HQ U.S. Army Missile Command (MICOM)*
W4GGAA	HQ U.S. Army Tank Automotive Command (TACOM)*
W05XAA	HQ U.S. Army Troop Support Command (TROSCOM)*
	U.S. Army Intelligence and Security Command (INSCOM)
W00YAA	HQ INSCOM
W4DKAA	Admin Services and Audio Visual Activity

	U.S. Army Health Services Command (HSC)
W3VYAA	HQ HSC
	U.S. Army Military District of Washington (MDW)
W0GVAA	HQ MDW
W3YYAA	Staff Spt Activity
	U.S. Army Information Systems Command (USAISC)
W4NHAA	HQ USAISC
	U.S. Army Training and Doctrine Command (TRADOC)
W3YTAA	HQ TRADOC
	U.S. Army Corps of Engineers (USACE)
W0JVAA	HQ USACE
	Forces Command (FORSCOM)
W3YBAA	HQ FORSCOM
W0GXAA	1st Army HQ
W3NQAA	2d Army HQ
WATGAA/ WATG98	3d Army HQ/3d Army Augmentation
W0GIAA	4th Army HQ
W0GOAA	5th Army HQ
W0G2AA	6th Army HQ
	U.S. Army Criminal Investigation Command (USACIDC)
W3KPAA	HQ USACIDC
	U.S. Army Recruiting Command (USAREC)
W06QAA	HQ USAREC*
	Military Traffic Management Command (MTMC)
W0QFAA	HQ MTMC
	U.S. Army, Japan/IX Corps (USARJ)
W0ATAA/ WAUBAA	HQ USARJ and IX Corps
	Eighth U.S. Army (EUSA)
WATMAA/ WATM99	HQ EUSA/EUSA Aug
	U.S. Army, Europe/7th Army (USAREUR/7AR)
W0ANAA	HQ USAREUR/7AR
	U.S. Army Western Command (WESTCOM)
W32FAA	WESTCOM
	U.S. Army South (USARSO)
W0ALAA	HQ USARSO
	International military headquarters
	North American Air Defense Command (NORAD)
W4U9AA	HQ NORAD
	North Atlantic Treaty Organization (NATO) Military Committee
W0VXAA	International Military Staff
	Allied Command, Atlantic (ACLANT)
W099AA	HQ Supreme Allied Commander, Atlantic (SACLANT)
W3LGAA	HQ Iberian Atlantic Command (IBERLANT)
	Allied Command, Europe (ACE)
W1NBAA	Supreme HQ, Allied Powers, Europe (SHAPE)
W2HZAA	HQ Allied Forces, Northern Europe (AFNORTH)
W2HXAA	HQ Allied Forces, Southern Europe (AFSOUTH)
	United Nations Command, Korea (UNC)/Combined Forces Command, Korea (CFCK)
W095AA	HQ U.S. Forces, Korea (USFK) and EUSA
W4DPAA	HQ UNC/CFCK
	Unified commands
	U.S. Atlantic Command (LANTCOM)
W09ZAA	HQ LANTCOM
W098AA	HQ U.S. Forces Caribbean
W091AA	HQ Iceland Defense Force
W090AA	HQ U.S. Forces, Azores
	U.S. Central Command (CENTCOM)
W4FGAA	HQ CENTCOM
	U.S. European Command (EUCOM)
W092AA	HQ EUCOM
W4T4AA	HQ EUCOM Special Activity
	U.S. Pacific Command (PACOM)
W093AA	HQ PACOM
W094AA	HQ U.S. Forces, Japan (USFJ)
W096AA	HQ U.S. Southern Command (SOUTHCOM)
	U.S. Space Command (USSPACECOM)
W3BMAA	HQ USSPACECOM
	U.S. Special Operations Command (USSOCOM)
W3P2AA	HQ USSOCOM
W3LBAA	U.S. Transportation Command (TRANSCOM)
	Specified commands
	Forces Command (FORSCOM)
W3YBAA	HQ FORSCOM

*Appropriate organizational elements only, per chapter 8.

Section V
Manpower and Mobilization Exercise Data

8–13. Army Management Headquarters manpower data

The Manpower Utilization and Expense Report contains civilian end-strength data, which includes AMHA. See paragraph 7–3 and chapter 10 for details. The AMHA end-strength data for military personnel are discussed in chapter 11. Authorized strengths reported for AMHA will not exceed current approved 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 SAMR–AMH, WASH DC 20310–0103. The memorandum will include a statement of action being taken to bring actual strength in line with established authorized strengths.

8–14. Mobilization (MOB) exercises

Restrictions in terms of AMHA authorized strengths are lifted to permit application of MOB TDA 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 6.)

Section VI
Army Management Headquarters and Headquarter Support Activities Functions

8–15. 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.

8–16. Functions

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 in conjunction with the definition and identification criteria contained in this chapter.

a. Administration (For Information Management, refer to AR 25–1). Management of administrative communications, records management (documentation), publications, 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.

b. Audiovisual (visual information). Management of photographic, television, audiovisual, graphic arts programs, as well as visual information services provided directly to a Management Headquarters activity.

c. Audit. Management of audit programs, including the development and establishment of audit objectives, policies, plans, and standards.

d. 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.

e. 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.

f. 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 ADP support provided directly to a Management Headquarters activity.

g. 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.

h. Environmental sciences. Management of environmental sciences programs, including oceanographic and meteorological programs, as well as weather services provided directly to a Management Headquarters activity.

i. 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.

j. 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.

k. 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.

l. 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.

m. Inspection and evaluation. Inspection and evaluation of subordinate organizational echelons to ensure their readiness, effectiveness, and adequacy of operations for the performance of assigned missions, as well as permanent members of inspection teams supporting a Management Headquarters activity.

n. Intelligence. Management of intelligence collection, analysis, production, and evaluation programs, as well as intelligence services provided directly to a Management Headquarters activity.

o. Legal affairs. Management of legal and legislative programs, as well as legal services provided directly to a Management Headquarters activity.

p. 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) *Maintenance.* Equipment maintenance programs, as well as permanent members of standardization and evaluation teams supporting a Management Headquarters activity.

(2) *Materiel management.* Logistic support of specified weapon and nonweapon systems, equipment, and commodities from delivery through disposal.

(3) *Procurement and production.* Procurement and production management for the acquisition of weapons systems, equipment, materiel, and services.

(4) *Supply and services.* Supply programs and service functions such as clothing sales, mortuary, laundry, drycleaning, and food services.

