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**CJCSI 1001.01B**

**7 October 2014**

**Directive Current as of 15 December 2021**

# **JOINT MANPOWER AND PERSONNEL PROGRAM**



**JOINT STAFF  
WASHINGTON, D.C. 20318**

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

Directive Current as of 15 December 2021

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CJCSI 1001.01B  
7 October 2014

## JOINT MANPOWER AND PERSONNEL PROGRAM

References: See Enclosure S.

1. Purpose. This instruction provides policy and establishes responsibilities and procedures for determining, validating, documenting, and maintaining joint manpower requirements. It also provides policy for maintaining personnel data as part of the Joint Manpower and Personnel Program (JMPP). The JMPP consists of two subsets: the Joint Manpower Program (JMP) and the Joint Personnel Program (JPP).

2. Superseded/Cancellation. CJCS Instruction (CJCSI) 1001.01A, 1 October 2010, "Joint Manpower and Personnel Program," is hereby superseded.

3. Applicability


a. This instruction applies only to the Chairman of the Joint Chiefs of Staff (CJCS), CJCS-controlled activities (CCAs), Combatant Commands, North Atlantic Treaty Organization (NATO), and other joint activities. It applies to the Military Departments and Department of Defense (DoD) Agencies only with respect to manpower assigned to the above activities.

b. This instruction applies to all civilian positions, military positions graded O-6 and below, contractors, and other assigned personnel (e.g., individual augmentees (IAs) and nonemployees). Reference a provides guidelines for requesting changes to general/flag officer (GO/FO) positions.

4. Policy. This instruction prescribes the procedures for the Chairman of the Joint Chiefs of Staff, CCAs, Combatant Commands, NATO, and other joint activities to gain consideration for new joint manpower requirements, request attribute changes to existing joint manpower billets, and manage the data elements in the Fourth Estate Manpower Tracking System (FMTS), which replaces the Electronic Joint Manpower and Personnel System (eJMAPS).

5. Definitions. See Glossary.
6. Responsibilities. See Enclosure A.
7. Summary of Changes. This instruction includes the following revisions:
  - a. Reflects Joint Staff organizational changes resulting from incorporation of the Military Intelligence Program in the Joint Manpower Validation Process and NATO structure changes.
  - b. Updates the references and glossary and includes various administrative changes.
  - c. Provides timelines for the Services and Combatant Commands to enter requirements data as requested by the U.S. Government Accountability Office in its final report.
  - d. Revises Enclosure G to reflect the transition from eJMAPS to FMTS.
  - e. Removes descriptions of NATO activities from Enclosure L and adds references to Web sites describing the activities.
8. Releasability. UNLIMITED. This instruction is approved for public release; distribution is unlimited. DoD Components (including the Combatant Commands, other Federal Agencies, and the public) may obtain copies of this instruction through the Internet from the CJCS Directives Home Page—[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).
9. Effective Date. This INSTRUCTION is effective immediately.

For the Chairman of the Joint Chiefs of Staff:

  
DAVID L. GOLDFEIN, Lt Gen, USAF  
Director, Joint Staff

Enclosures:

- A—Joint Manpower Program: Responsibilities
- B—Joint Manpower Program: Process Overview
- C—Joint Manpower Program: Requirements Determination and Validation
- D—Joint Manpower Program: Database and Documents
- E—Joint Manpower Program: Change Manpower Package
- F—Joint Manpower Program: Resource Decision Process (RDP)

G—Fourth Estate Manpower Tracking System  
H—FMTS Standard Manpower Organizational and Data Elements Policy  
I—Joint Personnel Program Management  
J—Joint Manpower and Personnel Interface with Service Processes  
K—Joint Mobilization Requirements and Reserve Support to Joint Activities  
L—U.S. Manpower for North Atlantic Treaty Organization (NATO) Military  
Commands and Agencies Major Force Program Ten  
M—Agencies in National Intelligence Program (NIP) and Military Intelligence  
Program (MIP) Manpower Major Force Program Three  
N—U.S. Manpower in Security Cooperation Organizations Major Force  
Program Ten  
O—U.S. Special Operations Command Manpower Major Force Program  
Eleven  
P—Defense Health Program Manpower Major Force Program Eight  
Q—Manpower Funded by the Transportation Working Capital Fund  
R—Defense Acquisition Career Workforce Major Force Program Seven  
S—References  
GL—Glossary

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## ENCLOSURE A

## JOINT MANPOWER PROGRAM: RESPONSIBILITIES

1. Introduction. Enclosure S, reference d, outlines the authorities for execution of the Joint Manpower Program (JMP) and support of forces.

2. Responsibilities

a. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is responsible for DoD manpower requirements and will perform the following tasks:

- (1) Provide DoD policy guidance for the JMP.
- (2) Review budget submissions to ensure that manpower resources are programmed to support the JMP.
- (3) Ensure that all joint activities establish a JMP per applicable directives.
- (4) Coordinate on proposed military and civilian authorization changes that deviate from programmed levels during the year of execution.

b. The Chairman of the Joint Chiefs of Staff is responsible for the administration and execution of the JMP and will perform the following tasks:

- (1) Develop guidelines and criteria for determining, validating, documenting, and prioritizing joint manpower requirements.
- (2) Develop and maintain procedures for implementing and executing the JMP.
- (3) Develop procedures and guidelines to synchronize joint manpower actions with DoD Planning, Programming, Budgeting, and Execution (PPBE).
- (4) Approve JMPs and subsequent manpower changes in coordination with the Military Departments.
- (5) Develop guidelines to identify peacetime, wartime, contingency, and mobilization requirements.

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c. Combatant Commanders and Directors of CCAs are responsible for establishing a JMP and will perform the following tasks:

(1) Establish internal policies and procedures for determining, validating, documenting, and prioritizing joint manpower requirements that comply with DoD and CJCS guidelines.

(2) Review the JMP annually and systematically to ensure accomplishment of specific mission responsibilities.

(3) Submit proposed changes to their JMP to the Chairman of the Joint Chiefs of Staff for coordination and inclusion in the resource decision process (RDP).

(4) Compare their joint manpower authorizations with those submitted by resource providers in the Future Years Defense Program (FYDP) exhibits and work to resolve disconnects.

d. Secretaries of the Military Departments and other resource providers for the JMP will perform the following tasks:

(1) Evaluate and coordinate on proposed changes to JMPs submitted by the joint activities previously specified.

(2) Upon coordination, program for the manpower resources required to support the organizations as approved in the JMP.



## ENCLOSURE B

## JOINT MANPOWER PROGRAM: PROCESS OVERVIEW

1. Introduction. The objective of the Joint Manpower Program (JMP) is to ensure that joint activities have the minimum manpower with the appropriate skills and experience to carry out assigned missions, tasks, and functions. This enclosure describes the initial steps in the joint manpower process.

2. Components of the JMP. The JMP has three principal components: the Joint Manpower Validation Process (JMVP), the Joint Table of Distribution (JTD), and the Joint Table of Mobilization Distribution (JTMD). Unless specifically declared otherwise, all guidelines pertaining to the JTD also apply to the JTMD. See Enclosure D for details on these documents.

3. JMP Process

a. The JMP process is essentially a cycle following:

(1) The approval of joint manpower requirements and authorizations as depicted in the JTD.

(2) The additions, deletions, and changes made to those joint manpower requirements and authorizations.

(3) The mechanisms for translating the joint authorizations into specific Service personnel assignment actions to fill the positions.

b. This process normally occurs through the steps depicted in Figure B-1. Subsequent enclosures to this instruction address each step in detail.

(1) The JMP begins with the mission, which generates the nature of the specific tasks and functions.

(2) The commanders and directors organize their commands to meet their assigned missions and determine the manpower requirements to carry out their missions within the established process and guidelines. Enclosure C provides guidelines for determining and validating joint manpower requirements. Manpower requirements must be coordinated with and approved by the Joint Staff and Services.

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(3) Authorized joint manpower (i.e., authorizations) is a list of approved funded manpower requirements contained in the JTD.

(4) The Services use the JTD to update their internal Service manpower systems.

(5) Updated Service manpower systems feed data to the Service personnel systems, which generate personnel assignment actions.

(6) Ultimately, personnel with appropriate skills and grades are assigned to approved positions.

(7) Unfunded joint manpower authorizations may be listed on Combatant Command and joint activities for no more than two funding cycles.

(8) Commanders and directors submit change manpower packages (CMPs) to make changes to their manpower requirements and authorizations. Enclosure E provides detailed procedures for coordinating billet changes.

(a) These actions are “zero-balance” actions because they realign existing joint manpower positions to meet changing mission needs and do not affect the total number of joint manpower positions or the grade structure.

(b) The Joint Staff J-1/Human Capital Division (HCD) reviews and coordinates CMPs with the Services and CJCS-controlled activities (CCAs) and advises joint activities of their status.

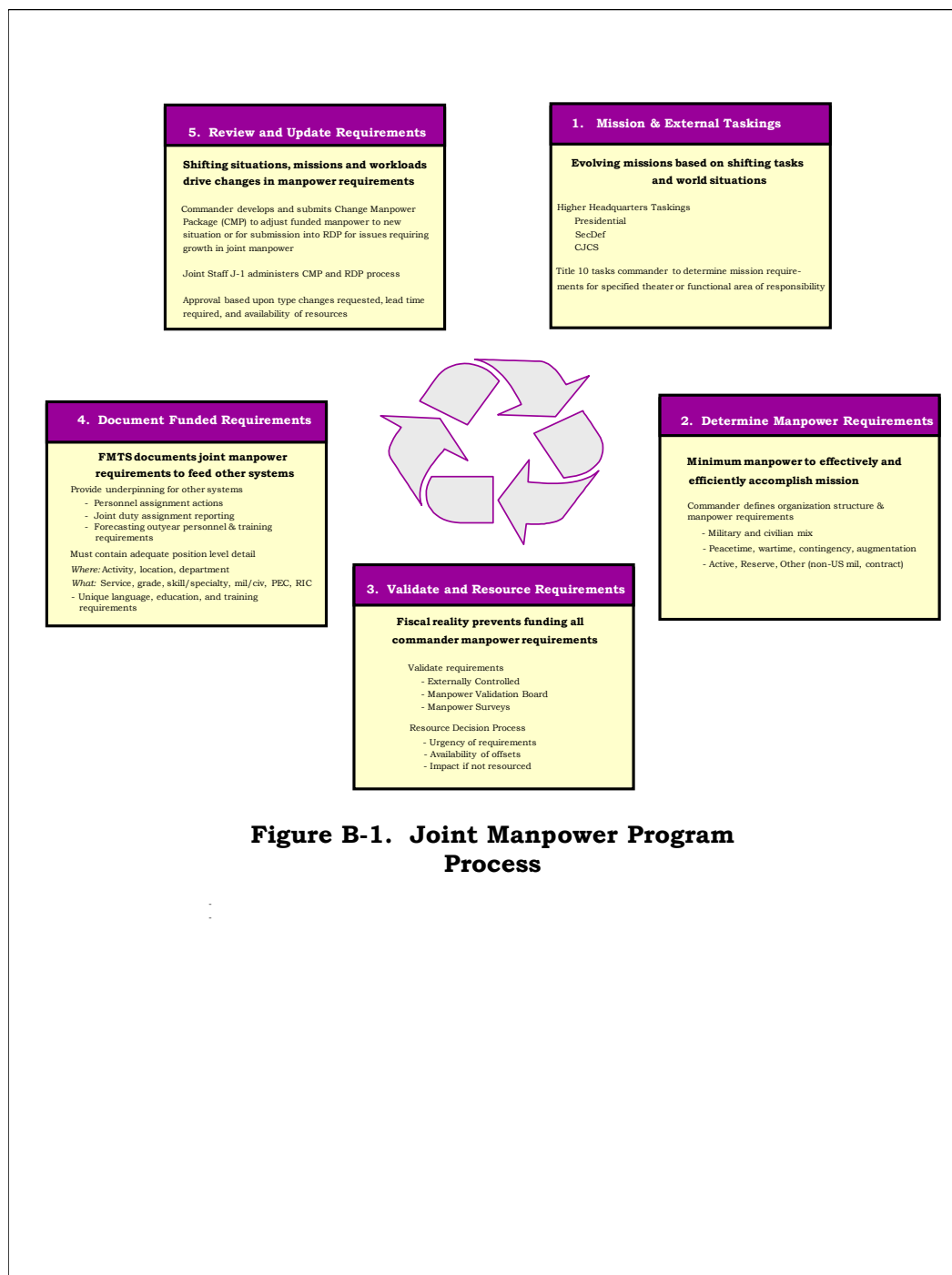
(c) The initial focus of the Services’ and CCAs’ review of joint manpower changes should be on determining if the skill, grade, and Service requested are appropriate based on the billet description. The Services and CCAs should then review their ability to resource the end strength, grade, and skill requested.

(d) If approved, HCD updates the JTD and informs the Services and CCAs in an “implementer” to complete the joint manpower cycle.

(e) If the Service or Defense Agency cannot support the skill, grade, or Service, it should provide recommendations and alternatives to help the command accomplish its mission.

c. Minor manpower changes known as “automatic” changes may be submitted at any time. See Enclosure E for additional information.

d. The resource decision process (RDP), Enclosure F, is used when commanders and directors require increases in joint manpower that cannot be sourced internally to support missions assigned by higher authority (e.g., President of the United States (POTUS)-/SecDef-directed and Unified Command Plan (UCP)-based; execute order (EXORD)-directed; or as directed by National Security Presidential Directives (NSPDs), laws, or treaties).



**Figure B-1. Joint Manpower Program Process**

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## ENCLOSURE C

## JOINT MANPOWER PROGRAM: REQUIREMENTS DETERMINATION AND VALIDATION

1. Introduction. The initial tasks in the joint manpower process are as follows:

- a. Define the command's missions, tasks, and functions.
- b. Determine and validate the manpower requirements.

2. Organization, Missions, and Functions. The initial step in the joint manpower process is to define all the missions, tasks, and functions assigned to the activity by higher authority and establish an organizational structure to carry out these functions. The organization structure will be documented in the Fourth Estate Manpower Tracking System (FMTS) and is the basis for determining the manpower requirements needed to perform the assigned missions.

3. Guidelines for Determining Joint Manpower Requirements. Statements of manpower needs will be based upon approved programs, force structure, and missions assigned by the Secretary of Defense and the Chairman of the Joint Chiefs of Staff. Each joint activity will establish its own internal system to determine joint manpower requirements in accordance with the following guidelines (see Figure C-1):

- a. Manpower requirements will be stated in terms of the minimum manning required to accomplish the command's approved missions and workload.
- b. Joint manpower requirements should be based on the average workload expected to continue for at least 36 months. Joint manpower requirements should not be adjusted in reaction to temporary changes in workload. Short-duration taskings should be supported through augmentation, temporary duty (TDY) tasking, civilian overhire, or other temporary solutions.
- c. Commanders and directors should satisfy manpower changes in requirements associated with existing missions and functions by internal manpower realignments and should submit updates with their annual fall change manpower package (CMP) submission. Such workload changes will not be used as justification for joint manpower growth or an out-of-cycle request.

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d. Joint activities should maximize use of support available from host Services and Service Components to prevent establishing internal functions that duplicate external support capabilities.

e. When requirements exceed authorized manpower levels due to external directives assigned by higher authority, joint activities may identify unfunded requirements that should be submitted for funding through the PPBE process. See Enclosure F.

f. Commanders and directors determine the Service for each position by considering the nature of the mission and geographic area of the command, total number of positions, military/civilian mix, grades required, and number of supervisory positions. Rotational and nominative positions should be minimized to preclude problems in Service programming for manning of rotational and nominative positions. See Enclosure H.

g. Manpower authorizations will not be adjusted to reflect the personal characteristics or grade of incumbents.

h. Dual-hatting between a joint activity and a Service Component should be avoided, except as directed for GO/FO positions as specified in reference a or agreed upon in a memorandum of understanding (MOU) as a part of the host command or Component support to a Combatant Command.

i. Dual-hatted positions will follow the guidance listed in Enclosure I.

j. Positions for assistants, deputies, executive officers, and advisors should be limited to those directly supporting director positions. Positions will not be authorized solely or principally for the purpose of training, career development, or Service balance.

k. Gender will not be specified for any billet unless required by federal statute. If a specific gender is required, it will be listed in the Special Requirements section of the Specific Information tab under FMTS Position Data.

l. Joint activity manpower requirements may include positions outside the Department of Defense, such as U.S. Coast Guard requirements or allied military requirements.

m. When joint activities submit CMPs that entail a change to a grade or critical skill code, they also will provide a short position description and rationale for the change request.

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n. Internal reorganizations engendered by rotation of GO/FOs should be handled through realignment rather than billet changes to ensure the incumbents do not lose credit on the Joint Duty Assignment List (JDAL).

o. The FYDP is uploaded to the FMTS Resource module not later than 60 days after approval of the President's Budget (PB). Any resulting change to a joint activity will be submitted in the next CMP cycle or within 6 months (whichever is less).

p. Other considerations applicable to joint activities are listed below:

(1) Structural Guidelines. The standard organizational hierarchy within a headquarters (HQ) goes from commander to directorate to division to branch. Each organizational element (i.e., division or branch) should be broad enough in scope to encompass all related areas and maximize the span of control of each major organizational element. Two or more divisions are required to create a directorate, while two or more branches are required to make a division; otherwise, the work center is more appropriately identified as an office. A division typically has no fewer than 15 positions, and a branch typically has at least four positions.

(2) Supervisory and Administrative Position Guidelines. No deputy positions are authorized below deputy director. No dedicated administrative positions should be authorized for organizations below division level with less than 15 positions except to support a GO/FO position.

(3) Senior Enlisted Advisor Guidelines. There should be only one dedicated senior enlisted advisor in each joint command. Additional advisors/leaders may be represented on an additional-duty basis.

4. Defining and Documenting Joint Manpower Attributes. Once identified, joint manpower requirements must be defined in sufficient detail to provide an effective target for the Service personnel assignment systems. See Enclosure I for data required to define a joint manpower requirement in FMTS.

5. Civilian Positions. The Service assigned as the executive agent (EA) administers civilian positions at the Combatant Commands. Civilian positions at other joint activities belong to the host, EA, or the agency/activity itself, depending on which organization programs for the civilian end strength, affecting the grade ceilings and other constraints on civilian positions.

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6. Externally Controlled Joint Manpower. This manpower category is allocated, funded, and controlled by a specialized resource provider for a specific purpose and tracked by a special program element code (PEC). In general, the joint activities have very limited control over these positions as shown in the following examples:

a. Intelligence. Positions in this category are funded by the National Intelligence Program (NIP) or the Military Intelligence Program (MIP). These positions are located in separate NIP and MIP activities and identified by specific PECs. Service intelligence positions are not externally controlled. The Joint Staff J-1 does not approve new requirements for military and civilian NIP billets. The Joint Staff will validate all non-NIP military intelligence billets via the JMVP and forward them to the Office of the USD(I) for consideration. During the Battlespace Awareness Program Budget/Review (PBR) deliberations, the PPBE process determines whether these requirements will receive funding or be forwarded to Cost Assessment and Program Evaluation (CAPE) for PBR deliberations. See Enclosure M.

b. Security Cooperation Organizations (SCOs). Most positions in SCOs are funded by title 22 (foreign military sales and foreign military financing administration accounts) or title 10 (operation and maintenance) funding. In specified foreign countries with which the United States has a treaty of mutual security assistance to provide military advisors, trainers, technical support, and equipment, some SCO positions are partially funded by the receiving nation. Specialized PECs are provided to the Defense Security Cooperation Agency (DSCA) to account for the title 22 security assistance funded billets: PEC 1001xxx for "Support to Other Nations." SCO positions in other PECs are not externally controlled and are approved by Joint Staff J-1. See Enclosure N.

c. Special Operations Forces. Positions in this category are funded and determined by USSOCOM. See Enclosure O.

d. Defense Health Program (DHP). DHP manpower constitutes most, but not all, military medical manpower; combat support medical units are not controlled by DHP. DHP positions are closely funded, controlled, and managed by the Assistant Secretary of Defense (Health Affairs) (ASD(HA)). These positions are identified by PECs beginning with "08077" (e.g., PEC 08077XX). Other medical positions are not externally controlled. See Enclosure P.