(5) *Transportation.* Military and commercial air, sea, and surface transportation programs, motor vehicle management, and logistic transportation planning and control.

q. 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.

r. 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.

s. 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.

t. Medical services. Management of medical and health care programs, as well as medical services provided directly to a Management Headquarters activity.

u. 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.

v. 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.

w. Personnel. Management of civilian and military personnel programs such as staffing, career development, position classification, pay management, employee and labor-management 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.

x. 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.

y. Religious affairs. Management of religious affairs, counseling, and related morale and welfare activities.

z. Research and development. Management of basic and developmental research, test, and engineering programs.

aa. Reserve affairs. Management of reserve forces programs. (National Guard and Reserve personnel serving on active duty under 10 U.S.C. 175(a)(9), 265, 678(a), 315(b), 3019(b), 3033(h), 3496, 8019(b), 8033(h), 8496, and 32 U.S.C. 708 are included, but will be accounted for separately from other active duty military personnel.)

ab. 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.

ac. 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.

ad. Training and education. Management of training and educational programs and related matters, such as educational research, evaluation, curriculum development, and review.

ae. Telecommunications. Management of communications programs, as well as electronic communications services provided directly to a Management Headquarters activity.

af. Unit administration. Direct support functions of the headquarters units of a Management Headquarters activity, such as the administration of punitive authorities, unit supply preparation, maintenance of duty rosters, and maintenance of unit records.

Chapter 9
Documentation Changes Requiring Prior HQDA Approval

Section I
Introduction

9–1. 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.

9–2. Change requests

a. TAADS proponents must submit requests for approval of actions discussed in paragraphs 9–3 through 9–26 by letter to the correspondence point of contact given in table 9–1. Requests will be coordinated with the policy proponent in table 9–1.

b. 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 survey reports may be adequate justification. The information must provide a clear, well-organized, and concise basis for approval of the request.

c. Paragraphs 9–3 through 9–24 outline specific information required and the references for each case. 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 occupation specialty code (POSC), or position requirements code, additional skill identifier (ASI), language identification code, and title of positions involved.

Section II
TDA Documentation

9–3. Establishment or change of officer positions (requirements and authorizations) in grade O–3 and above not in accord with grade authorization tables, staffing guides, or base tables of organization and equipment (TOEs)

a. Sources of information.

(1) AR 310–49.

(2) AR 611–101.

(3) Appropriate staffing guide.

b. Narrative justification.

(1) Explain why unusual circumstances require deviation from standards of grade shown in AR 611–101 or staffing guides. Use factors shown in AR 611–101.

(2) Explain why a change to the grade standards is not appropriate.

9–4. Establishment or change of enlisted positions in tables of distribution and allowances (TDA) not according to standards of grade authorizations

a. Sources of information.

(1) AR 310–49.

(2) AR 611–201.

(3) AR 611–1.

b. Narrative justification.

(1) Explain why unusual circumstances require deviation from SGAs shown in AR 611–201.

(2) Explain why a change to the SGA in AR 611–201 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 accord with AR 611–201.

(4) State whether or not change would exceed command grade ceiling. Identify "trade-off" position which will be downgraded to remain within the objective, or explain why a trade-off cannot be accomplished.

(5) Reference related actions requiring HQDA approval, if any.

9–5. Mass change of enlisted personnel occupational specialty codes (POSCs) (other than HQDA-directed) for more than 50 positions

a. Sources of information.

(1) AR 310–49.

(2) AR 611–201.

b. Narrative justification.

(1) Explain why submission of a concept plan as outlined in AR 310–49 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.

9–6. Change of POSC for warrant officers not directed by HQDA (requirements and authorizations)

a. Sources of information.

(1) AR 310–49.

(2) AR 611–112.

(3) AR 10–5.

(4) AR 40–1 for Army Medical Department POSC.

b. Narrative justification.

(1) Provide data required by AR 611–112 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 (PBG, U.S. Army Operational Readiness Analysis (OMNIBUS), and TAA).

(2) Approved manpower survey reports.

(3) Previously obtained approvals (approved changes to medical officer letter).

9–7. Change of grade, establishment, or elimination of chaplain positions

a. Sources of information.

(1) AR 10–5.

(2) AR 165–20.

(3) AR 310–49.

(4) AR 570–2.

(5) AR 600–3.

(6) AR 611–101.

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 AR 611–101. 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 165–20 and FM 16–5.

(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.

9–8. Change of strength or grade of club management positions (military only)

a. Sources of information.

(1) AR 215–2.

(2) AR 310–49.

(3) DA Pam 570–551.

(4) AR 611–101.

(5) AR 611–112.

(6) AR 611–201.

(7) Chapter 5 of this regulation.

b. Narrative justification.

(1) Display monthly gross revenue of the club system, branch, or annex, as appropriate.

(2) Explain the scope of club operations. This will include number of facilities, employees supervised, and hours of operation.

(3) Cite any unique protocol requirements necessitated by the mission of the installation that would require an individual senior to the grade indicated in DA Pam 570–551 or AR 611–201.

c. Supporting documents.

(1) Current financial statement.

(2) Organizational chart depicting key management staff, including military, GS, and NAF.

9–9. Change of strength, additional skill identifier, or language identification code of foreign area officer positions

a. Sources of information.

(1) AR 310–49.

(2) AR 611–101.

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).

9–10. 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 611–101.

(5) AR 570–2.

(6) AR 310–49.

(7) HQDA Letter—Command Grade Ceilings (CGC).

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 AR 611–101. 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) Manpower survey results.

(3) Organization charts.

(4) Organization and functions manual extracts.

9–11. Change of strength or grade of Army Medical Department commissioned officer positions

a. Sources of information.

(1) AR 10–5.

(2) AR 40–1.

(3) AR 310–49.

(4) AR 611–101.

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.

9–12. Change of personnel authorization in Reserve Components (RC) TDAs not in accord with RC policy

a. Sources of information.

(1) AR 310–49.

(2) AR 140–1.

(3) AR 611–101.

(4) AR 611–201.

b. Narrative justification.

(1) Explain the circumstances which 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.

9–13. Change of officer grades in RC TDA

a. Sources of information.

(1) AR 310–49.

(2) AR 140–1.

(3) AR 611–101.

b. Narrative justification.

(1) Explain why the grade or position specialty code (PSC) is appropriate to the position. Grade authorization factors and position specifications found in AR 611–101 should be used.

(2) Justify any required exception to the SGA found in AR 611–101.

(3) Discuss why the current grade or PSC is inadequate.

(4) Provide other information as deemed necessary.

9–14. Conversion of civilian positions to military

a. Sources of information.

(1) AR 310–49.

(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, military occupational specialty (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 position is currently occupied by a civilian, the conversion must not adversely affect the incumbent. The request submission must include a statement 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 action is voluntary or directed by management.

(4) In the event that the request includes a trade-off (that is, concurrent conversion of a military position to civilian is planned), details of this offset should be provided.

9–15. Change of strength or personnel requirements code of commissioned officer operational or nonoperational flying positions

a. Sources of information.

(1) AR 310–49.

(2) AR 611–101.

b. Narrative justification for 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 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 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 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 O6 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 5–14. Information copies of the approved request will be sent to HQDA (DAPE–MBI), WASH DC 20310–0300, and HQDA (DAPC–OPA–CV), ALEX VA 22332–0400.

9–16. Increase in proponent's demand on HQDA for officer grades O3 and above in Active Army TDA, not in accord with current guidance (authorizations only)

a. Sources of information.

(1) AR 310–49.