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e. Transportation Working Capital Fund (TWCF). The TWCF is a revolving fund using a businesslike, buyer-seller approach. U.S. Transportation Command (USTRANSCOM) staff and Defense Courier Service (DCS) positions funded by the TWCF are in PECs 0408090DJT (Combatant Headquarters–USTRANSCOM, DWCF) or 0408020DJT (USTRANSCOM Activities, DWCF), and consequently Joint Staff J-1 does not approve new manpower requirements. See Enclosure Q.

f. Defense Acquisition Career Work Force. These positions are not externally controlled and have no special PEC, but Services must coordinate with their respective Directors of Acquisition Career Management. See Enclosure R.

g. Counterdrug. Civilian positions in the Counterdrug Support program (begins with PEC 020114xxx) are externally controlled and must be validated and approved by the Office of the Secretary of Defense (OSD) Counterdrug Program Manager. Joint Staff J-1 validates and approves military positions.

7. Externally Validated Requirements. NATO Defense Manpower Audit Authority is responsible for surveying, auditing, and validating all manpower requirements within NATO peacetime establishment (PE) entities. See Enclosure L.

8. Joint Manpower Requirements Validation Process. The following guidelines apply to those situations when external directives (i.e., POTUS or SecDef decisions) drive manpower requirements and the work cannot be absorbed or the manpower needs resourced from new authorizations:

a. Requests should be submitted for the program years. Current budget year resourcing requests will not be addressed.

b. Requests for joint manpower should be supported by the Combatant Command's integrated priority list (IPL), Joint Functional Capabilities Board (FCB) study, or Joint Quarterly Readiness Review input. Unsupported requests will not be considered without other indications of command priority.

c. Requests for new joint manpower for Combatant Commands, CCAs, and other joint activities must be submitted to the Joint Staff for validation following the process outlined in Figure C-2. Minor revisions to this process will be annotated in the JMVP Guide. Combatant Commands submit requests via memorandum to the Director, Joint Staff (DJS), early in the calendar year (CY). Joint Staff J-1 will then convene a Joint Mission and Manpower Assessment Team (JMMAT) to analyze the

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request and make recommendations to the Operations Deputies (OpsDepts) Tank. The Tank decides whether or not to endorse the mission brought forward by the Combatant Command for further resourcing consideration (Figure C-3). If not endorsed, the request is returned to the Combatant Command without action. If endorsed, the request moves to a Joint Manpower Validation Board (JMVB) for sizing (attributes such as grade, skill, quantity, etc.). JMVB-validated billets are initially documented on the JTD/JTMD as unfunded requirements. During PBR deliberations, the PPBE process determines whether these the requirements receive funding. If funding for validated billets is not received within three PBR cycles, Combatant Commands will remove billets from the JTD/JTMD via the standard CMP process.

(1) The JMMAT is led by the Director for Manpower and Personnel, Joint Staff (DJ-1). Service, J-3, J-5, and J-8 representatives are the core members. When a Combatant Command's new manpower request involves MIP intelligence skills, a Joint Staff J-2 representative will also participate. MIP positions will be reviewed in conjunction with a JMVP submission and validated during the Joint Staff JMVP process. The JMMAT is chartered with synchronizing planner-level input, analyzing and coordinating the Combatant Command manpower request while focusing on the mission, and ultimately making recommendations to the OpsDepts Tank.

(2) The Combatant Commands requesting new joint billets are required to provide mission and billet offsets for the manpower request before a JMMAT will be conducted.

(3) JMVB membership consists of representatives from the Services, Joint Staff J-1/J-3 or J-5 (depending on the request), and J-8, with each member allowed one vote. The outcome of the JMVB is an implementation memorandum signed by Joint Staff J-1.

d. Requests for additional manpower are generated from one of the following actions (unless all affected Services concur via memorandum of agreement or otherwise):

(1) A POTUS or SecDef decision.

(2) The OpsDepts Tank process.

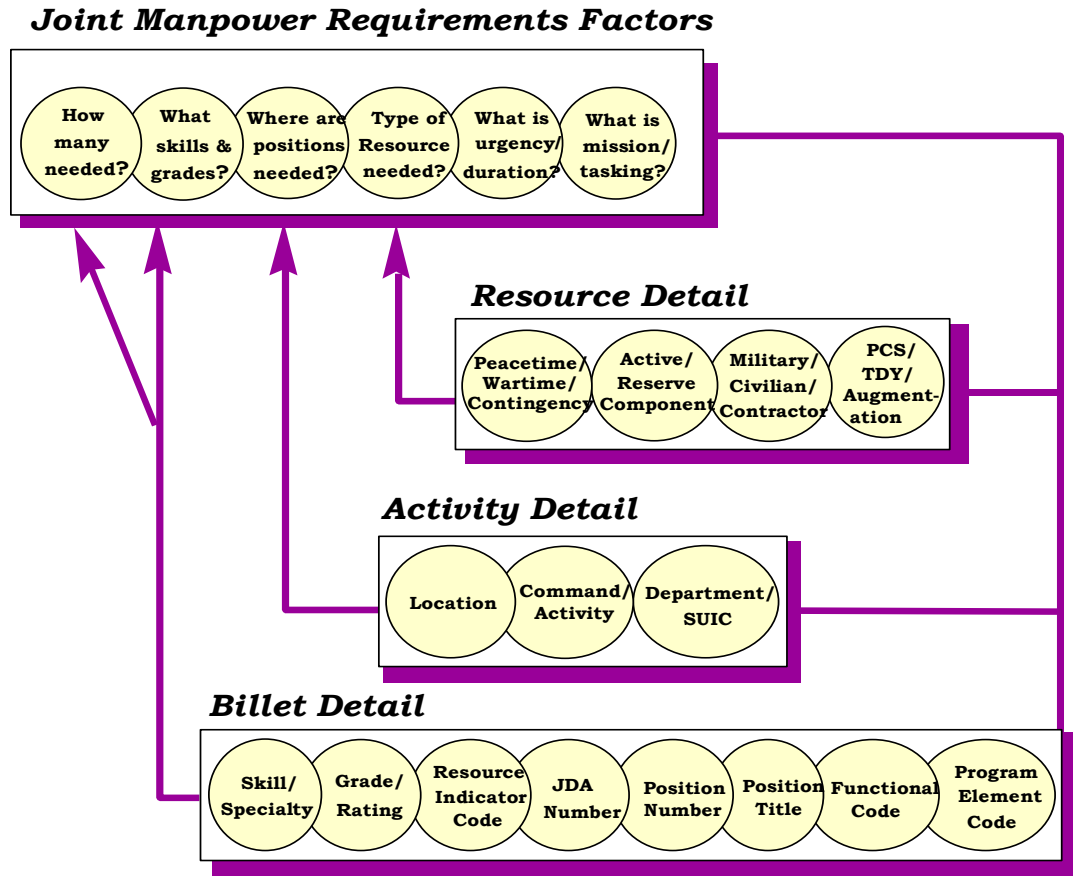
(3) An FCB study, generally supported by and culminating in a Joint Requirements Oversight Council memorandum.

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e. J-1/HCD maintains a JMVP Guide providing detailed instructions on how commands must submit requests for new manpower. This guide provides information, charts, and templates to assist in explaining the entire manpower validation request process.

f. Combatant Commands will submit JTD/JTMD updates reflecting the approved JMVP results to Joint Staff J-1 in accordance with the change manpower process.

g. JMVP requests that are not supported by the OpsDeps Tank will not be entertained during the next JMVP cycle unless significant changes to mission drivers or new SecDef or higher level guidance has been issued.



**Figure C-1. Manpower Requirements Considerations**

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## ***Joint Manpower Validation Process (JMVP)***

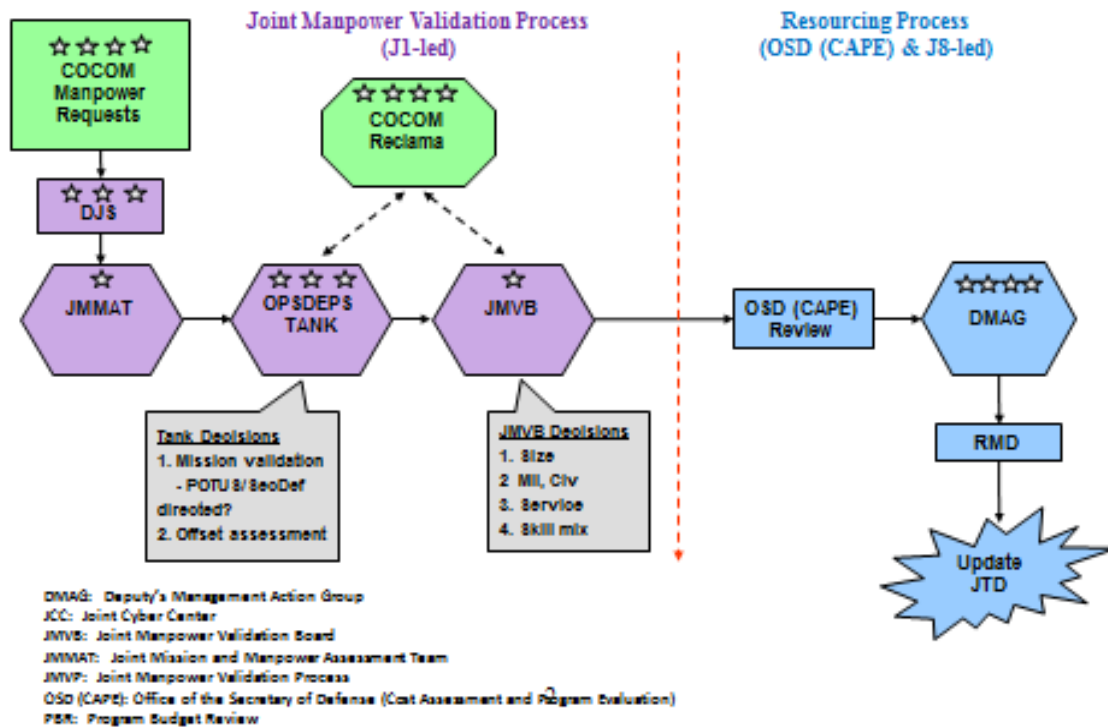
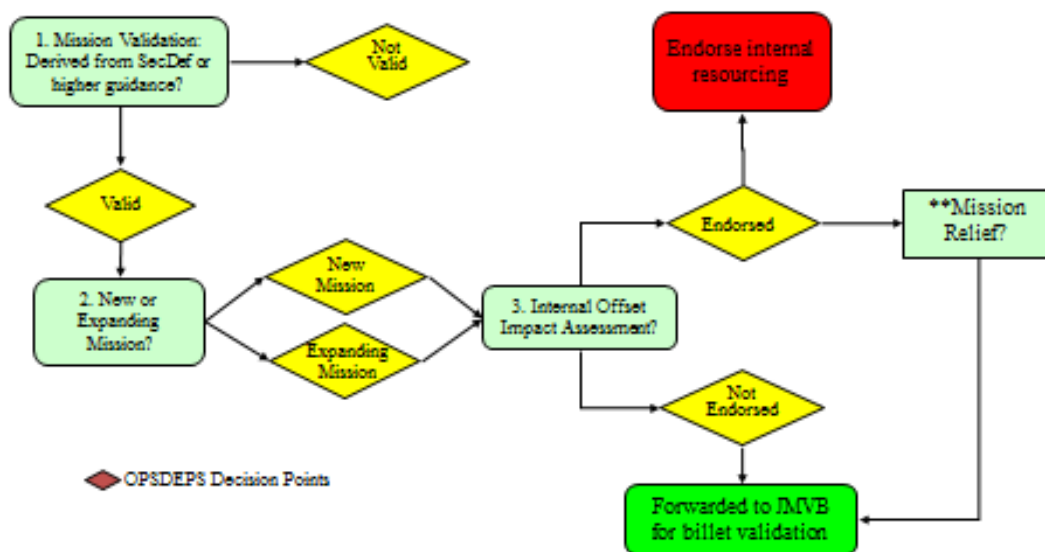


Figure C-2. Joint Manpower Validation Process

### OPSDEPS TANK DECISION POINTS (PBR)



\*\* If Tank endorses mission effort requiring SecDef/CJCS approval for Mission Relief, then JMVB is still required and billets need temporary resourcing until mission relief is approved (1-2 years)

Figure C-3. OpsDeps Tank Decision Points

## ENCLOSURE D

## JOINT MANPOWER PROGRAM: DATABASE AND DOCUMENTS

1. Introduction. After manpower requirements have been determined and validated, they must be documented and forwarded to the Joint Staff for review. The Joint Table of Distribution (JTD) and Joint Table of Mobilization Distribution (JTMD) are the statements of manpower requirements for an organization to accomplish its assigned missions. This enclosure describes the elements of the JTD and the JTMD. Printouts of JTD and JTMD excerpts are shown in Figures D-1, D-2, and D-3 at the end of this enclosure.

2. Joint Table of Distribution. The JTD is both a requirements document and an authorization document. The JTD shows the funding authorized for joint manpower requirements in the past fiscal year (PFY), the current fiscal year (CFY), and the next 5 program years in accordance with the FYDP.

a. Manpower authorizations are the manpower requirements that have been determined by an approved methodology; reviewed and recommended by the Chairman of the Joint Chiefs of Staff; and coordinated and funded or programmed for funding in the out years by the Services and other resource providers.

b. Manpower authorizations are defined by program element code (PEC), Service, skill, grade, and any other position attribute required by the Service personnel assignment systems (e.g., JDAL designation, language, security clearance, advanced education).

c. The manpower authorizations in the JTD should be compared with Service manpower allocations shown in their FYDP exhibits by program year, PEC, and resource identification code (RIC). Any disconnects must be resolved.

d. The effective date of fiscal years (FYs) in the JTD and the JTMD is 1 October. This should not be confused with the position fill date or the estimated date that the position will be filled.

3. Annual Roll Forward of the Database

a. By policy, manpower requirements and authorization change requests submitted during the execution year will be processed for the budget year, except under the following circumstances:

- (1) Directed by OSD or program budget decision (PBD).

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(2) Directed via the resource decision process (RDP).

(3) Required for the JDAL.

b. The annual archiving of current manpower data during the “roll forward” of the database to the next FY occurs at the end of the current year. FMTS allows changes to the data after it has been archived to history. The appropriate Joint Staff J-1/HCD action officer will accomplish the manpower changes to history at each command.

4. Joint Table of Mobilization Distribution. The JTMD is the mobilization equivalent of the JTD and is an integral part of the JMP. There are two differences between the JTD and the JTMD: the JTMD will have the mobility block checked (i.e., mobility equals “Y”), and the RIC will indicate a Reserve Component position with either drills (units or individual mobilization augmentee (IMA)) or other (IMA).

a. A RIC with the word “Reserve” or “Guard” and “Full-Time Active” in the description but with mobility of “N” is an AGR (Active Guard Reserve) or FTS (full-time support) and will be listed on the JTD.

b. The JTMD is addressed in detail in Enclosure K.



UNCLASSIFIED//FOUO																	
JOINT TABLE OF DISTRIBUTION - APPROVED ONLY																	
AFRICOM																	
Everything Under the Command																	
Printed: 10/20/2009																	
DEPT	DEPARTMENT TITLE	ACTIVITY	DIRECTORATE	OFFICE SYMBOL	PROGRAM	YEARS											
POSITION	RIC DESCRIPTION	J/C GRD	N/R SVC SKILL	SKILL2 SKILL3 SVC UIC PEC	NATO POST NUMBER	2010	2011	2012	2013	2014	2015	FY					
SVC BILLET ID	Eff Date-Status	Posn Status	Clearance	REMARKS CODE													
Location	BILLET COMMENT																
B21700001	OFFICE OF THE COMMANDER	B2170		0001													
00076139	0001 COMMANDER, USAFRICOM	J	O10	N A 00B	W6L6AA	0901545JF	CDR 4		1	1	1	1	1	1	1	2009	
001/01--0110	03/04/2009-Active	A	T-SCI														
Mohringen																	
00083350	0175 SPEC ASST TO CMDR INTERAGENCY	A	SES O NR V	0505	W6L6AA	0201109JF	RESOURCES 1100		-	-	-	-	-	-	-	2009	
04/13/2009-Active		A	T-SCI														
Stuttgart	DEPT OF COMMERCE; BILLET MOVED FROM RESOURCES TO CMD GROUP AND CHANGED TITLES																
00083351	0175 USAID DEV AND HA ADV	A	SES O NR V	0136	W6L6AA	0201109JF	CDR 1753		-	-	-	-	-	-	-	2009	
10/01/2008-Active		A	T-SCI														
Mohringen	USAID																
00076141	0001 EXECUTIVE OFFICER	J	O6	N A 01A	W6L6AA	0901545JF	CDR 6		1	1	1	1	1	1	1	2009	
001/02--0110	10/01/2008-Active	A	T-SCI														
Mohringen																	
00076481	0002 DEP EXECUTIVE OFFICER	J	O5	P N 1000	41099	0201990JF	CDR 5		1	1	1	1	1	1	1	2009	
3602264	10/01/2008-Active	A	T-SCI														
Mohringen	AFRICOM IOC STANDUP																
00076142	0002 AIDE-DE-CAMP	J	O4	N N 1000	41099	0901545JF	CDR 7		1	1	1	1	1	1	1	2009	
3602265	10/01/2008-Active	A	T-SCI														
Mohringen																	
00075638	0200 EXECUTIVE ASSISTANT		GS11	P A 0301	W6L6AA	0201990JF	CDR 8		1	1	1	1	1	1	1	2009	
001/04--0110	10/01/2008-Active	A	S														
Mohringen																	
00086000	0200 OPERATIONS SPECIALIST		GS12	P A 1810	W6L6AA	0201990JF	CDR 3001		1	1	1	1	1	1	1	2010	
10/02/2009-Active		A	S														
BERLIN, GERMANY	FY10 PDM III ADD																
00076143	0103 ADMIN CHIEF TO THE COMMANDER		E8	P M 0193	TA8	0201990JF	CDR 12		1	1	1	1	1	1	1	2009	
MS412700050	10/01/2008-Active	A	T-SCI														
Mohringen																	
00082259	0101 ENLISTED AIDE, COMMANDER		E8	NR A 92G	W6L6AA	0201990JF			-	-	-	-	-	-	-	2009	
10/01/2008-Active		A	S														
Mohringen	NON-REQ COMMANDER'S ENLISTED AIDE																

Page 1

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Figure D-1. Sample Joint Table of Distribution

UNCLASSIFIED//FOUO																			
JOINT TABLE OF MOBILIZATION DISTRIBUTION - APPROVED ONLY																			
AFRICOM																			
Everything Under the Command																			
Printed: 10/20/2009																			
DEPT	DEPARTMENT TITLE		ACTIVITY	DIRECTORATE		OFFICE SYMBOL		PROGRAM		YEARS		2014	2015	FY					
POSITION	RIC	DESCRIPTION	J/C GRD	N/R	SVC SKILL	SKILL2	SKILL3	SVC	UIC	PEC	NATO POST	NUMBER	2010	2011	2012	2013	Batch #		
SVC BILLET ID	Eff	Date-Status	Posn	Status	Clearance	REMARKS	CODE										Group ID		
Location	BILLET COMMENT																		
-----																			
B21700001	OFFICE OF THE COMMANDER		B2170																
00086148	0011	MOBILIZATION ASST	O7	N	N	1000		0001											
2788980		10/03/2009-Active	A	S															
Stuttgart	BILLET APPROVED BY CJCS 29 JUN 09.																		
00086069	0011	EXECUTIVE ASST	O5	P	N	1000	9930												
2789017		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																		
00086210	0019	OPERATIONS OFFICER	O5	P	F	16G4													
000001871R		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10. SKILL 2 IS 16R4.																		
00085985	0105	EXECUTIVE OFFICE MANAGER	E9	P	A	00Z													
		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																		
Totals For Department: B21700001 OFFICE OF THE COMMANDER																			
B21700011	FOREIGN POLICY ADVISOR		B2170																
00085987	0007	ASST DEP FOREIGN POLICY ADV	O6	P	A	01A		0011											
		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																		
00085988	0105	SR ENL ASST TO DEP FOREIGN POL	E8	P	A	42A													
		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																		
Totals For Department: B21700011 FOREIGN POLICY ADVISOR																			
B21700012	PUBLIC AFFAIRS		B2170																
00085990	0019	PUBLIC AFFAIRS OFFICER	O4	P	F	35P4		0012											
000001761R		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																		
00086215	0019	PUBLIC AFFAIRS OFFICER	O4	P	F	35P4													
000001851R		10/01/2009-Active	A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																		
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Page 1																			
UNCLASSIFIED//FOUO																			

UNCLASSIFIED//FOUO																	
JOINT TABLE OF DISTRIBUTION - ACTIVE and MOBILIZATION - APPROVED ONLY																	
AFRICOM																	
Activity: B2170 HQ USAFRICOM - Including Sub-Activities																	
Printed: 01/15/2010																	
DEPT	DEPARTMENT TITLE	ACTIVITY	DIRECTORATE	OFFICE SYMBOL	PROGRAM	YEARS											
POSITION	RIC DESCRIPTION	J/C GRD	N/R SVC SKILL	SKILL2 SKILL3 SVC UIC PEC	NATO POST NUMBER	2010	2011	2012	2013	2014	2015	FY					
SVC BILLET ID	Eff Date-Status	Posn Status	Clearance	REMARKS CODE													
Location	BILLET COMMENT																
-----																	
B21700010	SENIOR ENL ADV	B2170		0010													
00075646	0200 ADMIN SENIOR ENLISTED LEADER	GS7	P A	0301	W6L6AA 0201990JF CDR 21	1	1	1	1	1	1	2009					
010/03--0110	10/01/2008-Active A	S															
Mohringen																	
Totals For Department: B21700010 SENIOR ENL ADV																	
						FUNDED:	3	3	3	3	3	3					
						NOT FUNDED:	0	0	0	0	0	0					
						REQUIRED:	3	3	3	3	3	3					
B21700011	FOREIGN POLICY ADVISOR	B2170		0011													
00083347	0175 FOREIGN POLICY ADVISOR	SES O NR V	0131	W6L6AA 0201109JF POLAD 1186	-	-	-	-	-	-	-	2009					
010/03--0110	10/01/2008-Active A	T-SCI															
Mohringen	STATE DEPT																
00076312	0004 DEP FOREIGN POL ADVISOR	J O6	P F	16F1	PE1RFDZF0201990JF POLAD 49	1	1	1	1	1	1	2009					
000000201R	10/02/2008-Active A	T-SCI															
Mohringen	POLITICAL ADVISOR																
00085987	0007 ASST DEP FOREIGN POLICY ADV	O6	P A	01A	W6L6AA 0201990JF JTMD 10	1	1	1	1	1	1	2010					
011/03--0110	10/01/2009-Active A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																
00076027	0200 EXECUTIVE ASST	GS12	P A	0301	W6L6AA 0201990JF POLAD 50	1	1	1	1	1	1	2009					
011/01--0110	10/01/2008-Active A	S															
Mohringen																	
00085988	0105 SR ENL ASST TO DEP FOREIGN POL	E8	P A	42A	W6L6AA 0201990JF JTMD 11	1	1	1	1	1	1	2010					
011/02--0110	10/01/2009-Active A	S															
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																
00076028	0200 FOREIGN POL ADVISOR ADMIN	GS7	P A	0341	W6L6AA 0201990JF POLAD 51	1	1	1	1	1	1	2009					
011/03--0110	10/02/2008-Active A	S															
Mohringen	CHANGE TITLE																
Totals For Department: B21700011 FOREIGN POLICY ADVISOR																	
						FUNDED:	5	5	5	5	5	5					
						NOT FUNDED:	0	0	0	0	0	0					
						REQUIRED:	5	5	5	5	5	5					
B21700012	PUBLIC AFFAIRS	B2170		0012													
00076296	0001 DIRECTOR	J O6	P A	46A	W6L6AA 0201990JF OUTREACH 515	1	1	1	1	1	1	2009					
012/01--0110	10/01/2008-Active A	T-SCI															
Mohringen																	
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Figure D-3. Sample Joint Table of Distribution—Active and Mobilization

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## ENCLOSURE E

## JOINT MANPOWER PROGRAM: CHANGE MANPOWER PACKAGE

1. Introduction. Changes in technology, missions, and the world situation may lead to changes in manpower requirements. The primary factors in considering proposed joint manpower changes are the manpower requirements that have been determined and validated as necessary to accomplish new or maturing functions. These requirements will then be balanced against the ability of the Services to fund and provide an individual with the desired grade, skill, or other special attribute required for the billet.

2. Types of Changes. Proposed changes to the Joint Manpower Program (JMP) fall into the following categories:

a. "Automatic" Changes. These are minor changes but represent the vast majority of the changes requested by joint activities. Since automatic changes do not require Service coordination, the joint activity may submit a change manpower package (CMP) at any time and update the FMTS database. Figure E-1 lists the manpower changes that are considered automatic.

b. Changes of Service Concern. These changes are not reflected in the FYDP but are of great concern to the Services. These changes should be submitted via the semiannual CMP process, and contentious issues should be resolved at the Service planner level. Changes of this nature have a more profound impact on the Services' planning and programming and, therefore, require scrutiny and management. These changes include the following:

- (1) Changes to any skill code.
- (2) Uncompensated grade growth.
- (3) Mismatches between existing validated manpower authorizations and the existing personnel inventory to fill those authorizations.
- (4) Positions that have been validated via the Joint Manpower Validation Process to add additional manpower requirements and authorizations.
- (5) Movement of incumbent billets between stations/installations (permanent change of station (PCS)) with or without permanent change of assignment.

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**Definition of “Automatic” Change in FMTS**

Changes to the following data elements do not require Service approval and will be processed as “Automatic” changes in FMTS:

Department

Billet Title

Fluency

Security Clearance Level

Update Service Billet Identification (i.e., BIN, UMD)

Functional Code

NATO Post Number

Remark Codes (Schools, Experience, Off-sets, Other)

Realignments within the same activity and:

No change in Grade

No change in Service

No change in Skill Code

No change in Subspecialty Code (SPCODE)

No change in Additional Code (ADCODE)

No change in PE Code

No change in RI Code

No increase/decrease in Funding Fields (FY05, FY06, etc.)

No change in SUIC; however changes in SUIC for Air Force positions where the GEOLOC does not change will be processed as automatics

No change in JDAL Fields

No change in Nominative/Rotational Field

Navy BSC

\* Detailed Job Description

\*\* Skill/grade changes to civilian positions that do not exceed allocated full-time equivalents. MIL/CIV conversions and new civilian positions require staffing with the Services.

\*Assignment of personnel based on Detailed Job Description updates will take time to be reflected per Enclosure K.

Figure E-1. Automatic Changes in FMTS

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c. Changes in Service Designation. The most common changes of this nature are requests to change the Service designation of a position or the drilling category of a Reserve Component position because they represent changes in the contribution of each Service to the joint community.

(1) These changes should be submitted and approved via the Manpower Management System prior to submission via the semiannual CMP process.

(2) If the issue cannot be resolved within the CMP process, then the RDP manpower procedures in Enclosure F apply.

d. New Missions or Organizations. Use the procedures in Enclosure F to request additional manpower authorizations in support of new missions directed by higher authority.

e. Fast Track Changes. There always remains the option of accelerated processing to respond to events that require immediate changes, such as force protection. Designation of fast tracking requires the consensus of the Chairman of the Joint Chiefs of Staff and the Services and will follow the procedures in Enclosure F.

3. JMP Change Process. Joint activities submit proposed changes via FMTS to the Joint Staff J-1 for approval and coordination with impacted Services. Approved changes are posted to the JTD or JTMD; changes that cannot be supported are returned to the requester. Joint activities should notify affected Services upon approval of automatic changes to expedite Service manpower documents. Figure E-1 shows the basic process for submission and review of proposed changes to the JMP. The specific responsibilities for execution of this process are described in the following paragraphs. In accordance with reference ai, Combatant Commands, CCAs, and other joint activities will have two CMP submission cycles per year. The first CMP cycle will begin in March and address all programmatic actions. The second CMP cycle will begin in September and address all internal manpower realignments, billet attribute changes, and any nonprogrammatic actions.

a. Combatant Commands, CCAs, and Other Joint Activities. These joint activities submit the proposed joint manpower changes in a CMP to Joint Staff J-1. JTD changes need to be submitted separately from JTMD changes, as Joint Staff J-1 cannot batch such changes in FMTS separately at its end. Joint manpower change requests should:

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(1) Explain the specific manpower changes requested in sufficient detail to allow Service manpower and personnel staffs to identify the positions to be changed.

(a) Combatant Commands will explain the overall justification for manpower changes in the “Notes” section of the Position Change Group Tracking ID screen.

(b) Combatant Commands will explain individual billet change requests on the “Detailed Change Reason” link under FMTS CMP Position Data.

(2) Establish the proposed effective date for the change. Ensure sufficient lead time has been allowed for Service personnel actions (see Figure J-1) or FYDP programming actions. Only changes of a highly critical nature will be effected during the execution year. Propose an effective date not less than 6 months from the submission date of the CMP for recommended changes during the execution year, or on a special-case basis (e.g., incumbent, nominative, or delayed programming action).

(3) Identify suitable offsets for changes with resource impacts. Positions already coordinated and programmed for deletion are not acceptable as offsets because they have already been removed from the Service FYDP.

(4) Include a rationale to justify the proposed change to the impacted Services or other resource providers, and explain the potential impact if the change is not approved.

b. Joint Staff (J-1 and DJS). The Joint Staff J-1 will process all joint manpower actions to provide management control of the joint manpower program and data system. Joint Staff J-1 responsibilities include the following:

(1) Review the CMP and determine if Service or resource provider coordination is required based on the specific actions requested.

(2) Update the JTD or JTMD when no coordination is required; forward changes to the appropriate Service that will update its respective manpower and personnel data systems accordingly. Data element changes listed in Figure E-1 do not require Service approval, so Joint Staff J-1 may implement them directly.

(3) Batch CMPs if coordination with the Services or resource provider is required and forward for review.



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(4) Review Service and resource provider comments and take appropriate action.

(a) When all activities concur, the Joint Staff J-1 approves the request, updates the JTD or JTMD, informs the requesting activity, and informs the impacted Services through an implementer, so they may update their manpower and personnel data systems.

(b) When activities disagree, the Joint Staff J-1 leads the effort to reconcile inputs and reach a decision.

c. Military Services. The Services review the proposed changes and evaluate their ability to fund the manpower requirements and staff them with individuals who possess the requested attributes.

(1) The initial focus of a Service's review of proposed joint manpower changes should determine if the skill, grade, and Service requested are appropriate based on the position description listed on the "Detailed Job Description" link. The Service should then review its ability to resource the grade and skill requested (or drill category, grade, and skill in the case of Reserve manpower changes). If the Service lacks the resources to support the proposed changes or the request contains an inappropriate skill, grade, or Service, it should propose an alternate plan that will help the command accomplish its mission with the available resources. Alternatives could include grade substitutions (within the limitations of the JDAL, the Defense Officer Personnel Management Act, and the Reserve Officer Personnel Management Act), skill or language substitutions, and interim security clearances.

(2) When assignment or programming lead times preclude approving the request as submitted, the Services should indicate when the action could be implemented.

(3) When proposed joint manpower changes have been approved, the Services will update their internal manpower and personnel documentation systems during the Service's next documentation update cycle.

(4) Services should return a planner's memorandum with a detailed explanation if they do not agree with the changes proposed by the Combatant Commands.

(5) The Services should support all approved joint authorizations. However, mismatches sometimes occur between approved joint authorizations and the Services' existing personnel inventory to fill the authorizations. The mismatch is more significant between O-3 and O-4

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officer positions since this delineates the boundary between JDAL and non-JDAL billets. For those skills and grades that are critically short, the Services may coordinate a suitable substitution with the impacted joint activity and the Joint Staff J-1.

4. General JMP Change Overview. The following guidelines, together with the CMP cycles (Figure E-2), the coordination matrix (Figure E-3), and the CMP process (Figure E-4) govern submission and approval of proposed changes to joint manpower requirements.

a. Changes to joint manpower requirements for the CFY (i.e., the execution year) must be held to the absolute minimum because they require redistribution of allocated resources and do not allow for training, requisitions, and PCS moves. These changes **will be made only** when directed by the Chairman of the Joint Chiefs of Staff or on an **exception basis with the approval** of the affected Services.

b. Proposed changes must comply with ceilings or floors imposed by Congress or the Secretary of Defense, such as those for major DoD HQ activities or overseas troop strength ceilings/floors.

c. Proposed changes in skills, grades, or Service mix that would force a personnel assignment action should be approved in FMTS far enough in advance to allow for conversions to occur prior to the reassignment of the incumbent. In general, Services require at least 9 months for personnel assignment actions after documentation of the JMP into their manpower systems. See Figure J-1 in Enclosure J for the lead times required by each Service.

d. Changes to joint manpower requirements for the coming fiscal year (i.e., the budget year) should allow time for requisitioning, training, and PCS moves.

e. A request for additional joint manpower should normally be worked through the RDP, which is linked to the PPBE as outlined in Enclosure F, and must be the result of external directives assigned by higher authority (e.g., the President or Secretary of Defense) or included in resource management decision (RMD) guidance.

f. Proposed changes to joint manpower requirements should include identification of suitable offset resources (i.e., offsets) for changes in authorized strength, grades, and PECs. Offset resources may also be needed for specific skills/specialties if they are scarce skills.

g. Manpower authorizations will not be adjusted in response to contingency operations or temporary changes in workload. Short-

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duration requirements less than 36 months should be supported through augmentation, civilian overhire, TDY, or other short-term solutions and not through realignment or addition of permanent manpower resources.

h. Manpower authorizations will not be changed to reflect the characteristics or grade of incumbents.

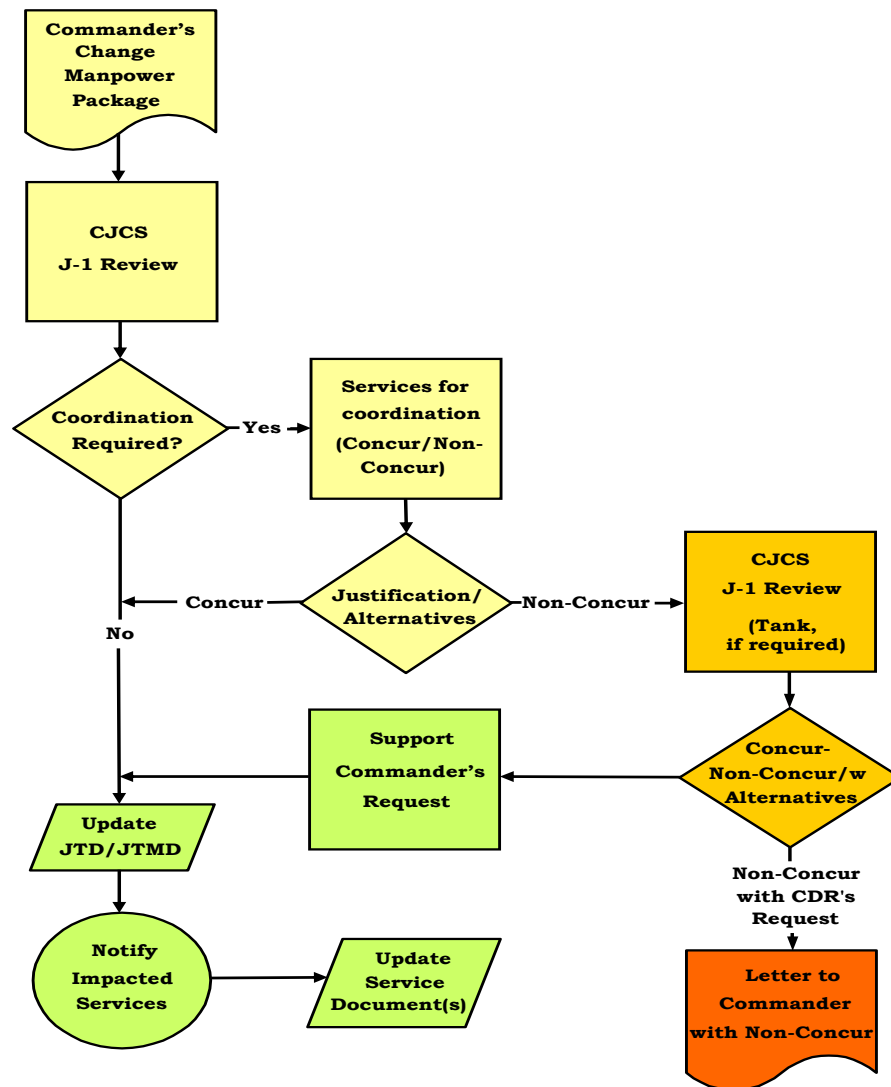


Figure E-2. Joint Manpower Program Change Process Not Requiring Joint Growth

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5. Timelines for Submitting JMP Changes. All JMP changes that **are not considered “automatic” should be submitted semiannually**, unless the changes fall under Enclosure F guidelines. Figures E-2 and E-4 depict the semiannual JMP change schedule and process for joint activities.

a. Combatant Commands, CCAs, and joint activities have two submission cycles. The first submission cycle will start in March and address only programmatic actions. The second submission will start in September and address billet attributes, realignment, and other nonprogrammatic actions. Exceptions to this submission policy will require justification from the Combatant Command/J1 to the Joint Staff J-1/HCD Chief. See Figure E-2 for the construct using a notional schedule.

b. To facilitate balancing of the Service FYDP against the JTD/JTMD, Combatant Commands must add/remove all programmed manpower during the next CMP cycle following the programming action (RMD) approval.

c. Exception: Requests for growth follow a different timeline and are addressed in Enclosure F.

## 6. Timing of CMPs

a. Execution Year. Execution year changes that are directed by the Chairman of the Joint Chiefs of Staff or approved by the Services will be made on an exception basis only.

b. Budget Year. CMPs that affect the first budget year should be submitted during the first submission cycle of the CY. Budget year changes submitted during the second submission cycle reduce the Services' ability to support these requests. Most CMP changes that do not change end strength should be submitted with the effective date in the budget year.

c. Program Years. Submit CMPs that change joint end strength in the program years (FYDP out years following execution and budget years) during the first submission cycle after the approved programming/budget document (RMD) is issued.

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7. Coordination Required for Joint Manpower. The CMP Coordination Matrix, Figure E-3, outlines the basic coordination necessary to make a change to joint manpower requirements.

a. More coordination is required in the joint community than in the relatively streamlined world of the Services. Most billet attribute changes requested by a joint activity must be staffed with the Services.

b. Unlike Service major commands, joint activities do not own their manpower. Although the Combatant Commands and joint activities have been granted primary military missions by law, they have not been granted their own manpower budgets to manage.

c. Combatant Commands and joint activities control their own statements of requirements based on assigned missions. However, they must coordinate with the Joint Staff, Services, or resource sponsor on manpower funding and with the Services on personnel inventory issues.

d. Combatant Commands and joint activities will conduct a yearly review of their respective JTD/JTMD with Service Manpower Documents to ensure CMP actions accurately reflect current approved authorizations. Discrepancy reports should be provided to Joint Staff J-1/HCD not later than 30 days after review.