(2) AR 611–101.

(3) HQDA letter and PBG concerning CGCs.

b. Narrative justification.

(1) Explain why the grade or PSC is appropriate to the position. Grade authorization factors and position specifications found in AR 611–101.

(2) If an exception is required from the grade standards prescribed in AR 611–101, this should be clearly addressed and justified.

(3) If this is an upgrade, discuss the inadequacy of the current grade or PSC.

9–17. Any net AMHA manpower authorization increase within unit identification code (UIC) by identity and Army Management Structure Code (AMSCO)

a. Sources of information.

(1) AR 310–49.

(2) DODD 5100.73.

*b. Narrative justification.*See chapter 8.

9–18. Increase in proponent's demand on DA for total personnel spaces by identity for out-of-cycle (OOC) requests

a. Sources of information.

(1) AR 310–49.

(2) AR 611–101.

(3) AR 611–112.

(4) AR 611–201.

(5) Chapter 4 of this regulation.

b. Narrative justification.

(1) All OOC manpower presentations must include trade-offs. Describe efforts taken to identify trade-offs, and identify the lowest priority functions or missions within the command that will no longer be supported. Describe the anticipated effect if additional DA level OOC resources cannot be allocated. Such presentations ensure that the Army Staff clearly understands the necessity and effect of each requirement, the effect of approval or disapproval, and the relative necessity of withdrawing manpower authorizations and financial resources from other commands.

(2) Provide all elements of information according to the outline below.

(a) A request (number, category, or identity) that additional manpower spaces be approved by the DA OOC Manpower Committee for the years (for example, fiscal year 1988 through 1989).

(b) A description of the newly designated or expanded mission and authority for the function (for example, DA-directed, MACOM-directed, or installation initiative) and a brief explanation of the function.

(c) A description of the current mission and workload justification, including quantitative information, approved manpower authorizations, and other manpower committed to the function.

(d) A statement of requirements validation by MACOM for subordinate units. A statement of requirements validation by USAMARDA (PEMS–ZA) for MACOM headquarters and FOA or interim Schedule X. Give a brief description of rationale and justification.

(e) A description of efforts to absorb requirements within command or agency resources through reprogramming, contracting, hire lag, temporary hire, and so forth.

(f) Proposed grades, specialties, and MOS by PDIP, AMSCO, and UIC.

(g) Identification of manpower trade-offs. Trade-offs may be officer for warrant officer, officer for enlisted, warrant officer for enlisted, civilian for officer, or any combination thereof, ideally one-for-one.

(h) An impact statement (risk or trade-off analysis). Action which will be taken and the lesser priority mission or functions which will be adversely affected if minimum level requirements cannot be met.

(i) A statement that this requirement has not previously competed in the POM process and that a TAA, PARR, or COB submission is or is not currently being reviewed. Previous competition as a TAA, PARR, or COB claimant renders the request ineligible for further consideration in the OOC process. The only exception to this policy is for "material change" to previously reviewed requirements.

(j) Point of contact and telephone number for further information.

(k) Additional brief statements if desired.

c. Request processing.

(1) Requests are accepted only from MACOMs.

(2) Requests for FOA and Army Staff must be submitted through Army Staff agency manpower management office and Office of the Chief of Staff (for example, from DAMH (War College), through DAMO–ZXA, through DACS–DMS to DAPE–MBA).

(3) Incomplete requests will be returned for additional information in order that the DA staff may fully coordinate and evaluate each OOC action.

9–19. Increase in proponent's demand on DA for total personnel in controlled position specialty codes (PSCs) or POSCs as identified by current DA guidance

a. Sources of information.

(1) AR 310–49.

(2) Current DA letter or circular.

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.

9–20. Designation or redesignation of Noncommissioned Officer (NCO) Logistics Program position special qualifications identifiers

a. Sources of information.

(1) AR 310–49.

(2) AR 614–200, chapter 7.

b. Narrative justification.

(1) Position must involve technical performance at high level of logistic responsibility in two or more logistic functions (across two or more career management fields, for example).

(2) Justification should describe high level of logistic responsibility which—

(a) Spans several areas of logistics.

(b) Represents unusual technical or specialized logistic activities.

(3) Explain how the position involves input to policy decisions, based on NCO's unique outlook in special breadth and depth of logistics knowledge and experience.

9–21. Establishment of Senior Executive Service (SES), specially qualified scientific or professional personnel (under 5 USC 3104), and GS16 and higher positions

a. Source of information. AR 690–900, chapter 920.

b. Narrative justification. Prepare a fact sheet (AR 690–900, app O) which identifies the position by the following:

(1) Title, series and grade, and organization.

(2) Position status.

(3) Incumbency status.

(4) Title, name, and grade or rank of immediate superior.

(5) Position information should briefly address such items as—

(a) The need for the position.

(b) Growth potential of the function.

(c) Funding data.

(d) Recent developments.

(e) Relationship of the proposed position to other SES, 5 USC 3104, or GS positions.

(f) Effect of new laws and programs upon the position.

c. Supporting documents.

(1) OPM Form 1390 (Executive Personnel Transaction).

(2) Optional Form 8 (Position Description).

(3) Evaluation statement.

(4) Current organizational chart.

(5) Functional statement.

(6) Funding statement.

9–22. Removal of a position from support of the space imbalanced military occupational specialty (SIMOS)/ rotation base program

a. Sources of information.

(1) AR 310–49.

(2) Current HQDA letter, "Manpower Policy to Assist in Stabilization of the Rotation Base."

b. Narrative justification. In accord 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 why there is no longer a need for a particular position.

9–23. Establishment or change of identity code of a position or positions based upon privacy requirements or as an exception to the direct combat probability code (DCPC)

a. Sources of information.

(1) AR 310–31.
(2) AR 310–49.
(3) AR 611–101.
(4) AR 611–112.
(5) AR 611–201.
(6) AR 570–2.
(7) Chapter 3 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 USAMARDA. USAMARDA will forward to DAPE–MPS for final approval. Proponent comments and recommendations will be included with request.

9–24. Establishment of new TDA command sergeant major positions

a. Sources of information.

(1) AR 611–201.
(2) AR 614–200.
(3) Chapter 5 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 AR 611–201.

(2) State whether establishment of the CSM position meets criteria in AR 614–200.

Section III
Mobilization Table of Organization and Equipment (MTOE) and Table of Organization and Equipment (TOE) Documentation

9–25. Change in an MTOE position

a. Sources of information.

(1) AR 310–34.
(2) AR 310–49.
(3) AR 570–series.

b. Narrative justification.

(1) Justification will be provided on DA Form 2028 and as a minimum must contain the following:

(a) MTOE number, command and control number, UIC, and effective date.

(b) Paragraph number, line number, position description, grade, MOS, ASI, language identification code, branch, identification, and the required and authorized quantity.

(c) State reason that the base TOE required position is not adequate to perform assigned mission. If an additional mission has been assigned, state the new mission in the MTOE Section I, how the mission was assigned, and termination date of the mission. (If classified, provide separate classified correspondence to be filed with the record copy of MTOE.) Exception to standards of grade must have prior approval by HQDA and USAMARDA to be included in the proposed or the approved MTOE documents.

(2) When appropriate, state the following:

(a) If changes in grade are in accord with the AR 611–series or have approved exceptions.

(b) If appropriate MARC tables support the requirement for additional manpower.

(c) If the position is a wartime (MTOE) or peacetime (AUGTDA) requirement.

c. No realignment of personnel lines or paragraphs between the TOE and MTOE will be accepted. Position description changes in the MTOE will not be made unless the change is required to conform with the corresponding TOE.

9–26. Change in TOE positions

a. Sources of information.

(1) AR 310–49.
(2) AR 611–1.

b. Supportive justification.

(1) All SGA and MARC deviations in TOE must be provided with detailed justification.

(2) Deviations from SGA should be in accord with AR 611–1, paragraphs 2–2 and 2–4. This documentation should be included in the incremental change package accompanying the draft TOE. It also will be submitted as a military occupational classification structure (MOSC) change in accord with AR 611–1. When a MOSC change is submitted to the DA staff and approved, action must be taken immediately to incorporate the change in AR 611–series.

(3) MARC deviations must always be identified. However, detailed justification is required only when the deviation causes an increase in manpower beyond that allowed by the MARC.

Table 9–1
Army Staff coordination

Paragraph	Functional area	Policy proponent	Correspondence point of contact
9–3	O3 and above exception to grade	DAPE–MBA ATZI–NOT	USAMARDA
9–4	Enlisted exceptions to SGA	DAPE–MBA ATZI–NOT	USAMARDA
9–5	Mass change of enlisted POSC	DAPE–MP TAPC–ATZI	USAMARDA
9–6	Warrant officer POSC	DAPE–MP	USAMARDA
9–7	Chaplains	DACH–PPE	USAMARDA
9–8	Club management	DACF	USAMARDA
9–9	Foreign area officer	DAMO–SSF	USAMARDA
9–10	Judge Advocate officer	DAJA–PT	USAMARDA
9–11	AMEDD commissioned officer	DASG–RRM	USAMARDA
9–12	RC policy	DAAR–OTF	USAMARDA

9–13	Officer grade in RC TDA	DAAR–OTF	USAMARDA
9–14	Civilian to military conversions	DAPE–MBA–PS	USAMARDA
		DAPE–CP	
		DAPE–MP	
9–15	Commissioned officer flying conversions	DAPE–MBI	DAPE–MBI
9–16	O3 and above exception to current guidance	DAPE–MBA	DAPE–MBA
9–17	AMHA strength	SAMR–AMH	SAMR–AMH
9–18	Out-of-cycle requests	DAPE–MBA	DAPE–MBA
9–19	Controlled POSC	DAPE–MP	USAMARDA
9–20	NCO Logistics Program	DALO–RMP	USAMARDA
9–21	SES, 5 USC 3104, and GS–16 positions	DAPE–CP	USAMARDA
9–22	Reduce SIMOS support positions	TAPC–EP	USAMARDA
9–23	Interchangeable and male/female positions	DAPE–MPS	USAMARDA
9–24	Establish new TDA Command Sergeant Major positions	DAPE–MBA–PS	USAMARDA
9–25	MTOE positions		USAMARDA
9–26	TOE positions		USAMARDA

Chapter 10
Manpower Utilization and Expense Report

Section I
Civilian Utilization Summary

10–1. Report purpose and scope
This summary report contains utilization data on actual end-strength and cumulative workmonths, by civilian type within AMSCO, and is submitted the first and third quarters of each fiscal year. It applies to all civilian manpower in military functions of the Active Army. Excluded from reporting are the Civil functions of the U.S. Army Corps of Engineers and the Civil functions (cemeterial) of the U.S. Army Military District of Washington.

10–2. Preparers
The Civilian Utilization Summary is prepared by selected resource commands where the automated Quarterly Report of Civilian Manpower Obligations Data (CMOD) has not been implemented. Commands required to submit a summary report are notified by HQDA (DAPE–MBA–PS) message.

10–3. Frequency
Submit a summary report for the first and third quarters of each fiscal year.

10–4. Due dates, routing, and number of copies
Submit two copies of each report to HQDA (DAPE–MBA–PS) WASH DC 20310–0300—

a. By the eighth working day of February for the first quarter.

b. By the eighth working day of August for the third quarter.

10–5. Preparation instructions
a. Include the name and telephone number of a point of contact.

b. Detailed instructions for developing data for the report are provided by separate HQDA correspondence.

c. Submit separate summary reports for—

(1) All reporting organization employees temporarily assigned to allotted spaces from the U.S. Civilian Training, Education and Development (CTED) Student Detachment.

(2) All employees counted in the reporting organization's end-strength. (This excludes CTED students and employees in Special Opportunity Programs.)

d. Include the following information in summary reports:

(1) Activity and fund identification.

(2) C (Civilian) Type.

(3) Direct Hire Total (Actuals).

(4) Direct Hire Full Time Permanent (FTP) (Actuals).

(5) Indirect Hire Total (Actuals).

(6) Workmonths Total (Cumulative).

(7) Workmonths FTP (Cumulative).

Section II
Detailed Report

10–6. Report purpose and scope
This detailed report contains utilization data on actual end-strength and cumulative workmonths as well as cumulative expense data (earnings and benefits), by civilian type within AMSCO, and is submitted the second and fourth quarters of each fiscal year. It applies to all civilian manpower in military functions of the Active Army. Excluded from reporting are the Civil functions of the Corps of Engineers and the Civil functions (cemeterial) of the U.S. Army Military District of Washington.

10–7. Preparers
The detailed report is prepared by selected resource commands where the automated Quarterly Report of CMOD has not been implemented. Commands required to submit a detailed report are notified by HQDA (DAPE–MBA–PS) message.

10–8. Frequency
Submit a detailed report for the second and fourth quarters of each fiscal year.

10–9. Due dates, routing, and number of copies
a. Submit two copies of the detailed report to HQDA (DAPE–MBA–PS) WASH DC 20310–0300 by the eighth working day of May for the second quarter.

b. Submit two copies of the year-end report to HQDA (DAPE–MBA–PS) WASH DC 20310–0300 by the fifth working day of November.

10–10. Preparation instructions
a. Include the name and telephone number of a point of contact in the transmittal document.

b. Detailed instructions for developing data for the report are provided by separate HQDA correspondence.

c. Prepare separate detailed reports for—

(1) All reporting organization civilian employees temporarily assigned to alloted spaces from the CTED Student Detachment.

(2) All reporting organization civilian employees in Special Opportunity Programs.

(3) All employees counted in the reporting organization's civilian end-strength. (Excludes CTED students and civilian employees in Special Opportunity Programs.)

d. Submissions must include the following information:

(1) Activity and Fund Identification.

(2) C Type.

(3) Direct Hire Total (Actuals).

(4) Direct Hire FTP (Actuals).