POSITION DATA	DEFINITION	EXECUTION	BUDGET	PROGRAM
<b>ORGANIZATIONAL DATA</b>				
COMMAND	Command	CDR <sup>1</sup>	CDR <sup>1</sup>	CDR <sup>1</sup>
ACTIVITY	Activity	CDR <sup>1</sup>	CDR <sup>1</sup>	CDR <sup>1</sup>
DEPARTMENT	Division, Branch, or Section	CDR <sup>1</sup>	CDR <sup>1</sup>	CDR <sup>1</sup>
POSITION NUMBER	Paragraph	CDR <sup>1</sup>	CDR <sup>1</sup>	CDR <sup>1</sup>
TITLE	Position Title	CDR <sup>1</sup>	CDR <sup>1</sup>	CDR <sup>1</sup>
SUIC	Service Unit Identification Code	SERVICE	SERVICE	SERVICE
LOCATION	Geographical Location of Command	CDR <sup>1</sup>	CDR <sup>1</sup>	CDR <sup>1</sup>
<b>MANPOWER FUNDING DATA</b>				
FUNDING	Authorized Strength	OSD <sup>2</sup>	OSD <sup>2</sup>	SERVICE
SERVICE	Authorized Service	OSD <sup>2</sup>	OSD <sup>2</sup>	SERVICE
SALARY PLAN (MIL)	Officer, Enlisted,	N/A <sup>3</sup>	OSD <sup>2</sup>	SERVICE
SALARY PLAN (CIV)	Civilian	CDR	CDR	CDR
GRADE (MIL)	Authorized Grade Military	N/A <sup>3</sup>	SERVICE	SERVICE
GRADE (CIV)	Authorized Grade Civilian	CDR	CDR	CDR
PE CODE	Program Element Code	OSD <sup>2</sup>	OSD <sup>2</sup>	SERVICE
RI CODE	Resource Identification Code	OSD <sup>2</sup>	OSD <sup>2</sup>	SERVICE
<b>POSITION REQUIREMENTS DATA</b>				
POSITION TYPE	Type of Position	N/A <sup>3</sup>	SERVICE	SERVICE
Dual-hatted position	Dual-Hatted Position	N/A <sup>3</sup>	SERVICE	SERVICE
Nom/Rot Position	Nominative/Rotational Position	OSD <sup>2</sup>	SERVICE	SERVICE
SKILL (3)	Skill/Specialty Required	N/A <sup>3</sup>	SERVICE	SERVICE
JOB CODE	Occupational DoD Code	N/A <sup>3</sup>	SERVICE	SERVICE
<b>OTHER JOINT POSITION DATA</b>				
SERVICE BILLET ID	Service Position Number	SERVICE	SERVICE	SERVICE
FUNCTIONAL CODE	Position Functional Code	CDR <sup>1</sup>	CDR	CDR
JDAL POSITION	JDAL Position	N/A <sup>3</sup>	JCS	JCS
JDAL CRITICAL	Critical JDAL Billet	OSD <sup>2</sup>	OSD	JCS
JDAL EXEMPT				JCS
ESSENTIALITY CODE	Requirement for military positions	N/A <sup>3</sup>	SERVICE	CDR
EMERG ESSENTIAL	Position required during emergencies	CDR <sup>1</sup>	CDR	CDR
ACQUISITION	Acquisition Requirements	N/A <sup>3</sup>	SERVICE	SERVICE
SPECIAL	Special Requirements of Position	N/A <sup>3</sup>	SERVICE	CDR

**NOTES**

1. Commanders may implement actions that do not require PCS
2. OSD may direct changes to execution and budget years.
3. Changes are not normally permitted in execution year.

Figure E-3. Change Manpower Package Coordination Matrix

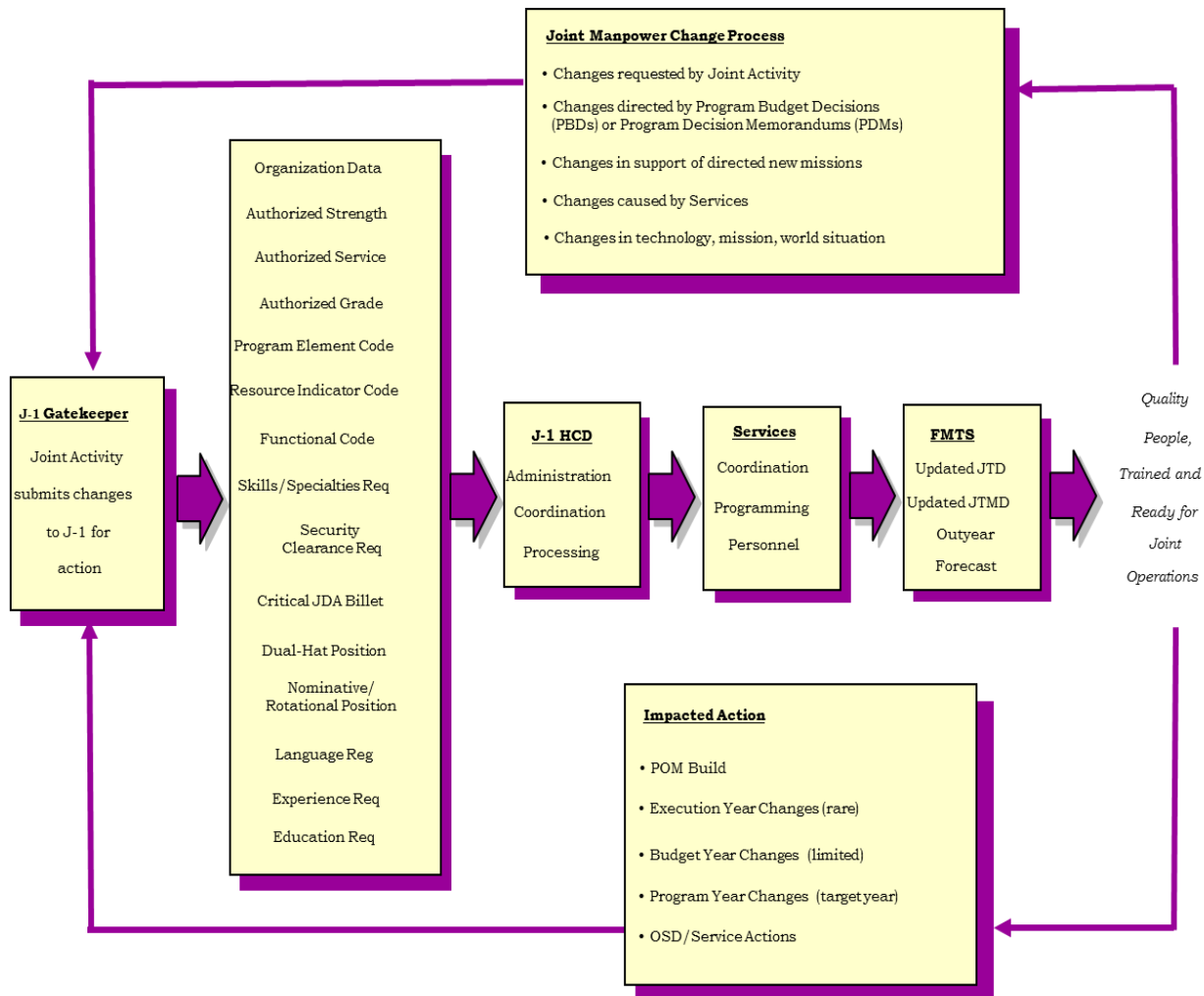


Figure E-4. Change Manpower Package Process

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## ENCLOSURE F

## JOINT MANPOWER PROGRAM: RESOURCE DECISION PROCESS

1. Introduction. This enclosure discusses the linkage between the Joint Manpower Program (JMP) and the PPBE process. It also establishes a separate mechanism to manage requests for additional joint manpower.

2. Overview

a. The JMP operates within an environment of limited resources. Joint activities must prioritize manpower requirements to fund the highest priority missions.

b. The resource decision process (RDP) creates standardized mechanisms, linked to the PPBE, to address requests for additional joint manpower resources systematically as well as a process to reallocate joint manpower based on a comprehensive review of requirements.

(1) The RDP is designed to produce timely, implementable decisions on manpower resourcing issues with full consideration of the comparative costs and benefits associated with these decisions.

(2) It allows each request to be viewed within the context of overall joint manpower requirements, provides balanced representation of all affected parties, and includes an appeals process.

(3) The RDP reviews new joint manpower requests to ensure compliance with business rules outlined in the DepSecDef-directed Combatant Command management headquarters (MHQ) baseline.

3. Resourcing Guidelines. The following situations fall outside the RDP:

a. Work created by joint activities will be absorbed within their own resources. Most “mission creep” that generates requests for additional resources will fall in this category. Requirements for internally driven workload should be supported by the normal CMP process with internal billet realignments.

b. Temporary work requirements will be resourced with short-term resourcing mechanisms such as TDY, augmentation (e.g., active duty operational support (ADOS)), civilian overhire, or other solutions that are temporary in nature.

#### 4. New Joint Manpower Requests

a. Requests for new manpower (MHQ and joint subordinate activities) must be mission-driven, POTUS-/SecDef-directed, and UCP-based (i.e., Joint Strategic Capabilities Plan, Guidance for the Employment of the Force, Guidance for the Development of the Force, or Global Force Management Implementation Guidance), or EXORDs, or as directed by NSPDs, laws, or treaties, and cannot be sourced internally.

b. New manpower requests should be submitted in accordance with the JMVP outlined in Enclosure C, paragraph 8. JMBV-approved new manpower should enter the PBR process through a Combatant Command nominated issue paper and will compete for resourcing against Department-wide priorities via an OSD-led manpower issue team.

c. Approximately November of the next FY, the Resource Management Decision (RMD) will be coordinated with all affected parties. Every effort will be made to ensure that all parties receive copies of the RMD and that the RMD accurately implements RDP results. Normally, RMD-directed actions are effective for the next FY (budget year) and do not direct current year (execution year) changes.

d. In December/January, the signed RMD will be distributed to all affected parties.

e. Combatant Commands will update the JTD and/or the JTMD via a CMP to reflect the results of the RMD within 45 days of receipt.

#### 5. Resourcing Options

a. When additional joint manpower requests are supported by the OpsDepts Tank for resourcing from existing joint manpower, the Joint Staff J-1 and J-8 will apply the following guidelines to determine the specifics of any reallocation:

(1) The manpower pool for reallocation normally includes the Combatant Commands and the Joint Staff.

(2) Several methods can be used by the Joint Staff J-1 to recommend resourcing candidates. For example, a macro fair share reduction can be levied with position-level details provided by the targeted activity. Note that the requesting activity will not be exempt from participating in reduction options.

(3) Reallocation normally will occur in the first program year.

(4) Reallocation may entail shifting of manpower from one joint activity to another as well as changing the Service mix among joint activities. Example: A new requirement called for 50 Army and 50 Air Force positions. The

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command tasked to provide the manpower could provide 100 Air Force positions but no Army positions. Therefore, the command was reduced by 100 Air Force positions, 50 of which were then exchanged with 50 Army positions in other commands in order to meet the new manpower requirement.

b. When the OpsDeps Tank rejects internal offsets or reallocation, the Service will be afforded an opportunity to comment on resourcing prior to forwarding a final request for additional manpower to OSD-CAPE.

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## ENCLOSURE G

## FOURTH ESTATE MANPOWER TRACKING SYSTEM

1. Introduction. The Electronic Joint Manpower and Personnel System (eJMAPS) has transitioned to the Fourth Estate Manpower Tracking System (FMTS). FMTS is a management information system and system of record that provides an automatic method to coordinate manpower changes and track personnel at the Joint Staff, Combatant Commands, CCAs, and other joint activities. The capabilities of FMTS are discussed in detail in the FMTS User's Guide, reference c.
2. Purpose of FMTS. FMTS allows the Joint Staff, Combatant Commands, CCAs, and other joint activities to maintain, review, modify, and report manpower requirements while providing a personnel database using manpower as the organizational structure. Additionally, FMTS provides an interface to the Joint Duty Assignment Management Information Center (JDAMIS) for joint officer management.
3. Overview of FMTS. FMTS has been designed to provide users with the capability to manage manpower and personnel data. FMTS is an automated system that performs the following functions:
  - a. Manpower Requirements Management. Provides a method to coordinate manpower changes at the Joint Staff, Combatant Commands, CCAs, NATO, and other joint activities.
  - b. Military Personnel Management Information. Provides a method to store and report personnel information for individuals assigned to the Joint Staff, Combatant Commands, CCAs, and other joint activities.
  - c. Personnel Security. Provides a method to store and report position, personnel, and security information for the Joint Staff, Combatant Commands, CCAs, and other joint activities. As of the date of this guidance, this capability is only available for the Joint Staff. However, the capability will be incorporated for Combatant Command use under the Phase II software release.
  - d. Managing Mobilization and Other Individual Augmentees (IAs). Provides a method to track and report the mobilization and individual augmentation of personnel to the Joint Staff, Combatant Commands, CCAs, and other joint activities.

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4. Technical Architecture and System Requirements. As of the date of this guidance, the FMTS application is based on PeopleSoft Human Capital Management (HCM) 9.1, using PeopleSoftTools 8.50. FMTS resides in the Joint Staff Information Network SECRET (JSIN-S). The JSIN-S network is a small network providing limited client access to the SECRET Internet Protocol Router Network (SIPRNET). The JSIN-S network provides external connectivity to the eJMAPS user community (the Joint Staff, NATO, HCD, Military Personnel Division, Joint Staff J-Code Military Secretaries, Joint Staff Security Office, six CCAs, Military Service Manpower Planners, and nine Combatant Commands).

5. Inputs. Joint Staff, Combatant Command, CCA, and other joint activity manpower inputs to FMTS consist of manpower requirements changes electronically submitted to the Joint Staff that coordinate with the Services if the inputs are not considered automatic changes. If approved, the Joint Staff applies the changes to FMTS. The Joint Staff, Combatant Commands, CCAs, and other joint activities interactively enter personnel data. The Joint Staff, Defense Manpower Data Center (DMDC), and the FMTS contractor enter inputs to the various validation and code tables.

6. Outputs. FMTS allows users to specify such variables as where a process runs and in what format the process output is to be generated. FMTS allows four methods of output: e-mail, file, printer, and Web.

7. System Security. FMTS provides a secure, Web-based manpower and personnel application for the joint community and the Joint Staff. The architecture environment is the Joint Staff's JSIN-S (classified Secret), which will require the system to employ appropriate security features and measures to support the minimum-security requirements within the network environment. This secure environment will be required at all user sites beyond the Joint Staff via SIPRNET, establishing a common operating environment for all FMTS users.

8. Future Direction of FMTS. The long-term objective of FMTS is to move toward a functional and technical architecture where the environment, infrastructure, and hardware are shared and integrated with other DoD systems. Future system development should strive for a dynamic, online system that:

- a. Provides access for all users at the appropriate level.
- b. Standardizes terminology and data descriptors across the Services and all joint activities.
- c. Permits appropriate users to access data elements and validation tables.
- d. Provides appropriate users with standard reports and query capability.

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e. Automatically posts manpower decisions to the appropriate users of joint manpower changes.

f. Establishes a common baseline of information that is constantly synchronized between appropriate users and data owners.

g. Protects and secures classified and personnel information.

9. Reference Documents. FMTS users may consult the FMTS User's Guide on the FMTS home page for specific system guidance.

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## ENCLOSURE H

## FMTS STANDARD MANPOWER ORGANIZATIONAL AND DATA ELEMENTS

1. Standard Organizational Elements. The order and designation of organizational elements in FMTS will be as follows:

a. Command. The Joint Staff determines the available values. The command code contains five characters: the first code is an alpha character, and the second through fifth codes are numeric characters. The command description can be up to 30 characters long.

b. Activity. The Joint Staff determines the available values. The activity code contains five characters: the first code is an alpha character, and the second through fifth codes are numeric characters. The activity description can be up to 30 characters long.

c. Department. The department code can contain up to 10 alphanumeric characters, and the department description can be up to 30 characters long. Included in the department organizational elements are division, branch, and section, if required, with a different code assigned to each element.

2. FMTS Required Manpower Data Fields. The following data fields must be completed to define a joint manpower requirement:

a. Effective Date. See Chapter One of the FMTS User's Guide for information about the proper use of effective dates.

b. Status. There are two types of statuses on effective dated entries:

(1) Active. The data row will be available for all users when they enter transactions.

(2) Inactive. Used instead of deleting a row. By changing an effective dated entry to inactive (equivalent to deleting an entry for further processing), the user is allowed continued use of this information for historical reporting.

c. Reason Code. Enter the appropriate reason code for each position. When updating a position, the reason code field is the only one required as it is assumed that all required fields have already been completed when a position is first added.

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d. Position Status. Will default to “Work in Progress.” Shows status of position (e.g., proposed, approved). See FMTS User’s Guide on how to change from “Work in Progress” to “Proposed” status.

e. Title. This field is automatically populated when the skill code or job code is entered. However, this field can be overridden to reflect the current position title.

f. Position Type. Required for each military position.

(1) Rotational Positions. Rotational positions should be used only where a change of Service representation is essential to the performance of the mission. Adjustments of planned rotational dates of incumbents in rotational positions should be coordinated with the impacted Service at least 9 months in advance.

(2) Nominative Positions. In the joint arena, nominative positions refer to military positions for which all Services are expected to submit nominations for personnel assignment, but no single Service is designated to fill the billet permanently. Since nominations occur in the execution year, Services cannot plan or program for these positions, causing chronic difficulties in planning and personnel assignment. The use of nominative positions should be minimized because the Services cannot program for them.

(3) Dual-Hatted Positions. A position requiring grade O-6 and above with duties in two organizations (e.g., Combatant Command and one of its Service Component commands).

(a) Position Type of “Dual Hat” will be used for each position. The joint position must list the Service Billet ID.

(b) If a joint command carries the position as its authorization, the joint command will list a “1” in each “Funding Value” block for each FY that the position is funded.

(c) If the Service Component command carries the position as its authorization, the joint command will reflect it as unfunded and will list a “0” (zero) in each “Funding Value” block for each FY that the position is unfunded. In such cases, the incumbent in the joint position is not eligible for JDA credit.

(4) NATO Posts. The following “Position Types” are for NATO use only. Definitions of these post types can be found in reference j.

(a) Manpower Overage/National Overage (FMTS code “O”)

(b) Non-Quota (FMTS code “Z”)

- (c) Quota Single Service (FMTS code “Q”)
- (d) Quota Service Rotational (FMTS code “B”)
- (e) Quota Service Nominative (FMTS code “C”)
- (f) Quota International Rotational (FMTS code “E”)
- (g) Quota Rotational International Nominative (FMTS code “G”)
- (h) Twinned Post (FMTS code “W”)
- (i) VNC (Voluntary National Contribution) (FMTS code “V”)

(5) Permanent Positions. Positions that are permanently assigned to one Service. Any changes to positions requirement programmatic actions.

g. Command. List appropriate command. Coordinate with Joint Staff J-1 for new values.

h. Activity. List appropriate activity. Coordinate with Joint Staff J-1 for new values.

i. Program Element Code (PEC). List the appropriate PEC assigned to each billet. This allows tracking of externally controlled assets and compliance with MHCs and resource allocation decisions.

j. Resource Identification Code (RIC). The RIC indicates the type of manpower (e.g., military or civilian), the Service designation, whether the military billet is active or Reserve, and, if Reserve, the funding level (i.e., number of drills) assigned.

(1) Each military position in a joint activity must be linked to a specific Service to track funding and assignment responsibilities.

(2) Reserve drill category—when applicable in the JTMD—identifies whether the billet is to be an individual mobilization augmentee (IMA) or part of an augmentation unit. If the billet is to be an IMA, then identify the number of drill periods required based on the training requirement.

k. Service Unit Identification Code (SUIC). Enter the appropriate SUIC for each military and civilian position.