(5) Indirect Hire Total (Actuals).

(6) Workmonths Total (Cumulative).

(7) Workmonths FTP (Cumulative).

(8) Civilian Earnings (Cumulative in dollars).

(9) Direct Hire United States Citizens (DHUS) Benefits (Cumulative in dollars).

(10) Overtime and Holiday Pay (Cumulative in dollars).

(11) Direct Hire Foreign Nationals (DHFN) Benefits (Cumulative in dollars).

Chapter 11
Reporting Military Actual Strength in the Budget (RCS CSGPA–1697)

Section I
General

11–1. Report purpose and scope

a. The TDA Unit Strength Feeder Report (RCS CSGPA–1697) provides program and budget accounting data not available in the Standard Installation Division Personnel System (SIDPERS).

b. FORDIMS P/BS uses automation routines where possible to establish data files for MTOE and certain joint and defense units. Additional software support is planned which will improve the accuracy and availability of TDA unit data, as well as reduce reporting burdens. A long range objective of OORMS will be the development of feeder data for military actuals. Compatible data collection and interchange capabilities for OORMS and FORDIMS P/BS are an ODCSPER objective.

c. Capturing data at the UIC level of detail permits the comparison of actual and authorization data available from several HQDA systems. A variety of special reports and analyses can be requested from the HQDA manpower files through DAPE–MBA for these purposes.

d. DODI 1336.5, 22 May 1985, and DOD 7110–1M, Budget Guidance Manual, prescribe these requirements.

11–2. Preparers

Commanders of MACOMs and separate agencies designated in table 11–1 are responsible for reporting the actual military strength of their TDA units as of the end of the fiscal year.

11–3. Data sources

a. The Force Development Integrated Management System (FORDIMS) P/BS Military Budget Prior Year Actuals File is the basis for reports or files with trend data for use by OSD budget analysts in development of the President's Budget Submission to the Congress. A tape of Army strength by UIC and PE code is provided to the Defense Manpower Data Center to support defense analysis. Army Staff members use data from the actuals file to prepare exhibits for the Defense Manpower Requirements Report submitted to the Congress with the President's Budget.

b. PERSINSCOM data as of the end of the fiscal year from the Strength of Military Personnel Assigned to Units File will be source data for the military actuals report.

c. To assist commands in maintaining data, each June HQDA (DAPE–MBA) will forward a copy of the command or agency data edit changes made by HQDA the previous year. These changes should be reviewed against the current year MACOM data to ensure that necessary corrections are applied before submission of the next report. HQDA data will be returned to commands and agencies in the PBG format.

11–4. Security classification

a. TDA Feeder Reports will be unclassified unless they provide command totals for National Foreign Intelligence Program (NFIP) AMSCO or subprograms.

b. Subprogram totals will be classified SECRET.

c. NFIP AMSCO may be classified or unclassified by command.

d. For guidance, consult the latest HQDA Command Operating Budget Instructions (Schedule 8).

e. All classified disks and tapes must be clearly marked with the highest level of classification.

f. Classified disks should be prepared on TEMPEST approved personal computers without saving to a hard disk drive unless the work area has been cleared for retention of such files.

g. Personnel should be reminded that erasing a floppy disk file does not destroy classified data. It merely releases sectors to be overwritten. Disks which have been used to prepare classified data should be destroyed when no longer needed. Hard disks must be magnetically degaussed by NSA approved methods.

h. Commands that cannot prepare disks and provide appropriate security either in processing or storage may submit a hard copy text of classified AMSCO formatted like the LOTUS 1–2–3 * file. This text will be forwarded as a second enclosure to the memorandum of transmittal.

11–5. Automatic rescission

Report security classifications are not rescinded automatically.

Section II
Report Submission

11–6. Frequency

Submit reports annually.

11–7. Due dates, *as of* date, routing, validation, and number of copies

a. HQDA.

(1) To assist commands in maintaining data, each June HQDA (DAPE–MBA) will forward a copy of the command or agency data edit changes made by HQDA the previous year.

(2) HQDA (DAPE–MB) is responsible for providing official prior year Army Individual Account strengths (Trainees, Transients, Holdees, Students, and Cadets) to DACS–DP in D1 record format *on call.*

(3) DAPE–MPF will furnish prior year strengths of personnel assigned to commands to DAPE–MBA not later than 30 October. (DAPE–MBA will use this report as the control position for reviewing and validating total strengths by command.)

b. TDA units. Within 17 working days after the end of the fiscal year, TDA units will submit one copy of their disk with actual TDA military strength as of 30 September to their command/agency.

Section III
Report Preparation

11–8. Form supply

Submit command and agency data on floppy disks in either LOTUS 1–2–3 * or dBASE III * formats or on tape using the format prescribed below. No other formats will be accepted. Any commercial application software may be used to create American National Standard Code Information Interchange (ASCII) files in the LOTUS 1–2–3 * format. Also, several commercial application programs support a dBASE III * file structure and may be used for this report.

Note:

* LOTUS 1–2–3 is a registered trademark of the Lotus Development Corporation. dBASE III is a registered trademark of Ashton–Tate Inc.

a. Record layout for LOTUS 1–2–3 */ASCII floppy disk files will be a single line, for LOTUS 1–2–3 *, formatted in cells, as in figure 11–1.

b. Record layout for dBASE III *, or dBASE III * supported, floppy disk files will be a single line, as in figure 11–2.

c. Record layout for tape files will be a single line, as in figure 11–3.

11–9. Preparation instructions

a. HQDA (ODCSPER) 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) Create ROC/ASSIGNMT/OPAGY/UIC/MDEP/AMSCO tables from FORDIMS P/BS files and staff coordination (DAPE–MBA). USAMARDA (PEMS–DD) will assist in maintenance of these tables for joint and defense units.

(5) Upload data received into FORDIMS P/BS for editing and report production.

b. Heads of Army Staff agencies and the Chief of the National Guard Bureau will report strengths of their assigned activities, which include Field Operating Agencies (FOAs) (table 11–1) to HQDA (DAPE–MBA–CB), Room 2A656A, Pentagon, WASH DC 20310–0300, and review the draft final report within proponent areas (table 11–2) for budget reporting purposes.

c. Commander, 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 TDA units as of the end of the fiscal year to—

(a) HQDA (DAPE–MBA–CB), Room 2A656A, Pentagon, WASH DC 20310–0300, with a hard copy to—

(b) HQDA (SAMR–AMH), Room 2E609, Pentagon, WASH DC 20310–0300.

Table 11–2
Army Staff Review Responsibilities

Appropriation/Program: P2M	**Agency:** Assistant Secretary of the Army
Appropriation/Program: P3I	**Agency:** DCSINT
Appropriation/Program: P3C	**Agency:** DISC4
Appropriation/Program: P7	**Agency:** Assistant Secretary of the Army
Appropriation/Program: P7E	**Agency:** COE
Appropriation/Program: P8T	**Agency:** Assistant Secretary of the Army
Appropriation/Program: P8M	**Agency:** TSG
Appropriation/Program: P8O	**Agency:** Assistant Secretary of the Army
Appropriation/Program: P9	**Agency:** DCSPER
Appropriation/Program: P10	**Agency:** Assistant Secretary of the Army
Appropriation/Program: P11	**Agency:** Assistant Secretary of the Army
Appropriation/Program: BASOPS	**Agency:** Assistant Secretary of the Army
Appropriation/Program: RPMA	**Agency:** Assistant Secretary of the Army
Appropriation/Program: RDTE	**Agency:** Assistant Secretary of the Army
Appropriation/Program: MPH	**Agency:** COE
Appropriation/Program: MCA	**Agency:** COE
Appropriation/Program: MCAR	**Agency:** COE
Appropriation/Program: OMAR	**Agency:** OCAR
Appropriation/Program: OMARNG	**Agency:** NGB
Appropriation/Program: AIF	**Agency:** Assistant Secretary of the Army
Appropriation/Program: MAP	**Agency:** Assistant Secretary of the Army
Appropriation/Program: SOF	**Agency:** Assistant Secretary of the Army

(2) Assist in correcting the TDA data files and in resolving questions from members of the Army Staff or OSD concerning program strengths.

e. TDA units will—

(1) Report their TDA strength as of 30 September by ROC, military identity, AMSCO, MDEP, and UIC to their command/agency.

(a) Only personnel assigned to units will be reported. Figures for prisoners, patients, transients, and students, and trainees will be captured from HQDA reports.

(b) 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.

(c) AMHA actual strength in excess of approved PBG ceilings will be explained in the memorandum of transmittal forwarding the tape or disk to HQDA (DAPE–MBA), WASH DC 20310–0300, with a hard copy to HQDA (SAMR–AMH).

(d) Explanation of any AMHA overages must include a statement of actions being taken to bring the actual strength in line with established ceilings.

(e) 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 to the FORDIMS P/B System for editing and report production.

Table 11–1
Reporting requirements for TDA Unit Feeder Report (RCS CSGPA–1697)

Command/Agency	Assignment code	ROC
U.S. Army Information Systems Command	CZ	031
The Surgeon General	MD	061
U.S. Army Corps of Engineers	CE	081
Program Manager Reserve Component Automation System (PM RCAS)	PE	184
U.S. Army Audit Agency	AU	228
U.S. Total Army Personnel Command	TB	22B
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U.S. Army Intelligence Operations Detachment	SF	122
Chief of Staff Activities	CS	224
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U.S. Military Academy	MA	171
U.S. Military Academy Prep School	SF	172
National Guard Bureau Computer Center	SF	182
National Guard FOA Activity/Personnel Center	SF	183
U.S. Army Criminal Investigation Command	CB	211
Office, Secretary of the Army Departmental Activities	SA	221
OSA FOA	SF	222
U.S. Army Plans and Operations Information Support Agency	SS	22H
U.S. Army Intelligence & Security Command	AS	251
U.S. Army Support to National Security Agency	NS	161
Troop Support Agency	SF	261
Program Executive Officer Standard Army Management Information Systems (PEO STAMIS)	PE	3C1
Program Executive Officer Management Information Systems (PEO MIS)	PE	3D1
Program Executive Officer Strategic Information Systems (PEO SIS)	PE	3E1
U.S. Army Finance & Accounting Center	SF	329
U.S. Army Chaplain Service Support Agency	SF	22G
U.S. Army Reserve Personnel Center	SF	22C
Military Traffic Management Command	MT	351
U.S. Army Strategic Defense Command	SC	362
U.S. Army Recruiting Command	RC	381
U.S. Military Entrance Processing Command	PC	391
U.S. Army Military District of Washington	MW	401
Program Executive Officer Command & Control System	PE	5B1
Program Executive Officer Communications System	PE	5C1
U.S. Army Training and Doctrine Command	TC	571
Judge Advocate General School	SF	572
U.S. Army War College	SF	574
Technical Assistance Field Teams/Engineering Technical Service Specialist (TAFT/ETSS Teams)	TC	575
U.S. Army Materiel Command	X1	6A1
Command Systems Integrated Office	SF	6A4
U.S. Army Health Services Command	HS	741
Forces Command	FC	761
U.S. Army Japan	P3	771
Eighth U.S. Army	P8	781
U.S. Army Western Command	P1	821
U.S. Army Southern Command	SU	841
U.S. Army Europe & 7th Army	EU	891
Chief of Staff FOA	SF	225
Chief of Staff, Staff Support Activities	SS	227
The Judge Advocate General FOA	SF	229
Dep Chief of Staff for Operations FOA	SF	22E
Dep Chief of Staff for Logistics FOA	SF	22F
Dep Chief of Staff for Personnel FOA	SF	22D
OSA Support Activities	SJ	223
Secretary of the Army General Officer Mess	SS	226
OSA Joint Agencies	JA	22A

Cell Name	ROC	UIC	MDEP	AMSCO	ACTOFF	ACTWOF	ACTENL	RCD [1]
Cell Width	3	6	4	11	5	5	5	5
Label/number	1	1	1	1	n	n	n	n

Notes:
[1] (RCD—sequential record number)
[2] LOTUS 1-2-3 is a registered trademark of the Lotus Development Corporation

Figure 11-1. LOTUS 1-2-3 [2] /ASCII record layout

Field Name	ROC	UIC	MDEP	AMSCO	ACTOFF	ACTWOF	ACTENL
Width	3	6	4	8	5	5	5
Alpha/numeric	a/n	a/n	a/n	a/n	n	n	n

Notes:
No fields can be blank. Enter "0" in strength fields as necessary.
*dBASE III is a registered trademark of Ashton-Tate Inc.

Figure 11-2. Record layout for dBase III*, or dBase III supported files

Position	Field	Length	Title
1	1	3	ROC
4	2	6	UIC
10	3	4	MDEP
14	4	11	AMSCO
25	5	5	ACTOFF
30	6	5	ACTWOF
35	7	5	ACTENL
39	8	5	RCD

Note:
Records for tape files will be written as a single line, as shown above, IBM-compatible, as displayed in fields 5 through 8, with zero fill to left. Use EBCDIC, 9 track, 1600 BPI, no label format. Routing Indicator for tape transmissions to HQDA (DAPE-MBA) is REUWMJK. Content Indicator code is ZZEZ.

Figure 11-3. Record layout for tape files

Appendix A
References

Section I
Required Publications

AR 5–3
Installation Management and Organization. (Cited in paras 1– 5*d*, 1–9*b*, and 3–4*a*.)

AR 5–16
Army Supplement to Defense Regional Interservice Support (DRIS) Regulation. (Cited in para 4–7.)

AR 5–20
Commercial Activities Program. (Cited in paras 1–10*d*, 3–6*e*, 4–7, 5–13*e*, and 5–19*b*.)

AR 10–5
Department of the Army. (Cited in para 9–11.)

AR 10–28
U.S. Army Manpower Requirements and Documentation Agency. (Cited in para 2–2*d*.)