1. Service Billet ID (for Military). Enter the appropriate Service billet ID for each current military position. This provides the necessary crosswalk of each joint position to each Service database. Air Force equals position number from unit manpower document (UMD), Navy equals billet identification number

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(BIN), Army equals paragraph/line number (para/ln) derived from “The Army Authorization Document System,” and Marine Corps equals Billet Identification Code (BIC). This field will be blank if position is new or if an Army position is moved between activities. On position moves, current Service billet ID must be listed in the “Remarks” section. This field will be completed after commands receive updated Service documents in FMTS through an automatic change. Navy equals BIN from Activity Manpower Document (AMD), and Marine Corps equals BIC from the Total Force Structure Management System (TFSMS).

m. Funding Years. The first year listed will be the PFY, the second year listed will be the CFY, and the next 5 years listed will be the program years.

n. Funding Values. Either a one or zero will populate each “Funding Year” block to indicate if the position is funded (one) or not (zero) for each year. The aggregate of these values, along with SUIC, PEC, and manpower category, assists joint activities in resolving FYDP disconnects with each Service.

o. Department. List appropriate department. Coordinate with Joint Staff J-1 for new values.

p. Location Code. Location code is automatically populated when the department code is filled in. However, this code can be overridden. Coordinate with Joint Staff J-1 for new values.

q. Functional Code. Identify the primary task associated with this position from the functional code, understanding that there are multiple tasks associated with any billet at joint activities. This code is a standard DoD code used for “Commercial Activity” purposes. Coding for civilian positions should be consistent with the official civilian position description.

r. JDAL Start Date. Required only if JDAL position or JDAL critical checkbox is checked. JDAL positions—those field grade officer positions that meet the SecDef definition of a JDA as listed in reference b—should have the JDAL position block checked. The process for determining if positions comply is managed through the JDAL validation board. Once the board has approved a position for incorporation, the JDAL position block will remain checked and will be designated as a JDA. Additionally, those positions designated as critical JDAs must also be identified on the JTD. The JDAL exempt block should be checked if the billet is a “JPME Phase II TDY Exempt” billet, a position that is exempt from TDY and return requirement. See reference b for more information on JDAL procedures. Only the Joint Staff/Joint Officer Management office updates this field in FMTS.

s. Salary Plan. Fill in the appropriate military or civilian code. Military and civilian positions are determined by RIC; salary plan is automatically completed based on the RIC selected.

(1) Military positions should be established when required by law, training, security, discipline, rotation, combat readiness, or when a military background is required for successful performance of the duties involved. Unusual working hours, difficult working conditions, and avoiding overtime costs are not appropriate reasons for using military positions.

(2) Civilian personnel will be used in positions that do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness and do not require a military background for successful performance of the duties involved.

(3) Military positions may not be used to replace civilian positions deleted by reduction-in-force programs. However, military personnel may be assigned temporarily to perform the functions of civilian positions when reduction-in-force programs cause temporary workload imbalances or mission impairment.

(4) Consider the use of outsourcing for noncombat functions if it is more economical. However, contract services may not be used solely to circumvent military or civilian ceilings. In addition, any outsourcing of work currently being performed by military or federal civilians must be conducted through a competitive sourcing process as provided for in Office of Management and Budget Circular A-76 and as mandated by federal law.

t. Grade. Technical, supervisory, and experience requirements should determine the position's grade level.

(1) The position's grade must be consistent with the specific skill or specialty.

(2) The joint activity's aggregate grade structure should be consistent with mission requirements and Service grade ceilings.

(3) Although civilian grades are not normally tracked by a command, this data field must be populated in order to be accepted by FMTS. Civilian grades are determined by the local civilian personnel office after analysis of the specific position description. Either the determined grade or two zeros must be listed in this field.

u. Skill Code. Identify the job skill required for in the position using the military specialty code that best fits the position. This data will be listed in the "Skill 1" field (e.g., designator, rating, AFSC, military occupational specialty (MOS)). Identify the Navy officer billet classification code or additional skill identifier (ASI) in the "Skill 2" field when required. Identify the sub-specialty code, second ASI, or special qualification identifier in the "Skill 3" field when required.

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(1) Avoid such strictly limited definitions of requirements that the position cannot be filled or fails to consider otherwise highly desirable candidates.

(2) The job skill must be consistent with that found in reference f.

(3) Periodically, the Services will submit to all JMP activities an updated list of skill codes that require special management, either because they have such low density or because the requirements exceed the inventory.

v. Job Code

(1) In the case of civilian positions, commands should show the civilian occupational series in the “Job code” field.

(2) For military billets, the choice(s) listed in the drop-down menu for job code are dependent upon what code is entered for “Skill 1.” Pick the most appropriate job code if two or more choices are listed.

3. FMTS Optional Manpower Data Fields. The following data fields are optional when defining a joint manpower requirement:

a. Essentiality Code (for Military). Enter the appropriate code as to why position must be the listed “Salary” plan or retained on the JTD/JTMD.

b. OGE (Office of Government Ethics) 450 Block. Check if a confidential financial disclosure report is required.

c. SF 278 Block. Check if an Executive Branch Personnel Public Financial Disclosure Report is required.

d. Specific Information. Identify any unique attributes of the requirements not readily apparent from the skill/specialty for the position, such as experience, schools, special requirements, language skills, regional expertise, security clearance requirements, whether the position is a key position, and gender (when a specific gender is required). Such attributes should be closely scrutinized since each additional attribute makes the position exponentially more difficult for assignment personnel to fill.

4. Classification of FMTS Reports

a. Per DoD 5200.1-R, resource reports will be classified SECRET. As a general rule, all other documents will be classified UNCLASSIFIED. However, select reports will be classified at a higher level due to the nature of the activity’s function, as determined by the command and through coordination with Joint Staff J-1/HCD and the Services. JTDs, JTMDs, JTD-Ps, and JTMD-Ps for certain Combatant Command activities will be classified SECRET.

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b. Documents that use names and Social Security Numbers (SSNs) (e.g., JTD-Ps and JTMD-Ps) for data retrieval are subject to the Privacy Act and must be properly annotated as determined by each command. The following phrase may be used on such documents: "This document may contain For Official Use Only (FOUO) and/or Privacy Act Information which must be protected or removed prior to further disclosure."

5. FMTS Production Support Staff (PSS). The PSS assists the Office of the Under Secretary of Defense, Personnel and Readiness, Information Management (USD (P&R)IM)) and Joint Staff J-1 in supporting and maintaining the production release of FMTS. PSS is responsible for Tier II and Tier III support functions during core business hours, 0700-1900 EST/EDT, Monday through Friday. Tier level support functions include the following:

a. Tier I. The first line of customer contact, logging, user information gathering, and initial troubleshooting. An Office of the Chief Information Officer (OCIO) contractor currently provides Tier I help desk support.

b. Tier II. The second level of support with the FMTS PSS technical staff contacting the customer for troubleshooting on user-reported problems. For users outside the Joint Staff, communication will be via telephone and/or e-mail. Calls that cannot be resolved by Tier II support will be referred to FMTS Tier-III support.

c. Tier III. The third level of support is referral from the FMTS Tier II support when a more specialized eJMAPS technician is required. An FMTS technician is defined as a PeopleSoft HCM V8 application specialist, an FMTS hardware specialist, or an FMTS custom application specialist. Tier III will also include the referral of issues associated with SIPRNET architecture to the OCIO Network Operations Branch.

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## ENCLOSURE I

## JOINT PERSONNEL PROGRAM MANAGEMENT

1. Introduction. FMTS allows the Joint Staff, Combatant Commands, CCAs and other joint activities the capability to effectively manage their personnel assets using a common system. FMTS provides comprehensive visibility of joint personnel assets outside of the Military Departments and allows an automated link for manpower and personnel data (matching spaces to faces).

2. Personnel Processes. FMTS allows Joint Staff J-1, Combatant Commands, CCAs, and other joint activities to maintain, review, modify, and report all personnel actions while providing a personnel database using manpower as the hierarchy.

a. FMTS provides an automatic interface to the Defense Manpower Data Center (DMDC) database to populate selected personnel data fields for those military and civilian personnel currently assigned to the Department of Defense. Upon entering a person's SSN, the following fields will be automatically transferred from DMDC:

(1) DEERS (Defense Enrollment Eligibility Reporting System) Date of Birth

(2) DEERS Sex Code

(3) DEERS Ethnicity-National Origin Code

(4) DEERS Service Occupation Code

(5) DEERS Education Level Code

(6) DEERS Organization Code

(7) DEERS Service Code

(8) DEERS Personnel Category Code

(9) DEERS Last Name

(10) DEERS First Name

(11) DEERS Middle Name

(12) DEERS Cadency Name

(13) DEERS Mailing Address Country Code

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- (14) DEERS Mailing Address Line 1
- (15) DEERS Mailing Address Line 2
- (16) DEERS Mailing Address City Code
- (17) DEERS Mailing Address State Code
- (18) DEERS Mailing Address Zip Code
- (19) DEERS Mailing Address Zip Extension Code
- (20) DEERS Home Telephone Number
- (21) DEERS Unit Location Country Code
- (22) DEERS Unit Identification Code
- (23) DoD Race Code
- (24) Language One Code
- (25) Language Reading Proficiency
- (26) Language Speaking Proficiency
- (27) Language Listening Proficiency
- (28) Language Writing Proficiency
- (29) Language Proficiency Date
- (30) UIC Address Line 1
- (31) UIC Address Line 2
- (32) UIC Address Line 3
- (33) UIC Address Line 4
- (34) UIC Address State Code
- (35) UIC Address Zip Code
- (36) Pay Grade
- (37) Rank Effective Date
- (38) Initial Entry Date

- (39) Primary Service Occupation Code
- (40) Duty Service Occupation Code
- (41) Secondary Service Occupation Code
- (42) Marital Status Code
- (43) Joint Service Spouse Social Security Number Identifier
- (44) Joint Service Spouse Service Branch Classification
- (45) Joint Service Spouse Pay Plan Grade Identifier
- (46) Home of Record U.S. State Alpha Code
- (47) Home of Record Country Code
- (48) Person Birth Place U.S. State Alpha Code
- (49) Person Birth Place Country Code
- (50) Electronic Data Interchange-Personal Identifier (EDI-PI)

b. If a person is listed in the DMDC database as both civilian and military, the person's military information will be downloaded from DMDC.

c. To track a position where the incumbent is both civilian and military, use the "Add Concurrent Job" screen under Administer Workforce (GBL)/Use to add the second record.

d. Any of the personnel fields listed above can be manually overridden to insert correct data or delete data altogether.

e. Data fields for new hires will have to be populated manually as such information will not be provided by DMDC.

f. The Combatant Command, CCAs, and other joint activities are required to fill in the following mandatory data fields for all assigned personnel:

- (1) Social Security Number (Employee ID)
- (2) Effective Date (on all panels requiring an effective date)
- (3) Name
- (4) Home Address

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- (5) Business Address (enter room number)
- (6) Phone numbers (business and home)
- (7) Gender
- (8) Service
- (9) Highest Education Level
- (10) Language Code
- (11) Marital Status
- (12) Military Status
- (13) Date of Birth
- (14) Birth Country
- (15) Birth Location
- (16) Ethnic Group
- (17) Action and Reason Fields
- (18) Position Number
- (19) Employee Class
- (20) Salary Administration Plan
- (21) Grade
- (22) Grade Entry Date
- (23) Step (Civilian)
- (24) Step Entry Date (Civilian)
- (25) Rank Code
- (26) Rating Scale
- (27) Probation Date (New Civilian Hire)
- (28) Civilian Service Computation Date or Military Active Duty Service

Date

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(29) Date Last Increase (Civilian)

(30) Emergency Contact Data

(31) Employee Review Data

3. Requisition Policies and Procedures. FMTS is designed to provide users with the capability to manage personnel requisitions.

a. Joint Staff Military Secretariats validate personnel requisitions to meet the needs of their directorate or separate office within their authorized manpower in accordance with the Joint Staff JTD.

(1) All officer requirements will be identified on Joint Staff Form 70A, "Request for Nomination of Officer Personnel."

(2) All enlisted requirements will be identified on Joint Staff Form 70B, "Request for Nomination of Enlisted Personnel."

b. To create a job requisition in FMTS, use the following procedures: Go to the Develop Workforce >Recruit Workforce (GBL)>Use>Job Requisition Data element of FMTS and fill in the Recruitment Template, Target Openings, Date Authorized, Originator, Status Date and Position Number data fields. Other fields will populate automatically.

c. Use the FMTS User's Guide, Chapter Three, to hire applicants to requisitions. Do not save data until all fields in personal, employment, and job data are populated.

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## ENCLOSURE J

JOINT MANPOWER AND PERSONNEL INTERFACE WITH SERVICES  
PROCESSES

1. Introduction. Once a manpower authorization is approved and forwarded to the Services, the length of time it takes for the person to report to the command varies from Service to Service and depends on the time of year. This enclosure describes the requirements, limitations, and critical milestones of each Service's system to help joint activities improve the timing of their manpower change requests.

a. The entire process usually takes 13 to 22 months from the date the manpower change request leaves the joint activity until the new individual reports for duty. See Figure J-1.

b. Figure J-2 shows the equivalent terms and essential steps for each Service.

2. Army Manpower and Personnel Process. The following are critical elements in the Army's programming, budgeting, and manpower process.

a. The Structure and Manpower Authorization System (SAMAS). SAMAS contains the authorizations at the military identity (officer, warrant officer, and enlisted) and Army PEC level.

b. The Army Authorization Documents System-Redesign (TAADS-R). TAADS-R applies to the Total Army—Active Army, Army National Guard, Army Reserves, and civilian workforce. The Army uses TAADS-R to record changes in the requirements and authorizations that result from changes in unit missions, organizational structure, and equipment.

c. The Personnel Management Authorization Document (PMAD). The PMAD contains the authorized skill and grade detail for Active Component personnel distribution. The PMAD is top loaded by the Deputy Chief of Staff G1 to project requirements into the program years. The PMAD is updated semiannually (based on the Army G-3 LOCKFORCE) to reflect what is in the Army's SAMAS and TAADS-R files. The Updated Authorization Document is a periodic update to the PMAD.

d. The Dynamic Distribution System (DDS). Since there are more officer requirements than resources, the Army developed an Officer Distribution Plan from the PMAD to distribute Active Component officer resources. The Army's joint manpower policy is to fill JDAL positions at 100 percent and the remainder of joint positions at the Army average for a particular skill and grade.

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e. Joint Manpower Change Requests. All changes to manpower and personnel requirements will be made effective at least 12 to 18 months from the documentation of the implementer. The changes must first enter the Army's manpower system to allow visibility of changes in requirements. For example, the FY 2004 changes made to Army documents in October 2003 will have an effective date of September 2004. The Army converted from two manpower change windows to one per year. Given the uniqueness of joint activities, the Army will continue to provide two manpower change updates to the joint community per year—February–April and August–October.

3. Navy Manpower and Personnel Process. The joint manpower actions reflected in the new JTD are updated to the Total Force Manpower Management System (TFMMS), which then flows automatically to the Navy Personnel Command, where the data is used in the assignment process. Specifics follow:

a. Activity Manpower Document (AMD) Update. The AMD lists all Navy requirements and authorizations with position-level detail by current year through the FYDP.

(1) The AMD is prepared and updated by the Navy joint position writers using TFMMS.

(2) Manpower changes are received from the Joint Staff to the Navy with a 30-day response time. Navy manpower analysts review changes and forward uncompensated changes to the appropriate subject-matter experts (functionals) for coordination. Uncompensated changes consist of upgrade and skill (designator/rate) changes. Navy's guideline for skill changes can be reviewed in OPNAVINST 1000.16. Additional information to assist Combatant Commands in planning manpower changes can be found at the following Web site: U.S. Navy, BUPERS Online, AMD access, <<https://www.bol.navy.mil>> (NIPRnet—accessed 1 February 2014) (reference ag).

(3) TFMMS is usually updated within 30 days of receipt of the JTD implementer.

b. Navy Personnel Command. TFMMS changes flow to the Navy Personnel Command and are used to support a weekly update of the Navy's personnel assignment systems for the Officer Assignment Information System (OAIS) and biweekly for the Enlisted Assignment Information System (E AIS).

(1) OAIS/E AIS is used by the individual career detailers to identify valid authorizations requiring fill.



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(2) Detailers normally program assignment actions with a 9- to 12-month lead time. The lead time varies depending on the position requirements, the individual's current assignment, the deployment schedule of his or her current command, and en route training required.

c. Normal Processing and Lead Times. The Navy Manpower and Personnel process normally can produce a fill for a new or changed position within 9 to 12 months from the TFMMS update. Delays may be encountered when the changes involve critically short skills or when changes in skill mix are made to an incumbent position (the position will not be filled until the incumbent departs).

4. Air Force Manpower and Personnel Process. HQ U.S. Air Force/Directorate of Manpower, Organization and Resources (AF/A1M) is the joint organizations' entry point for changes to Air Force manpower requirements. AF/A1M is the Air Force program element manager for programmed end strength (military and civilian) allocated to joint organizations by OSD and is the focal point for implementing the manpower requirements in the Air Force Manpower Programming and Execution System (MPES) and Unit Manning Document (UMD).

a. MPES. MPES is the program of record for all required and authorized manpower. "Required" is what is needed to perform a given mission with low risk, and "authorized" is what is needed to perform a given mission within an acceptable level of risk. Only the authorized manpower is visible to Air Force assignment teams. On a weekly basis, the manpower data files refresh the personnel data files used by the Air Force assignment teams and military personnel offices.

b. UMD. A Unit Manning Document (UMD) is created for each joint organization from the data files in MPES. The UMD lists all manpower requirements for the current year and 5 years prior and 5 out years.

c. Manpower Authorization Changes. Air Force manpower data system allows for changes to requirements projected years out. Except for "automatic" changes, the effective date for changes will be projected at a minimum of 6 months out. This allows the assignment process to react to the change and provide Airmen acceptable minimum assignment selection notice.

d. Personnel Assignment Actions. The Air Force Personnel Center (AFPC) handles O-5/E-8 and below assignments; AF/DPE, E-9 assignments; AF/DPO, O-6 assignments; and AF/DPG, O-7 and above assignments.

(1) Organizations are responsible for communicating their manning requirements via requisitions to AFPC or the annual colonel's game plan. These requests should include all details and both mandatory and desired

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requirements (e.g., top secret clearance mandatory, joint duty assignment—critical, critical PRP required, foreign language skills, school requirements, etc.).

(2) In a macro sense, the Air Force assignment systems operate on cycles, the numbers of which depend on the grades: for officers in grade O-5 and below, three cycles per year; for enlisted E-9s and below, four cycles per year; and for O-6s, including O-6 selects, annually (late summer/early fall each year).

e. Normal Processing and Lead Times. Although the UMD can be updated at any time, the effective date of a change will normally be 7-10 months out from the date of the Joint Staff implementer. Whether and when Air Force can provide actual fills for positions depends on the inventory available in the skill and at the grade authorized. Air Force fills manpower requisitions according to a command entitlement for specific skill by grade.

5. Marine Corps Manpower and Personnel Process. The Deputy Commandant, Combat Development and Integration (DC CD&I), in the role of Total Force Structure Process Owner (TFSPPO) manages Marine Corps total force structure and, specifically, two critical components of the Marine Corps' manpower process: the Total Forces Structure Management System (TFSMS) and the Authorized Strength Report (ASR). The resulting process determines what requirements will be funded and which positions will be manned.

a. Total Force Structure Management System (TFSMS)

(1) TFSMS contains the unconstrained Marine Corps manpower requirements for the current staffing year and the following 6 out years.

(2) TFSMS is updated on a continual basis as approved changes are received, but these updates become official only after review and semiannual publication of the ASR each February and August.

(3) Personnel requisitions flow solely from the official TFSMS.

b. Authorized Strength Report (ASR). TFSMS allocates the estimated or authorized Marine Corps end strength (not the actual personnel inventory), against all active and reserve manpower requirements (force structure) captured in TFSMS. This process, known as "manning," occurs within the ASR and is a reflection of how many billets the Marine Corps can afford to "buy." The ASR allocates manning based on the individual grades and Military Occupational Specialties (MOS) required.

(1) The ASR represents an ideal solution, and the results of this process are published semiannually for the current year, and the following 6 out-years.

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(2) The most recently published ASR is used to compare current, assignable military inventory with the authorized requirement to prepare staffing goals. The ASR is simultaneously used in developing future military manpower inventory.

c. Staffing Goal. The Deputy Commandant, Manpower and Reserve Affairs, applies the actual available inventory against the allocated manning levels in the ASR to determine the number of personnel for assignment to each unit.

(1) The staffing goal drives the position requisitions employed by the Marine Corps personnel center.

(2) The Marine Corps staffing goal is updated on a semiannual basis to account for changes in inventory and assignment policy. However, the allocated manning in the ASR is updated only once a year for officers and twice a year for enlisted.

(3) A Marine can be expected to arrive within 6 months of a staffing goal update unless the position incumbent is still on station. In that case, when the incumbent departs, the replacement will be a Marine of the requested grade and skill.

d. Joint Manpower Change Requests. All changes to personnel will be made effective at least one complete fiscal year from the date of the implementer.