AR 25–1
The Army Information Management Program. (Cited in para 8–16*a*.)

AR 71–11
Total Army Analysis (TAA). (Cited in para 2–2*e*.)

AR 95–1
General Provisions and Flight Regulations. (Cited in para 5–14.)

AR 140–1
Mission, Organization, and Training. (Cited in paras 9–12 and 9–13.)

AR 140–315
Employment and Utilization of U.S. Army Reserve Military Technicians. (Cited in para 5–7*b*.)

AR 215–1
Administration of Army Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in paras 3–12*d*, 5–21*a*, 5–22*d*, and 6–16.)

AR 215–2
The Management and Operation of Army Morale, Welfare and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in para 9–8.)

AR 215–3
Nonappropriated Funds Personnel, Policies, and Procedures. (Cited in para 5–21*a*.)

AR 310–31
Management System for Tables of Organization and Equipment (The TOE System). (Cited in paras 3–3*a*, 3–29*a*, and 9–23.)

AR 310–49
The Army Authorization Documents System (TAADS). (Cited in paras 1–9*b*, 3–4*a*, 3–6*c*, 3–19, 3–29*a*, 4–9*a*, 5–23, 6–6, 9–3 through 9–20, and 9–22 through 9–26.)

AR 570–2
Manpower Requirements Criteria (MARC)—Tables of Organization and Equipment. (Cited in paras 1–5*e*, 1–6*a*, 1–9*d*, 3–3*b*, 9–10, and 9–23.)

AR 570–5
Manpower Staffing Standards System. (Cited in paras 1–5*e*, 1–6*a*, 1–9*d*, 3–5*d*, 3–6*a*, and 3–8.)

AR 690–11
Mobilization Planning and Management. (Cited in paras 6–3*f*, 6–6*b*, and 6–14*b*.)

AR 690–300–312
Position Management. (Cited in para 3–4*d*.)

DA Pam 570–4
Manpower Procedures Handbook. (Cited in paras 3–6*a*, 3–17*a*, and 3–21*b*.)

DA Pam 570–551
Staffing Guide for U.S. Army Garrisons. (Cited in paras 3–24*b* and 9–8.)

DODD 1000.17
DOD Personnel Assigned to Duty Outside the Department and Supporting Non-DOD Activities. (Cited in para 5–23.)

DODD 1340.4
Proficiency Flying Programs, (Cited in para 5–14.)

DODD 5100.73
DOD Management Headquarters and Headquarters Support Activities. (Cited in para 8–1.)

AMOPS
Army Mobilization and Operations Planning System (U). (Cited in paras 6–3*f* and 6–6*a*.)

Section II
Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

AR 5–4
Department of the Army Productivity Improvement Program (DAMRIP).

AR 27–1
Judge Advocate Legal Service.

AR 27–10
Military Justice.

AR 27–20
Claims.

AR 30–19
Army Commissary Store Operating Policies.

AR 37–27
Accounting Policy and Procedures for intragovernment, Intradefense, and Intra-Army Transactions.

AR 37–100–series
The Army Management Structure (AMS).

AR 40–1
Composition, Mission, and Functions of the Army Medical Department.

AR 50–5–1
(C) Nuclear Surety (U).

AR 71–2
Basis of Issue Plan (BOIP), Qualitative and Quantitative Personnel Requirements Information (QQPRI).

AR 75–15
Responsibilities and Procedures for Explosive Ordnance Disposal.

AR 165–20
Duties of Chaplains and Responsibilities of Commanders.

AR 190–47
The U.S. Army Correctional System.

AR 210–10
Installations Administration.

AR 220–1
Unit Status Reporting

AR 310–31
Management System for Tables of Organization and Equipment (The TOE System).

AR 310–34
Equipment Authorization and Utilization Policies and Criteria and Common Tables of Allowances.

AR 415–16
Army Facilities Components Systems (Military Engineering Construction Support, Designs, Materiel, and Planning Data.)

AR 415–32
Performance of Military Construction Projects in the Continental United States by Troop Units.

AR 500–5
The Army Mobilization and Operations Planning System.

AR 500–70
Military Support of Civil defense.

AR 600–3
The Army Personnel Proponent System.

AR 600–20
Army Command Policy and Procedures.

AR 600–200
Enlisted Personnel Management System.

AR 601–280
Total Army Retention Program.

AR 602–2
Manpower and Personnel Integration (MANPRINT) in the Materiel Acquisition Process.

AR 611–1
Military Occupational Classification Structure Development and Implementation.

AR 611–101
Commissioned Officer Specialty Classification System.

AR 611–112
Manual of Warrant Officer Military Occupational Specialties.

AR 611–201
Enlisted Management Fields and Military Occupational Specialties.

AR 614–200
Selection of Enlisted Soldiers for Training and Assignment.

AR 630–5
Leaves and Passes.

AR 680–29
Military Personnel, Organization of Type of Transaction Codes.

AR 680–330
Reporting Requirements Under the Civilian Personnel Information System—Model I (CIVPERSINS-I).

AR 690–300
Employment.

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 570–5
The Army Functional Dictionary—Manpower.

DA Pam 570–516
Staffing Guide for Military Traffic Management Command.

DA Pam 570–553
Staffing Guide for Headquarters, Continental U.S. Armies.

DA Pam 570–555
Staffing Guide for U.S. Army Training Centers.

DA Pam 570–557
Staffing Guide for U.S. Army Medical Department Activities.

DA Pam 570–558
Staffing Guide for U.S. Army Service Schools.

DA Pam 570–560
Staffing Guide for U.S. Army Reserve Technicians.

DA Pam 570–562
Staffing Guide for U.S. Army Recruiting Battalions.

DA Pam 570–563
Staffing Guide for U.S. Army Recruiting Brigade Headquarters.

DA Pam 570–564
Staffing Guide for Armed Forces Examining and Entrance Stations (AFEES).

DA Pam 570–566
Staffing Guide for U.S. Army Depots.

DA Pam 570–567
Staffing Guide for U.S. Army Communications Facilities/Operations.

DA Pam 600–8
Management and Administrative Procedures.

Field Manual 25–100
Training the Force.

DODD 1100.4
Guidance for Manpower Programs.

DODD 1100.9
Military-Civilian Staffing of Management Positions in the Support Activities.

DODD 4000.19R
Defense Regional Interservice Support (DRIS).

DODD 7220.9H
Accounting Guidance Handbook.

DODD 7730.57
Aviation Career Incentive Act of 1974 and Required Annual Report (ACIA).

DODI 1336.5
Magnetic Tape Extracts of Active Duty Military Personnel Records (FM&P).

DOD 7110–1M
DOD Budget Guidance.

DODI 4165.64
DOD Real Property Maintenance Activities Program.

NGB Pamphlet 570–1
Manning Criteria—Army National Guard Technicians.

NGB Pamphlet 570–3
Manning Criteria—Army National Guard Training Areas.