	Army	Navy	Marine Corps	Air Force	Joint Staff
<b>Service Joint Manpower Focal Point</b>					
<i>where</i>	ODCS G1	CNO N1J	TFSD DC CDI	HQ USAF/ XPMI	Joint Staff
<i>who</i>	G1 Plans and Resources Directorate	N1 Directorate Planner	Joint Manpower Requirements Analyst	Joint Manpower Programmer	J-1 JMD Joint Manpower Division Chief
<i>system</i>	TAADS-R	TFMMS	T/MR	HAFMDS (HQ Air Force Manpower Data System)	e-JMAPS
<b>Service Manpower System</b>					
<i>where</i>	DAPE-PR DAMO-FM USAFMSA	OPNAV N12 NAVMAC	TFSD DC CDI	Major Command (MAJCOM) or Direct Reporting Unit (DRU) Manpower Office	
<i>who</i>	Force Integrators Command Managers Manpower Analysts	Manpower Analyst Community Managers	Manpower Requirements Analyst	Manpower Requirements Analyst	
<i>system</i>	SAMAS	TFMMS EDPROJ ODPROJ	TFSMS	MPES (Manpower Programming and Execution)	
<b>Service Personnel System</b>					
<i>where</i>	DAPE-PR HR CMD	CNO N13, NAVPERSCOM Pers 4, Pers 45J, EPMAC	Personnel Management Div HQMC	AF Personnel Center	
<i>who</i>	PERSSOs Joint Account Managers Assignment Officers	NPC Pers 4 Enlisted Assignments Div Washington Placement	Assignment Monitor	Career Field Manager	
<i>system</i>	PMAD/UAD PERSACS ODP EDAS	OAIS, ODIS (Officer) EAIS, RIS (Enlisted)	MCTFS Enlisted Staffing Goal Model Officer Staffing Goal Model	MILDPS (Military Personnel Data System)	
<b>Normal processing/update leadtimes</b>					
<i>manpower actions update cycle</i>	annual	biweekly	annually (April)	normally updated weekly, at least monthly	
<i>personnel update cycle</i>	annual PMD; UAD - as needed	weekly - officers biweekly - enlisted	quarterly	monthly	
<i>assignment lead time after receipt of implementor</i>	12 - 18 months	9 - 12 months	6 - 9 months	9 - 12 months	

**Figure J-1. Service Manpower-Personnel  
Interface Comparison**

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## ENCLOSURE K

## JOINT MOBILIZATION REQUIREMENTS AND RESERVE SUPPORT TO JOINT ACTIVITIES

1. Introduction. The six Reserve Components (RCs) of the Department of Defense are codified in the same laws, primarily titles 10 and 32, United States Code (U.S.C.). However, management of each of those RCs may vary among the Military Services.

2. Selected Reserve (SelRes) Augmentation. SelRes augmentation can be in the form of individual mobilization augmentees (IMAs) or SelRes units.

a. IMAs. IMA authorizations are individual military manpower positions identified as necessary to augment the Active Component (AC) structure of the Department of Defense or other U.S. Government departments or agencies to support mobilization (including premobilization and/or post-mobilization) requirements, contingency operations, operations other than war, or other specialized or technical requirements. IMAs are SelRes members of the Ready Reserve who fill those authorized IMA positions.

(1) IMA use and management are outlined in reference g.

(2) IMA training requirements are as follows:

(a) Annual Training (AT). IMAs must perform, as a minimum, 12 days of AT per year.

(b) Inactive Duty Training (IDT). As members of the SelRes in the Ready Reserve, many IMAs are authorized to perform IDT. Dependent upon the position, authorized IDT periods may vary from 0 to 48 drill periods per year.

(3) IMAs may be administratively formed into detachments for ease of management and training. However, these detachments will cease to exist when all members assigned to those detachments are mobilized by the Combatant Command.

b. SelRes Units. These units are manned and equipped to serve and/or train either as operational units or as augmentation units. Members of SelRes units have a training requirement of a minimum of 14 days of AT and 48 scheduled drills each year per reference h.

(1) Operational Units. Train and serve as units.

(2) Augmentation Units. Train together, but when mobilized, lose their identity and members become part of AC units.

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3. SelRes Requirements Determination. The Joint Staff and Combatant Command headquarters and subordinate activities are authorized SelRes to support augmentation requirements.

a. Joint activities should determine and document their total wartime workload, including all wartime missions and peacetime missions that continue during a war or contingency.

b. Joint activities should determine their capability to meet their total wartime workload by assuming that all active duty requirements and civilian full-time equivalents will be filled and that each incumbent will work 60 hours per week on the wartime workload and any peacetime workload that continues during a war or contingency.

c. Any remaining workload forms the basis for requesting SelRes requirements, if the remaining workload is determined to be military essential.

d. If additional RC requirements are needed, requests will follow the RDP procedures set forth in Enclosure F.

4. Active Guard/Reserve (AGR) and Full-Time Support (FTS) Personnel. Reference i lists policy for use of AGR and FTS personnel. AGR and FTS personnel are serving voluntarily on Active Duty Other than for Training or Full-Time National Guard Duty. AGR and FTS personnel are referred to as follows:

a. Army Reserve and Army National Guard AGR personnel.

b. Navy Full-Time Support personnel and canvasser/recruiters.

c. Air Force Reserve and Air National Guard AGR personnel.

d. Marine Corps Active Reserve (AR) personnel.

e. Coast Guard Reserve Program Administrator (RPA) personnel.

5. Guidelines for AGR and FTS Positions

a. AGR and FTS positions should support the effective integration of RC assets into the organization.

b. AGR and FTS authorizations should not be requested to circumvent limitations on management HQ activities or personnel end strength ceilings.

6. JTMD. The JTMD identifies the additional manpower and organization required to shift to a wartime, contingency, or mobilization footing. Although

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SelRes requirements are listed on the JTMD, all AGR/FTS requirements are listed on the JTD.

- a. Like the JTD, the JTMD requirements are defined by activity, PEC, and category.
- b. JTMDs also indicate the drilling category of the augmentee. In turn, the category determines the peacetime level of Reserve training and sourcing.
- c. Augmentation requirements must be coordinated with the applicable Services and RCs for funding approval and sourcing.
- d. The DoD code on the JTMD shows precisely where the position will be used during mobilization. For example, if an O-4 logistician will be a member of the watch section in the Logistic Readiness Center in USTRANSCOM during mobilization, then that position will be assigned the same DoD code within the Logistics Readiness Center.
- e. Since the JTMD is an extension of the JTD, it should be reviewed routinely to ensure that it reflects:
  - (1) Mobilization needs of the organization.
  - (2) The organization of the current JTD.
- f. The JTD and JTMD can be set up either as a combined database and printout or as two separate documents. Figure D-3 is an example of the combined JTD and JTMD format.

7. Reserve Support to Joint Activities. Besides AT and IDT, the following active duty programs may be used to support or augment joint activities:

- a. Active Duty for Training (ADT). A category of active duty used to provide structured individual and/or unit readiness training or educational courses to RC members. ADT may support AC missions and requirements (i.e., operational support), thereby adding substance to the Total Force.
- b. Active Duty Operational Support (ADOS). Authorized voluntary AD for RC personnel appropriations (ADOS-AC funded or ADOS-RC funded) to support AC or RC programs, respectively. The purpose of ADOS is to provide the necessary skilled manpower assets to support existing or emerging requirements. Authorization of ADOS shall be managed pursuant to Issuances established by the Service Secretary concerned. Management of ADOS tours should be in accordance with DoDI 1215.06, paragraph 6.1.4.2.1.

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## ENCLOSURE L

U.S. MANPOWER FOR NORTH ATLANTIC TREATY ORGANIZATION (NATO)  
MILITARY COMMANDS AND AGENCIES  
MAJOR FORCE PROGRAM TEN

1. Activities Concerned

- a. Allied Command Operations (ACO) (reference ai).
- b. Joint Electronic Warfare Core Staff (JEWCS)
- c. Allied Command Transformation (ACT) (reference aj)
- d. NATO Communications and Information (NCIA) (reference ah)
- e. The U.S. Element, International Military Activities, NATO Military Committee (MC). (reference ah)
- f. U.S. Delegation to the NATO MC (USDELMC, the U.S. Military Representative's (USMILREP's) staff)
- g. U.S. National Military Representative (USNMR) to Supreme Headquarters Allied Powers Europe (SHAPE)
- h. U.S. Mission to NATO (USNATO)
- i. High Readiness Forces and Headquarters in the NATO force structure (reference ai)
- j. ACT Centers of Excellence (COEs) (reference aj)
- k. NATO Special Operations Headquarters (NSHQ)

2. Responsibilities. In addition to responsibilities stated in other applicable parts of this instruction, the organizations listed below have the following responsibilities:

a. The Office of the USNMR SHAPE and U.S. National Liaison Representative (USNLR) Supreme Allied Command Transformation are responsible for the following:

(1) USNMR provides liaison among SHAPE, the Department of Defense, and supporting agencies.

(2) USNLR, similarly to USNMR, provides liaison among ACT, the Department of Defense, and supporting agencies.

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(3) Advising Joint Staff and USEUCOM (ECJ1) on which manpower and personnel policy issues warrant attention and recommending a course of action, as necessary.

(4) Distributing NATO documents and manpower requests to USDELMC, Joint Staff, and ECJ1 and providing copies of U.S. responses to ACO and ACT, as required.

(5) Monitoring manpower requests to ensure compliance with the basic policy guidelines stated herein as well as Allied Administrative Publication (AAP) 16, [NATO] Manpower Policy and Procedures (reference j).

Note: ECJ1 is the U.S.-designated lead/executive agent for negotiating, concluding, and changing U.S. contributions to NATO multinational MOU organizations. ECJ1 submits proposed U.S. contributions directly to the Joint Staff in conjunction with the proposed MOU submissions.

b. The USMILREP NATO MC is responsible for:

(1) Representing the United States day to day in the NATO Defense Manpower Committee (NDMC) and working groups.

(2) Advising Joint Staff on which manpower and personnel policy issues warrant attention and recommending a course of action, as necessary.

(3) Acting as the primary liaison between ECJ1 and HQ NATO on matters regarding the U.S. manpower and personnel contribution to the International Military Staff (IMS) and its associated agencies, as depicted in the U.S. Element JMP. Additionally, working with ECJ1 on U.S. manpower and personnel requirements for the U.S. Delegation to the Military Committee (USDELMC) and USNMR. Further details concerning USDELMC mission and functions are detailed in Joint Staff Manual 5100.01.

c. ECJ1 performs Combatant Command-level manpower and personnel functions for U.S. contributions to NATO in accordance with reference 1, which outlines specific responsibilities.

d. Joint Staff J-1/HCD will perform Joint Staff-level manpower and manning functions for NATO and is responsible for coordinating NATO JTD changes with the Services, Joint Staff, and OSD, as required, and implementing approved changes. J-1/HCD also manages joint manpower resources allocated for NATO in the DoD FYDP and ensures NATO manpower resource issues are incorporated and considered in the annual OSD PBR. J-1/HCD is also responsible for representing the United States in the NATO Defense Manpower Committee (NDMC) at its semiannual meetings and developing coordinated U.S. position on NDMC manpower policies and change proposals.

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### 3. U.S. Manpower Contribution Validation Process

#### a. General

(1) Reference j covers NATO manpower policies and procedures agreed to by the United States.

(2) The peacetime establishment (PE) and MOU manpower annexes are requirements documents that reflect organizational structure and manpower requirements by duty title, nation, environment (maritime, land, air), or Service grade, and remarks. Post (manpower requirement) numbers are assigned by command and functional area for identification.

(3) Nation, grade, category, and Service give recapitulations by major functional areas and organizational elements.

(4) NATO grades are reflected as OF (officer) or OR (other ranks) category. NATO OF grades correspond to U.S. next higher grade (e.g., NATO grade OF-5 is U.S. grade O-6). NATO OR grades are equivalent to U.S. enlisted grades (e.g., an OR-5 is an E-5).

(5) New U.S.-authorized manpower normally will not be approved without identification and deletion of an equal number of same-Service, same-grade offsets.

(6) Once the Chairman of the Joint Chiefs of Staff accepts the PEs and MOUs, with Service concurrence, the manpower authorizations on the approved NATO JTD will be matched in the Service manpower and personnel systems and filled by the Services accordingly.

(7) NATO manpower documents contain insufficient position information data to support U.S. personnel assignment needs. To compensate for this deficiency, the U.S. representatives to the respective commands/agencies must submit full NATO job descriptions to ECJ1 concurrent with submission of proposed PEs and MOUs of new organizations and proposed manpower changes to existing PEs and MOUs.

(8) GO/FO support staff. U.S. personal support posts for U.S. GO/FOs authorized for NATO activities are sometimes carried on the PE or MOU and included as part of the U.S. contribution. In other cases, U.S. personal staff members are allocated by the Services to support GO/FO positions, are not part of the U.S. contribution, and are not included on the PE or MOU. GO/FO support manpower must be considered on a case-by-case basis.

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(9) Dual-status posts

(a) Certain U.S. personnel are assigned dual-status posts in more than one NATO organization (“twinned post” by NATO definition).

(b) Other U.S. personnel assigned to a NATO post have dual status in U.S. national position (“dual-hatted” post by NATO definition).

(c) Dual-status posts are identified and annotated in the organizational documents of both organizations. The “dual-hatted” post (by NATO definition) is funded in the authorization document of the organization to which they are primarily responsible to preclude double counting the authorization.

b. Review and Approval of PEs and MOUs

(1) After Service coordination, the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, will approve U.S. support of the PEs and MOUs.

(2) Changes to approved U.S. Service totals, Service category (officer and enlisted), and changes involving manpower from more than one U.S. Service or U.S. officer positions (O-6 and below/”nations-to-post”) will be distributed as follows:

(a) ACO, NAEW&C, NCIA through USDELMC Registry to ECJ1 and Joint Staff J-1.

(b) ACT through USDELMC Registry to ECJ1 and Joint Staff J-1.

(c) International military activities, NATO MC through USDELMC Registry to ECJ1 and Joint Staff J-1.

(d) Multinational MOU organizations through ECJ1, in conjunction with MOU approval, to Joint Staff J-1.

(3) Changes will be processed thru ECJ1 and reviewed by Joint Staff J-1, which will forward them to the Services for approval.

(4) “Automatic” changes that do not affect Service totals, Service category, and U.S. officer positions O-6 and below, or that involve manpower from only one Service, do not require CJCS approval and will be distributed through USDELMC Registry to ECJ1 and Joint Staff J-1. Any change not in conjunction with a regular PE or MOU will be submitted as an out-of-cycle change.

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(5) The Special Assistant for GO/FO Matters, Joint Staff, handles GO/FO “flags-to-post” positions, in coordination with Joint Staff J-5.

c. NATO Command Structure (NCS) restructuring.

(1) The NCS consists of NATO’s two strategic commands, ACO and ACT.

(2) NATO Process: NATO transforms the NCS to meet the military needs of the Alliance through periodic restructuring. The process is outlined in AAP 16 and consists of four main phases:

(a) Functional Review. Each peacetime establishment authority (PEA) completes a thorough manpower review to support the restructuring. Each PEA is required to provide updated position descriptions (PDs) for every post in the structure.

(b) Outline PE: establishes the organizational structure of each HQ down to branch level.

(c) Initial State Peacetime Establishment (ISPE): Based on the results of the functional review, the PEA prepares the ISPE, which is distributed to each of the NATO nations. The ISPE provides the minimum post line level manpower detail to support the structure determined in the functional review. The PEA will additionally provide the post descriptions with the ISPE.

(d) End State Peacetime Establishment (ESPE): The final NATO manpower document provided to each nation upon completion of the bidding process. The ESPEs identify the nation responsible for filling each post.

(3) U.S. Process: During any NATO restructuring, the United States must conduct a parallel process to that followed by NATO with the aim of redistributing U.S. manpower authorizations to the new or changed NCS manpower requirements. The U.S. process must keep pace with the NATO process. General U.S. guidelines for PE changes/restructuring are as follows, followed by illustrative diagrams:

(a) Effectiveness

1. Focus on military effectiveness.
2. Limit rotational posts to only those absolutely necessary.

(b) Influence

1. Maintain or increase U.S. influence.

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2. In commands where the United States does not have GO/FO posts, consider an O-6 in Operations.

(c) Manpower affordability

1. No overall increase in the U.S. manpower contribution to NATO without Service concurrence.

2. No growth in U.S. Service-specific contributions without Service concurrence.

3. Work toward more jointness across the NATO Command Structure (can shift Service manpower between strategic commands).

(d) Personnel supportability. The United States cannot accept new manpower requirements in shortage/stressed skills or rated positions without identification of offset(s) without Service concurrence.

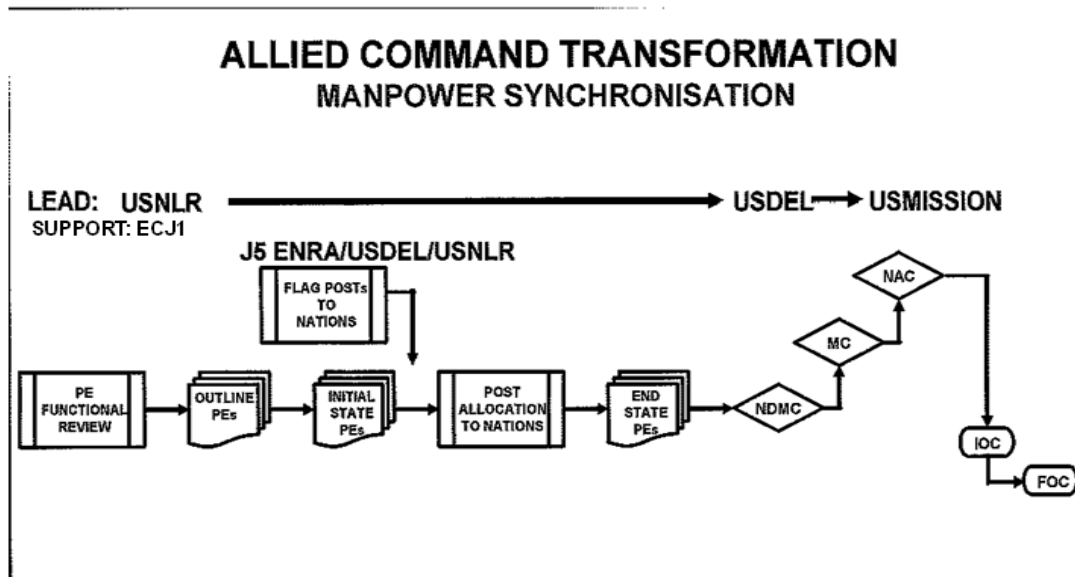


Figure L-1. Illustrative Diagram—ACT Restructure

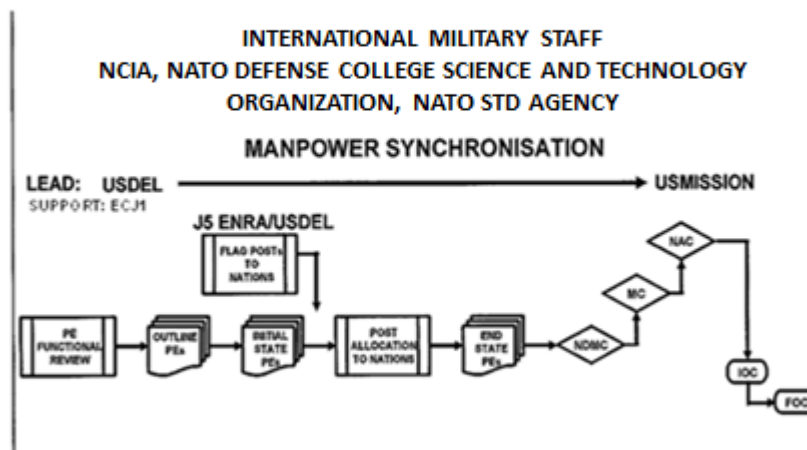


Figure L-2. Illustrative Diagram—IMS/Agencies Restructure

**ALLIED COMMAND OPERATIONS  
MANPOWER SYNCHRONISATION**

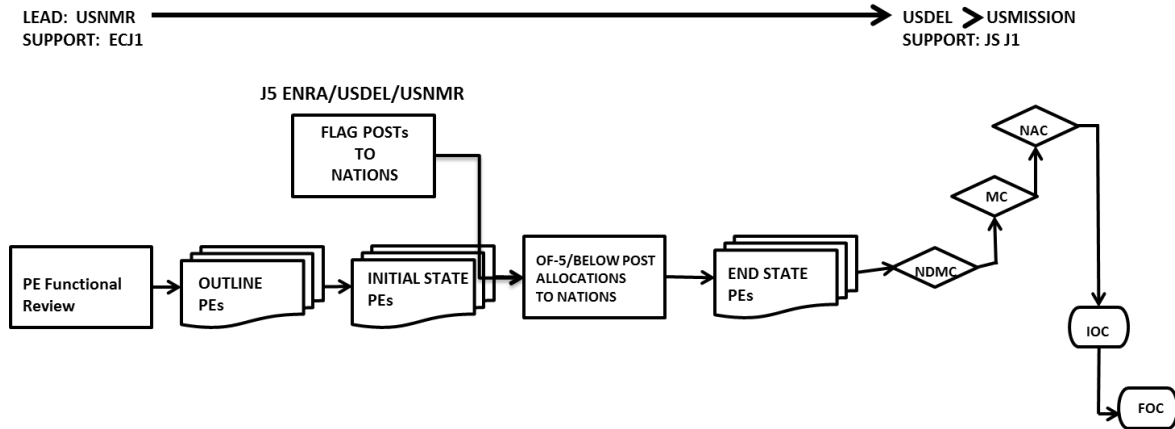


Figure L-3. Illustrative Diagram—ACO Restructure



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d. U.S. Support of NATO Exercises

(1) NATO discontinued use of emergency establishments (EEs) after the end of the Cold War.

(2) U.S. representatives to NATO—USNATO, USDELMC, USNMR-SHAPE, USNLR-ACT—are authorized SelRes to support augmentation requirements. As joint activities, U.S. representatives to NATO should determine their augmentation requirements in accordance with Enclosure K.

(3) The United States may support exercises with manpower requirements stated in the NATO JTMD, subject to the following conditions: All qualified JTD manpower must be identified for the exercise before additional U.S. augmentee requirements will be supported. U.S. augmentation above the U.S.-approved JTD will depend primarily on the availability of RC manpower resources.

4. Nominations for NATO Non-Quota (NQ) Posts

a. Requests from NATO for nominations for NQ posts are forwarded to ECJ1 through the appropriate U.S. representative, who may provide a recommendation to ECJ1 on whether or not the United States should nominate someone to fill the position.

b. In order to successfully staff a nomination request, a minimum 2-month lead time is required for nominations, with a fill date generally no less than 6 months from the date of selection. A recommendation from the USMILREP for the NATO command requesting nominations is also important for success. This does not preclude forwarding a request to nominate with less than a 2-month lead time; however, less time to staff the action would greatly diminish the likelihood of support.

c. Service nominations for NQ posts should include an appropriate manpower resource strategy.

d. Special USDELMC procedures for IMS NQ posts are as follows:

(1) In accordance with reference j, the IMS will announce IMS NQ posts for which nominations are invited. USDELMC will forward announcements to Joint Staff J1 and ECJ1 for which the USMILREP seeks a U.S. nominee, keeping in mind that the Services can support only a limited number of NATO NQ posts. Supporting justification and appropriate job descriptions will be included with each request for nominees.

(2) ECJ1 will review requests for manpower/personnel supportability and provide a recommendation to Joint Staff J-1 for formal staffing with the Services.

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(3) The Joint Staff will then use USDELMC and ECJ1 advice to seek nominees from the Services and coordinate with the Services to add nominative positions to the NATO JTD.

e. Special procedures for NDC NQ posts are as follows:

(1) Requests for military candidates—USDELMC will forward to ECJ1 with USMILREP recommendation.

(2) Requests for civilian candidates—USDELMC will coordinate with U.S. Mission to NATO, coordinate with Office of the Assistant Secretary of Defense (International Security Affairs), and respond to NATO Defense College accordingly. ECJ1 should be added as an information addressee.

f. Upon receipt of a request to nominate, the Joint Staff will forward it to the Services in accordance with reference k. If nominating, Services submit a comprehensive curriculum vitae on the candidate.

g. It is imperative that highly qualified U.S. candidates be nominated as quickly as possible in order to compete successfully with candidates from other NATO nations.

h. GO/FO NQ position nominations are handled by the Special Assistant for GO/FO Matters, Joint Staff, in coordination with ECJ1 and Joint Staff J-5.

#### 5. NATO Voluntary National Contributions (VNCs)/Nation Undetermined (NU) Posts

a. The Joint Staff J-1 generally will not seek to fill VNC posts, NU posts, overage posts, or posts allocated to other nations without the identification and acceptance of an appropriate U.S. offset.

b. Since accepted quota positions are filled through Service personnel channels, the only requests to fill NATO military PE positions that should be forwarded to the Joint Staff J-1 for staffing are NQ posts, those accompanied with an appropriate offset, or those determined by the appropriate U.S. representative to merit exception to this rule.

c. In recommending an exception to the rule, the U.S. representative should forward the request through ECJ1 to the Joint Staff J-1 with recommendation and justification stating why—from both a policy and resources view—the United States should try to support the request.

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6. Critical JDA for U.S. Posts in NATO

a. The U.S. Senior National Representative, or higher U.S. authority of the NATO command in whose PE or MOU the JDA position is authorized, will forward requests for additions, deletions, and changes to the JDAL to ECJ1.

b. The request must contain full justification for the change, accompanied by a NATO job description.

c. Upon receipt of the request, the Joint Staff J-1 will staff the request in accordance with reference am.

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## ENCLOSURE M

AGENCIES IN THE NATIONAL INTELLIGENCE PROGRAM (NIP) AND  
MILITARY INTELLIGENCE PROGRAM (MIP) MANPOWER  
MAJOR FORCE PROGRAM THREE

1. Introduction. The fundamental legal basis for the National Intelligence Program (NIP) is reference n, which outlines specific roles and responsibilities of the Director of National Intelligence (DNI) and the major components of the Intelligence Community (IC). References x and y, respectively, prescribe the duties of the Under Secretary of Defense for Intelligence (USD(I)) and the Military Intelligence Program (MIP).
2. Relationship to the DNI. All national intelligence activities are consolidated in the NIP under the cognizance of the DNI. Reference n articulates the DNI's roles and responsibilities and the major organizations funded under the NIP. It also outlines criteria used to assign a program to the NIP. The Program Manager of each NIP program develops the program and budget submission as an input to the NIP, participates in the NIP approval process, and oversees execution of funds appropriated for NIP-funded operations and activities.
3. Relationship to the USD(I). All military intelligence activities are consolidated into the MIP under the cognizance of the USD(I). References x and y articulate the roles and responsibilities of the USD(I) and the major organizations funded under the MIP and outline criteria used to assign a program to the MIP. The Component Manager of each MIP program develops the program and budget submission as an input to the MIP and the Department's budget, participates in the Department's approval process, and oversees execution of funds appropriated for MIP-funded operations and activities.
4. Joint Manpower Considerations. After the President's Budget (PB) is submitted each year, joint activities will adjust the NIP and MIP manpower on their JTD to reflect the same manpower shown for all years in the PB. Each NIP Program Manager and MIP Component Manager is responsible for all manpower allocated to his or her program. Annual procedural guidance from each program will list all PECs. No NIP or MIP PEC can be changed without prior coordination and approval of the Program/Component Manager. MIP and NIP PECs for the Combatant Commands, DIA, NGA, and NSA consist of PECs that end with "L" for Defense Intelligence Agency, "BQ" for National Geospatial-Intelligence Agency (imagery analyst billets), and "G" for National Security Agency.

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ENCLOSURE N

U.S. MANPOWER IN SECURITY COOPERATION ORGANIZATIONS  
MAJOR FORCE PROGRAM TEN

1. Activities Concerned. Activities concerned include the following:
  - a. Security Assistance Augmentation to U.S. Defense Attaché Office.
  - b. Military Assistance Advisory Groups.
  - c. Offices of Defense Cooperation.
  - d. Offices of Defense Representative.
  - e. Military Liaison Offices.
  - f. U.S. Military Groups.
  - g. Joint U.S. Military Assistance Groups.
  - h. Offices of Military Cooperation.
  - i. Mutual Defense Assistance Offices.
  - j. U.S. Liaison Offices.
  - k. Military Assistance Program.
  - l. U.S. Military Training Mission.
  - m. Office of Security Cooperation
  - n. U.S. Embassies.
  - o. Other similar security cooperation organizations (SCOs) assigned to U.S. diplomatic missions that manage security assistance/cooperation programs.
2. Statutory Basis. Reference m governs the resourcing of SCOs. Reference n sets forth policy and procedures based on this legislation.

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3. Responsibilities. The staffing of a SCO is the responsibility of the Combatant Command in coordination with DSCA.

a. Reference o assigns primary responsibility for approval of changes in the size, composition, or mandate of a SCO to the Chief of Mission (COM) in consultation with the Department of State. Per reference p, requests for changes to SCO JTDs/JTMDs/JMPs, with detailed justification and concurrence of the COM, will be submitted by the Senior Defense Official/Defense Attaché (SDO/DATT) or Chief of the SCO through the Combatant Command to the Joint Staff in coordination with DSCA.

b. Manpower resources will often dictate how the SCO can best function. The staffing will vary according to the size of the mission, the country, objectives, working facilities and arrangements, and the desires of the COM.

c. Per references n and p, the Director, DSCA, with Combatant Command, Joint Staff, and Service coordination, approves the final manpower authorization of the SCO. This is specified in the JTD/JTMD/JMP, which authorizes military, civilian, and local hire personnel. Director, DSCA, approval is required for establishment of new SCOs, changes in the number of manpower authorizations, changes in the organizational structure or the grade, or Military Service affiliation of the Chief of the SCO.

d. SCO positions in PECs 1001xxx (support to other nations) and PECs 1002xxx (foreign military sales) are externally controlled by DSCA. SCO positions in other PECs are not externally controlled.

e. The SDO/DATT is dual hatted as the Chief of the SCO and as the Defense Attaché.

#### 4. SCO Manpower Coordination

a. A Combatant Command may submit SCO JTD/JMP change requests to the Chairman of the Joint Chiefs of Staff. Changes must be clearly identified and contain supporting justification.

b. The Chairman of the Joint Chiefs of Staff will review and recommend changes to the Secretary of Defense.

c. The Secretary of Defense may adjust organization numbers to respond to changing national needs. Director, DSCA, is designated to act as the final approving authority for security assistance authorizations.



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d. The Services program, fund (military positions only), and fill SCO positions.

5. Joint Manpower Considerations

a. The JTD/JMP should be reviewed at least annually to ensure that the SCO is manned in conformance with established policy for effectively managing security assistance/cooperation programs.

b. Recommended changes must have the concurrence of the COM or Defense Attaché in an augmented office. Technical changes in job title, skill code, grade, and specialty branch for positions other than the SCO Chief may be resolved between the Combatant Commands and the Chairman of the Joint Chiefs of Staff, who will coordinate with the Services.

6. SCO Manpower Review Criteria. The annual review of SCO programs should, at a minimum, address the following factors. Combatant Commands may recommend changes in grade or Service responsibility for an individual country using the criteria listed below:

a. Authorized personnel strength and composition.

b. Specific programs to be managed, security assistance, and security cooperation.

c. Host-nation forces and programs.

d. Relationship and attitude of the host-nation forces to U.S. national objectives, strategic plans, and military objectives.

e. Degree of importance and prestige the host-nation attributes to the components of its armed forces.

f. Geographic Service balance.

g. Grade required and justification.

h. Service, grade, and proximity of other senior U.S. military officials in country.

i. Views of the U.S. Chief of Diplomatic Mission.

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## ENCLOSURE O

U.S. SPECIAL OPERATIONS COMMAND MANPOWER  
MAJOR FORCE PROGRAM ELEVEN

1. Introduction. U.S. Special Operations Command (USSOCOM) is charged by legislation and guidance to ensure adequate manning, training, resourcing, modernization, and readiness of all special operations forces (SOF) in support of the National Command Authority and all theater commanders in pursuit of national objectives around the globe. USSOCOM has both Commander (CDR) responsibilities as well as program and budget authority for Major Force Program (MFP) 11. This authority or responsibility allows CDR, USSOCOM, to program and budget SOF programs, structure, and associated manpower end strength. USSOCOM has both joint and Service organizations that are required to be resourced through MFP-11. For the OSD staff, the Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict (ASD(SO/LIC)) provides overall supervision, including policy and resources oversight under reference q.

2. Activities Concerned. MFP-11 activities include U.S. special operations, psychological operations, and civil affairs forces. In addition, it includes USSOCOM, its Service Components, assigned joint organizations, and theater commander special operations commands (SOCs). The manpower associated with these MFP-11 activities, which include Service-specific and joint positions, are planned, programmed, and budgeted by USSOCOM.

3. Statutory Basis. Reference r provides CDR, USSOCOM, with the responsibility and authority to validate requirements, determine priorities, and submit to the Secretary of Defense program recommendations and budget proposals for all MFP-11 forces.

4. Planning and Programming. The Secretary of Defense approves USSOCOM MFP-11 funding requests. The Services will be afforded the opportunity to review and comment on all USSOCOM manpower authorization changes to facilitate preparation of their personnel manning plans, POM, and budget.

5. Cycles and Approving Authority. The Chairman of the Joint Chiefs of Staff is the approving authority for all joint manpower and associated documents. These manpower documents are coordinated with the Services to determine their ability to support required grades and specialties. USSOCOM considers both joint and Service-specific manpower requests from MFP-11 funded activities and recommends authorized manpower levels to the Secretary of Defense during

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development of the POM. Geographic CDRs inform USSOCOM of unfunded manpower requirements through their IPL.

## 6. USSOCOM Procedures

a. In 1989, the Secretary of Defense granted CDR, USSOCOM, programming and budget authority for MFP-11.

b. The following procedures apply to MFP-11 manpower programming and budgeting procedures:

(1) The Secretary of Defense accepts both MFP-11 and the Services' end strength in the POM, adding them together to determine the total Service end strength to be forwarded to Congress in the PB. Congress sets new Service end strength each year, which includes MFP-11.

(2) Changes to end strength and ceilings are normally not permitted after the POM. The Services must budget the end strength specified in the POM when directed by resource management decision (RMD). MFP-11 manpower changes not budgeted can be accommodated only via internal realignment and with compensation in accordance with Service personnel policy.

c. The authority to acquire MFP-11 manpower does not relieve USSOCOM from complying with accepted manpower management principles, objectives, ceilings, and constraints. USSOCOM will coordinate its future MFP-11 manpower requirements with the Services to ensure support of requisite grade and/or skills and to determine Service-specific training and/or personnel requirements for the POM across the FYDP. Manpower shortfalls stemming from this process will be resolved during the RMD cycle of the budgetary review.

d. In order to meet new or emerging requirements, USSOCOM will make every effort to cross-level and source requirements from internal resources. However, due to the limited number of authorized MFP-11 joint and Service positions, USSOCOM may convert MFP-11 Service positions to MFP-11 joint positions or the reverse.

e. New out-year joint authorizations will be acquired through the MFP-11 POM with OSD concurrence in coordination with the Services.

7. Programming of Theater SOC Manpower. In accordance with the FY 2013 Forces for Unified Commands memorandum, 11 February 2013, Theater SOCs realign themselves under USSOCOM. Funding authority rests with USSOCOM, which will develop a balanced special operations

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program that will include adequate and affordable manpower for the SOC's of the theater CDRs.

8. Management Headquarters Ceiling (MHC). USSOCOM receives an MHC (separate from the Services' controlled ceiling) directly from the Secretary of Defense. USSOCOM controls and allocates this ceiling for HQ, USSOCOM, and its Service Components.
9. Civilian Authorizations. MFP-11 civilian authorizations are Defense agency civilians who are managed to budget and funded directly from USSOCOM. FYDP civilian levels are targets for CDRs that may be exceeded with USSOCOM approval only if a validated requirement exists. Although USSOCOM-funded civilians are administered by the respective Service's personnel system, control of the positions rests with USSOCOM.
10. MFP-11 Service Distribution. During the POM and budget development, USSOCOM will coordinate with the Services regarding the total number of joint MFP-11 positions required by Service and position category and the distribution of those positions among various joint MFP-11 activities. However, the Chairman of the Joint Chiefs of Staff must concur with the activity distribution of these positions, and the theater CDRs, if applicable, must coordinate proposed manpower changes via JTD change to the Joint Staff.
11. Management of MFP-11 Resources. USSOCOM has authority to manage MFP-11 manpower resources. Resources will be aligned, reduced, or programmed, as determined by CDR, USSOCOM, and approved by ASD(SO/LIC) and the Secretary of Defense.

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## ENCLOSURE P

DEFENSE HEALTH PROGRAM MANPOWER  
MAJOR FORCE PROGRAM EIGHT

1. Introduction. The DHP provides support for worldwide medical and dental services to members of the active forces during military operations (in accordance with reference t) and provides medical services and support to members of the Armed Forces, other eligible beneficiaries, veterinary services, medical command headquarters, specialized services for the training of medical personnel, and occupational and industrial health care.

a. All these activities are under the direction and control of the Assistant Secretary of Defense (Health Affairs) (ASD(HA)).

b. The ASD(HA) works through the Secretaries of the Military Departments to accomplish the Department's medical mission. The ASD(HA)'s responsibilities include developing the following:

(1) A unified medical program and budget.

(2) Policies that will allow the Department to perform its medical mission effectively.

c. ASD(HA) prepares the DHP POM with input from the Service's medical commands.

d. The Under Secretary of Defense (Comptroller) (USD(C)) issues overall fiscal guidance in separate memorandums to the Services.

e. ASD(HA) then transfers Total Obligation Authority to each Service by a separate memorandum explicitly to cover military pay for DHP manpower.

2. Joint Manpower Considerations. DHP is funded in Defense-wide operations and maintenance and procurement appropriations for non-tactical medical programs and controls all medical positions and resources that do not directly support combatant units (e.g., medical evacuation and field hospitals).

a. Changes to DHP positions must be approved by ASD(HA).

b. Positions funded through the DHP cannot be used as compensation for position changes within the Combatant Command HQ.

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c. If a DHP position is deleted from a Combatant Command's manpower document, the resources associated with it are transferred back to ASD(HA) (not to the Services) for disposition.

d. These positions are identified by "08077XX" as the first five digits of the PEC.

e. The DHP funded, managed, and tracked positions within a Combatant Command are externally controlled.



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## ENCLOSURE Q

## MANPOWER FUNDED BY THE TRANSPORTATION WORKING CAPITAL FUND

1. Introduction. The Secretary of Defense established the Defense Business Operations Fund (later changed to the Defense Working Capital Fund (DWCF)) in October 1991 under the authority of reference u. It merged into a single fund the former stock and industrial funds and several activities previously funded with direct appropriations. The DWCF financial structure contains four working capital funds: Army WCF, Navy WCF, Air Force WCF, and the Defense-Wide WCF. Its purpose is to improve the delivery of support services to the Department's operating forces while reducing the cost of operations. The DWCF financial structure links cost and performance through total cost visibility and full cost recovery.
2. Activities Concerned. The Transportation Working Capital Fund (TWCF) is aligned as an activity group under the Air Force WCF. The TWCF consists of common-user transportation functions of the following areas: Military Surface Deployment and Distribution Command, Military Sealift Command, Air Mobility Command, Defense Courier Center, and USTRANSCOM staff. Major programs supported are port operations, traffic management, sealift, and airlift.
3. General. The TWCF is a revolving fund using a businesslike, buyer-seller approach. Transportation customers establish requirements and are charged, through a rate structure, for the transportation services received. The TWCF uses unit cost accounting to forecast and control costs and monitors monthly plans for key financial indicators such as cash, net operating results, and accounts receivable/payable against actual accounting data. Unlike profit-oriented commercial businesses, the TWCF strives to break even in prices charged to customers. Revenue from customers sustains the full cost and the continuous cycle of TWCF business operations.
4. Planning and Programming. USTRANSCOM's TWCF budget submission is submitted to, and approved by, the USD(C). CDR, USTRANSCOM, in a fiduciary role, works closely with the Military Departments (in their organize, train, and equip role) to optimize and properly size TWCF manpower levels. USTRANSCOM negotiates closely with the Services to ensure manpower is planned, programmed, and made available for assignment to TWCF activities. USTRANSCOM reimburses the Military Departments for the cost of TWCF military positions, and TWCF civilians are paid directly through the fund. TWCF activities are responsible for managing within Service military end strength ceilings.