Section III
Prescribed Forms

DA Form 1845–R
Schedule of Manpower Surveys. (Prescribed in para 3–21*a*.)

DA Form 4351–R
Schedule and Status of Staffing Guide Revisions. (Prescribed in para 3–25*a*.)

Section IV
Referenced Forms

DA Form 140–1
Manpower Survey Report—Remarks.

DA Form 759 and DA Form 759–1
Individual Flight Record and Flight Certificate–Army.

DA Form 2028
Recommended Changes to Publications and Blank Forms.

DD Form 1144
Support Agreement.

OF 8
Position Description.

OPM Form 1390
Executive Personnel Transaction.

SF 113–A
Monthly Report of Federal Civilian Employment.

Glossary

Section I
Abbreviations

AAF
Army availability factor

ACIA
Aviation Career Incentive Act

ACIP
Aviation Career Incentive Pay

AFD
Army Functional Dictionary

AGR
Active/Guard Reserve

AIF
Army Industrial Fund

ALO
authorized level of organization

AMHA
Army Management Headquarters Activities

AMIM
Army Modernization Information Memorandum

AMOPS
Army Mobilization and Operation Planning System

AMP
Army Mobilization Plan

AMSCO
Army Management Structure Code

AOC
area of concentration

AOP
additional operational plan

APORS
Army Performance Oriented Reviews and Standards

ARNG
Army National Guard

ASI
additional skill identifier

AUGTDA
augmentation table of distribution and allowances

BMM
borrowed military manpower

BOIP
Basis of Issue Plan

CA
commercial activity(ies)

CCNUM
command control number

CG
commanding general

CGC
command grade ceiling

CIVPERSINS
Civilian Personnel Information System

COB
command operating budget

CONUS
continental United States

CPMOS
career progression MOS

CS
combat support

CSA
Chief of Staff, U.S. Army

CSS
combat service support

CTED
U.S. Army Civilian Training, Education, and Development

CTU
Consolidated TOE Update

DAMPL
Department of the Army Master Priority List

DA
Department of the Army

DCPC
Direct Combat Probability Code

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

DES
Director of Executive Services

DHFN
direct hire, foreign national

DHUS
direct hire, United States

DMO
directed military overstrength

DOCMOD
documentation modernization

DOD
Department of Defense

DPPC
Defense Planning and Programming Category

DRIS
Defense Regional Interservice Support

EOD
explosive ordnance disposal

FAO
finance and accounting office

FAP II
Force Alignment Plan II

FAS
Force Accounting System

FOA
field operating agency

FORDIMS
Force Development Integrated Management System

FYDP
Five-Year Defense Program

GS
General Schedule

HQDA
Headquarters, Department of the Army

ISA
intra/interservice support agreement

JTA
joint table of allowances

LIC
language identifier code

MACOM
major Army command

MANPRINT
Manpower and Personnel Integration

MARC
manpower requirements criteria

MDEP
management decision package

MEO
most efficient organization

MOA
Memorandum of Agreement

MOBTDA
mobilization table of distribution and allowances

MOC
management of change

MOS
military occupational specialty

MOSC
military occupational specialty code

MOU
Memorandum of Understanding

MRIS
Modernization Resource Information Submission

MS–3
Manpower Staffing Standards System

MTOE
modification table of organization and equipment

MWR
morale, welfare, and recreation

NAF
nonappropriated fund

NCO
noncommissioned officer

NCOLP
NCO Logistic Program

OCSA
Office of the Chief of Staff, U.S. Army

OERP
Organizational Efficiency Review Program

OMA
Operation and Maintenance, Army

OMAR
Operation and Maintenance, Army Reserve

OMARNG
Operation and Maintenance, Army National Guard

OMB
Office of Management and Budget

OMNIBUS
U.S. Army Operational Readiness Analysis

OOC
out-of-cycle

OORMS
Output Oriented Resource Management System

OPM
Office of Personnel Management

OSA
Office of the Secretary of the Army

OSD
Office of the Secretary of Defense

PARR
Program Analysis and Resource Review

PBD
Program Budget Decision

PBG
Program Budget Guidance

P/BS
Program/Budget Subsystem

PDIP
Program Development Increment Package

PDM
Program Decision Memorandum

PE
program element

PERSACS
Personnel Structure and Composition System

PERSCOM
U.S. Total Army Personnel Command

PMAD
Personnel Management Authorization Document

PMOS
primary MOS

POM
Program Objective Memorandum

POSC
personnel occupational specialty code

PPBERS
Program Performance and Budget Execution Review System

PPBES
Planning, Programming, Budgeting, and Execution System

PPBS
Planning, Programming, and Budgeting System

PSC
position specialty code

QQPRI
Qualitative and Quantitative Personnel Requirements Information

RC
Reserve Component

RDTE
research, development, test, and evaluation

RIF
reduction in force

SAAA
Administrative Assistant to the Secretary of the Army

SACS
Structure and Composition System

SD
special duty

SGA
standards of grade authorization

SES
Senior Executive Service

SIMOS
space imbalanced military occupational specialty

SRC
standard requirements code

SWC
standard work center

TAA
Total Army Analysis

TAADS
The Army Authorization Documents System

TAG
The Adjutant General

TAGO
The Adjutant Generals Office

TD
troop diversion

TDA
tables of distribution and allowances

TOE
tables of organization and equipment

TPG
troop program guidance

UIC
unit identification code

USAMARDA
U.S. Army Manpower Requirements and Documentation Agency

USAR
U.S. Army Reserve

VTAADS
Vertical—The Army Authorization Documents System

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 suballocated 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.

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 thoses 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.

Civilian employment ceilings
Limitations on the number of civilian employees who may be on the rolls in pay status. Ceilings may be continuous. Those that are effective on the last day of the fiscal year are known as "end strength." Other ceilings have been placed on—
a. DA or individual theatres, commands, agencies, or activities.
b. Total employment, total direct hire employment, total number of high-grade positions, or employees working full time in permanent positions.
c. A regional or national basis overseas.
d. Employment under specified programs or appropriations.

Consolidated TOE Updates
A cumulative listing of all approved changes applied to an authorization document since the last time that document was published.

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.

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 overses or one which would be transferred overses, the continued performance of which is considered essential to the support of mission requirements in a crisis situation.

Hire or hiring lag
Cumulative total of delays 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 U.S. citizen, direct hire for 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 other 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.

Installation TAADS
An extension of VTAADS down to subordinate installations designated by a MACOM.

Intermittents
Consultants and other 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.

Manpower
The number of men and women required by or authorized for the Army.

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 materiel acquisition process.

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 (DAPE–MB) 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 (AR 690–500) 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 workyears 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. The term is not related to TAADS data conversions or the Conversion Impact Analysis Report discussed in AR 310–49–1.

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.

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, published as DA pamphlets in the AR 570–500 series, serve as a general planning document for determining requirements in TDA units when manpower standards are not available. (See DA Pam 570–4.)

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 05 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.

Vertical—TAADS
A multicommand standard automated system for those users having complete in-house functional and automatic data processing capability.

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