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5. Joint Manpower Considerations. The Chairman of the Joint Chiefs of Staff, with Service coordination, is the approving authority of USTRANSCOM's Joint Manpower Program.

Note about PECs: USTRANSCOM staff and DCS positions funded by the TWCF are in PECs 0408090DJT (Combatant Headquarters-USTRANSCOM, DWCF) or 0408020DJT (USTRANSCOM Activities, DWCF).

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## ENCLOSURE R

DEFENSE ACQUISITION CAREER WORKFORCE  
MAJOR FORCE PROGRAM SEVEN

1. Introduction. Reference ab provides for special management of a career Acquisition Corps within the Department of Defense.
2. Service Secretary and DoD Component Responsibilities. Service Secretaries will provide education, training, and career development opportunities for members of their acquisition workforce. The heads of the DoD Components with significant acquisition responsibility have similar responsibilities in their respective Components.
3. Acquisition Career Management Responsibilities. USD(AT&L) is charged by the Secretary of Defense to manage the DoD acquisition force.
  - a. The Service Acquisition Executive is authorized to carry out the powers, functions, and duties of the Service Secretary to manage the acquisition corps within each Service.
  - b. Directors of Acquisition Career Management assist Service Acquisition Executives in these responsibilities.
  - c. Acquisition Career Program Boards run Acquisition Corps Selection Boards and perform the traditional community management functions of accession, training, education, and career development.
4. Joint Manpower Considerations
  - a. Acquisition manpower authorizations are not externally controlled, are not identified by an exclusive PEC, and are not funded by another resource provider.
  - b. Changes made to acquisition positions will be submitted through the normal JMP process.
  - c. Services should coordinate proposed changes to acquisition positions with their respective Directors of Acquisition Career Management.

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ENCLOSURE S

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- d. Title 10, U.S.C., sections 115, 115A, 153, 164-166
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- k. CJCSI 5130.01 Series, 3 July 2013, “Relationships Between Commanders of Combatant Commands and International Commands and Organizations”
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- m. Joint Staff Instruction 5711.01 Series, 24 May 2013, “Action Processing”
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q. NSDD Number 38, 2 June 1982, "Staffing at Diplomatic Missions and their Constituent Posts"

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w. Title 10, United States Code, section 2208

x. DoDD 5143.01, 23 November 2005, "Under Secretary of Defense for Intelligence"

y. DoDD 5205.12, 14 November 2008, "Military Intelligence Program"

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## GLOSSARY

## PART I—ABBREVIATIONS AND ACRONYMS

AC	Active Component
ACO	U.S. Contribution to Allied Command Operations
ACT	Allied Command Transformation
ADOS	active duty operational support
ADT	active duty for training
AFSC	United States Air Force specialty code
AGR	Active Guard and Reserve
AMD	activity manning document
ASD(FMP)	Assistant Secretary of Defense (Force Management Policy)
ASD(HA)	Assistant Secretary of Defense (Health Affairs)
ASD(SO/LIC)	Assistant Secretary of Defense (Special Operations/ Low-Intensity Conflict)
ASI	additional skill identifier
ASR	authorized strength report
AT	annual training
BES	budget estimate submission
C2	command and control
CAPE	Cost Assessment and Program Evaluation
CBJB	Congressional Budget Justification Book
CBRN	chemical, biological, radiological, and nuclear
CCA	Chairman of the Joint Chiefs of Staff (CJCS)-controlled activity
CDA	congressionally-directed actions
CDR	commander
CFY	current fiscal year
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CMP	change manpower package
COM	Chief of Mission
CPA	Chairman's program assessment
CY	calendar year
DCI	Director of Central Intelligence
DCS	Defense Courier Service
DDS	Dynamic Distribution System
DEERS	Defense Enrollment Eligibility Reporting System
DepOpsDepts	Service Deputy Operations Deputies
DHP	Defense Health Program

DIA	Defense Intelligence Agency
DIRMO	Defense Intelligence Resources Management Office
DJS	Director, Joint Staff
DMDC	Defense Manpower Data Center
DNI	Director of National Intelligence
DoD	Department of Defense
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DPG	Defense Program Guidance
DSCA	Defense Security Cooperation Agency
DWCF	Defense Working Capital Fund
EA	executive agent
EAIS	Enlisted Assignment Information System
EE	emergency establishment (NATO)
eJMAPS	Electronic Joint Manpower and Personnel System
FMTS	Fourth Estate Manpower Tracking System
FCB	Functional Capabilities Board
FM	functional manager
FOUO	For Official Use Only
FTS	full-time support (USNR)
FY	fiscal year
FYDP	Future Years Defense Program
GO/FO	general/flag officer
GDIP	General Defense Intelligence Program
GS	general skill
HCD	Human Capital Division
HQ	headquarters
IA	individual augmentee
IADB	Inter-American Defense Board (CCA)
IC	Intelligence Community
ICAOCs	Interim Combined Air Operation Centers
IDT	inactive duty training
IMA	individual mobilization augmentee
IMS	international military staff
IPL	integrated priority list
JDA	joint duty assignment
JDAL	Joint Duty Assignment List
JDAMIS	Joint Duty Assignment Management Information System

JFTC	Joint Force Training Center
JMAPS	Joint Manpower and Personnel System
JMMAT	Joint Mission and Manpower Assessment Team
JMP	Joint Manpower Program
JMPP	Joint Manpower and Personnel Program
JMVB	Joint Manpower Validation Board
JMVP	Joint Manpower Validation Process
JPME	Joint Professional Military Education
JPP	Joint Personnel Program
JSIN	Joint Staff information network
JSO	joint specialty officer
JSPS	Joint Strategic Planning System
JTAMDO	Joint Theatre Air and Missile Defense Organization (CCA)
JTD	Joint Table of Distribution
JTF	Joint Task Force
JTMD	Joint Table of Mobilization and Distribution
JWC	U.S. Contribution to Joint Warfare Center
MBI	major budget issue
MC	military committee
MFP	major force program
MHC	management headquarters ceiling
MHQ	management headquarters
MIB	Military Intelligence Board
MIP	Military Intelligence Program
MOS	military occupational specialty
MOU	memorandum of understanding
NAEW	NATO Airborne Early Warning
NAMP	NATO Annual Manpower Plan
NAPMA	NATO Airborne Early Warning and Control Program Management Agency
NATO	North Atlantic Treaty Organization
NDC	NATO Defense College
NDU	National Defense University (CCA)
NIP	National Intelligence Program
NQ	Non-quota (NATO)
NSA	NATO Standardization Agency
NU	Nationality Undetermined (NATO)
OAIS	Officer Assignment Information System
OCIO	Office of the Chief Information Officer
OF	officer (NATO)
OpsDeps	Service Operations Deputies

OR	other ranks (NATO)
OSD	Office of the Secretary of Defense
PB	President's Budget
PBD	program budget decision
PBG	program budget guidance
PBR	Program Budget/Review
PCS	permanent change of station
PE	peacetime establishment (NATO)
PEC	program element code
PFY	past fiscal year
PM	program manager
PMAD	Personnel Management and Authorization Document
PMGM	program manager's guidance memorandum
POM	program objective memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PSC	principle subordinate command
PSD	personnel services division
PSS	production support staff
QFR	questions-for-the-record
RC	Reserve Component
RDP	resource decision process
RIC	resource identification code
RMD	resource management decision
SACT	U.S. contribution to Supreme Allied Command Transformation
SAMAS	The Structure and Manpower Authorization System
SC	NATO strategic command
SCO	security cooperation organization
SecDef	Secretary of Defense
SelRes	Selected Reserve
SES	Senior Executive Service
SIPRNET	SECRET Internet Protocol Router Network
SOC	special operations command
SOF	special operations forces
SSN	Social Security Number
STRIKFORSOUTH	Naval Striking and Support Forces Southern Europe
SUIC	service unit identification code
TAADS-R	The Army Authorization Document System-Redesign
TDY	temporary duty
TFMMS	Total Force Manpower Management System

T/MR	Table of Manpower Requirements
TWCF	Transportation Working Capital Fund
UMD	unit manpower document
USC	United States Code
USD(C)	Under Secretary of Defense(Comptroller)
USDELMC	U.S. Delegation to the NATO Military Committee
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I)	Under Secretary of Defense for Intelligence
USLO	United States liaison officer
USMILREP	United States Military Representative
USNMR SHAPE	U.S. National Military Representative Supreme Headquarters Allied Powers Europe
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USSOCOM	U.S. Special Operations Command
USTRANSCOM	United States Transportation Command
VNC	Voluntary National Contribution (NATO)
WCF	Working Capital Fund
WG	wage grade

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## GLOSSARY

## PART II—DEFINITIONS\*

\*Unless identified as extracted from Joint Publication 1-02, these definitions are not standardized within the Department of Defense and are applicable only within the content of this instruction.

acquisition. The planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services that are intended for use in, or support of, military missions.

acquisition corps. A subset of a DoD Component's acquisition workforce, composed of selected military and civilian personnel in grades of military O-4 or civilian GS-13 and above, who are acquisition professionals. There is one acquisition corps for each Military Department and one for all other DoD Components, including OSD and the Defense Agencies.

acquisition positions. Civilian positions and military positions that are in the DoD acquisition system, have acquisition duties, and fall in an acquisition position category established by the USD(AT&L).

acquisition workforce. The personnel component of the acquisition system. The acquisition workforce includes permanent civilian employees and military members who occupy acquisition positions, who are members of an acquisition corps, or who are in acquisition development programs.

active duty operational support. A tour of active duty for Reserve personnel authorized from military and Reserve personnel appropriations for work on Active or Reserve Component programs. This includes annual screening, training camp operations, training ship operations, and unit conversion to new weapon systems when such duties are essential. Active duty for special work may also be authorized to support study groups, training sites and exercises, short-term projects, and performing administrative or support functions. By policy, active duty for special work tours are normally limited to 179 days or less in 1 fiscal year. Tours exceeding 180 days are accountable against active duty end strength. Also called ADOS. (DoDI 1215.06)

Active Guard and Reserve. National Guard and Reserve members who are on voluntary active duty providing full-time support to National Guard, Reserve, and Active Component organizations for the purpose of organizing, administering, recruiting, instructing, or training the Reserve Components. Also called AGR. (Joint Publication 1-02)

Active Reserve. The Marine Corps equivalent of AGR personnel. Also called AR.

authorization. An approved military or civilian position on a JTD or JTMD that authorizes the assignment of personnel to perform required tasks. This term also may be used in referring to a total of all the approved authorizations. In contrast with a manpower requirement, a manpower authorization is always funded.

authorization year. The current fiscal year; the second fiscal year of the 7-year period for which manpower requirements are identified in a JTD (the first FY listed on the JTD is PFY).

automatic changes. Changes to joint manpower documents that the Combatant Commands, CCAs, and other joint activities may make without prior coordination with the Services or other resource providers.

budget year. Within the biennial budget process, the budget year is actually the 2 fiscal years following the current fiscal year; the second and third fiscal years of the 7-year period for which manpower requirements are identified in a JTD. As used in this instruction, the term budget year consistently refers to the first budget year, and the second budget year is considered as part of the program years.

ceiling. Manpower limits recommended by the Secretary of Defense and set by Congress.

change manpower package. The document in FMTS used to forward a change request. Also called CMP.

CJCS-controlled activity. An activity that meets all of the following criteria: (1) established by the Chairman of the Joint Chiefs of Staff and acts through a Joint Staff directorate; (2) has a charter approved by the Secretary of Defense; (3) has a designated Executive Agent; (4) is a multi-Service activity that performs a joint mission; (5) has a joint manning document reviewed and managed by the Joint Staff J-1 that contains multi-Service positions; and (6) may have JDA positions that meet and are recommended by the JDAL Validation Board. Also called a Chairman-controlled activity (CCA).

combat support agency. A Defense Agency that is assigned a wartime support mission and designated as a combat support agency by the Secretary of Defense. Also called CSA.

Combatant Command. A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant Commands



typically have geographic or functional responsibilities. Also called unified command; specified command. (Joint Publication 1-02)

critical acquisition position. Those senior positions carrying significant responsibility, primarily involving supervisory or management duties, in the DoD acquisition system. Positions are designated by the Secretary of Defense based on the recommendations of the DoD Component Acquisition Executives and include any acquisition position filled by personnel in the grades of military O-5 or civilian GS-14 and above.

critical joint duty assignment billet. A joint duty assignment position for which, considering the duties and responsibilities of the position, it is highly important that the assigned officer be particularly trained in, and oriented toward, joint matters. Critical billets are selected by heads of joint organizations, approved by the Secretary of Defense, and documented in the Joint Duty Assignment List. (Joint Publication 1-02)

critical occupational specialty. A military occupational specialty selected from among the combat arms in the Army or equivalent military specialties in the Navy, Air Force, or Marine Corps. Equivalent military specialties are those engaged in the operational art in order to attain strategic goals in an operational area through the design, organization, and conduct of campaigns and major operations. Critical occupational specialties are designated by the Secretary of Defense. Also called COS. (Joint Publication 1-02)

cross-Department joint duty assignment. A position in which an officer serves full-time duties with another Military Department or with the armed forces of another nation.

current force. The force that exists today. The current force represents actual force structure and/or manning available to meet present contingencies. It is the basis for operations and contingency plans and orders (Joint Publication 1-02).

DoD contribution. DoD manpower authorizations in an international activity, except those authorized to the U.S. National Military representation international activity.

dual-hatted position. A position with duties in two organizations; e.g., Combatant Command and one of its Service Component commands. If the Service Component carries the position as its authorization, the joint command will reflect it as unfunded in the JTD, and the incumbent is not eligible for JDA credit. The term is also commonly used to describe an individual who serves in two roles in the same activity.

dual-hatted joint duty assignment. A position in which the incumbent officer has responsibilities to both that officer's Service and a joint, combined, or international organization or activity.

Fourth Estate Manpower Tracking System. The secure, Web-based system for the management of joint manpower and personnel. Also called FMTS.

emergency establishment (EE). A table setting out the authorized redistribution of manpower and augmentation for a unit, formation, or HQ under emergency conditions. NATO term comparable to the JTMD. (Joint Publication 1-02)

execution year. The current fiscal year.

executive agent. A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on behalf of the Secretary's behalf. An agreement between equals does not create an executive agent. For example, a Service cannot become a Department of Defense executive agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by the Secretary of Defense. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction and control over specified resources for specified purposes. Also called EA. (Joint Publication 1-02)

exempt joint duty assignment position. A select number of positions in any joint command may be designated as exempt from the requirement for TDY-and-return attendance at Phase II Joint Professional Military Education (JPME). These positions are usually of such importance to the mission of the joint activity that the incumbent cannot be spared for the 10-week period required for JPME Phase II.

full-time equivalent. Civilian FYDP end strength is measured in the budget in whole manpower spaces and full-time equivalents. In order to obtain an FTE, divide the total number of hours worked (or programmed) by the number of compensable hours in the fiscal year to obtain the FTE; e.g., 2,000 hours worked / 1,000 compensable hours = 2 FTEs. Also called FTE.

full-time support. The Navy's equivalent to AGR personnel. They are career military personnel whose chosen specialty is to administer and train drilling Reservists. They are Reservists on full-time active duty and paid from Reserve appropriations. Also called FTS.

Future Years Defense Program. The program and financial plan for the Department of Defense as approved by the Secretary of Defense. The FYDP quantifies forces and resources associated with Secretary of Defense approved programs. It addresses the Budget and Program Years (6 years total). Forces, manpower, and total obligation authority by program element are all reflected in the FYDP. Program elements generally represent an aggregation of organizational entities reflecting the primary and support missions of the Department of Defense. Resources are further subdivided by resource identification codes that identify force type, manpower type, and budget appropriation. Also called FYDP.

individual augmentation/augmentee. An IA is an unfunded temporary duty position (or member filling an unfunded temporary duty position) identified on a Joint Manning Document by a supported Combatant Command to augment staff operations during contingencies. This includes positions at permanent organizations required to satisfy a “heightened” mission in direct support of contingency operations. Either Active or Reserve Component personnel can fill IA positions. An individual mobilization augmentee (IMA) Reservist filling, or activated to, his or her IMA billet is not considered an IA.

individual mobilization augmentee. An individual Reservist attending drills who receives training and is pre-assigned to an Active Component organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. IMAs train on a part-time basis with these organizations to prepare for mobilization. Inactive training for IMAs is decided by Component policy and can vary from 0 to 48 drill periods a year. Also called IMA. (Joint Publication 1-02)

integrated priority list. A list of a Combatant Commander’s highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that, in the judgment of the Combatant Commander, adversely affect the capability of the Combatant Commander’s forces to accomplish their assigned mission. The integrated priority list provides the Combatant Commander’s recommendations for programming funds in the PPBE process. Also called IPL. (Joint Publication 1-02)

international activities. Military staffs and HQs that have multi-country military contributions in which the Department of Defense has representation.

international position. A position in which the incumbent performs full-time duties in an international activity. The incumbent is responsible to international authority, but pay and allowances are the responsibility of the contributing nation.

joint activity. An activity, operation, or organization in which elements of more than one Military Department of the United States, as reflected in joint

manpower program documents, perform joint missions under the auspices of OSD, the Chairman of the Joint Chiefs of Staff, or the commander of a Combatant Command or combined command.

joint duty assignment. An assignment to a designated position in a multi-Service, joint, or multinational command or activity that is involved in the integrated employment or support of the land, sea, and air forces of at least two of the three Military Departments. Such involvement includes, but is not limited to, matters relating to national military strategy, joint doctrine policy, strategic planning, contingency planning, and C2 of combat operations under a unified or specified command. Also called JDA. (Joint Publication 1-02)

Joint Duty Assignment List. Positions designated as joint duty assignments are reflected in a list approved by the Secretary of Defense and maintained by the Joint Staff. The Joint Duty Assignment List is reflected in the Joint Duty Assignment Management Information System. The following are excluded from the Joint Duty Assignment List: (1) assignments for joint education and/or training; (2) assignments within an officer's own Military Department; (3) temporary or overage positions; (4) positions requiring grade O-3 and below; (5) positions requiring Reserve officers not on the active duty list; and (6) positions requiring officers in professional specialties—medical officers, dental officers, veterinary officers, medical service officers, nurses, biomedical sciences officers, chaplains, and judge advocates. Also called JDAL. (Joint Publication 1-02)

Joint Duty Assignment Management Information System (JDAMIS). The automated management information system database maintained by the Chairman of the Joint Chiefs of Staff and the Defense Manpower Data Center and managed and updated by the Chairman of the Joint Chiefs of Staff and the Services. Joint activities that do not have JDAMIS update capability keep the Services informed of changes that affect JDAMIS. JDAMIS supplements existing Service manpower and personnel systems by providing automated files reflecting the approved JDAL and personnel data pertaining to officers who are JSOs or JSO nominees and other officers who have served or are serving in JDA positions or have completed or are attending PJE. Current and historical files in JDAMIS are used to prepare the Goldwater-Nichols Act Implementation Report Appendix to the Secretary of Defense Annual Report to President and the Congress.

joint manpower document. The document that reflects an activity's tasks, functions, organization, current and projected manpower needs, and, when applicable, its required mobilization augmentation. Also called JMD.

joint manpower program. The document that reflects an activity's mission, functions, organization, current and projected manpower needs, and, when applicable, its required mobilization augmentation. A recommended joint manpower program also identifies and justifies any changes proposed by the commander/director of a joint activity for the next 5 fiscal years. Also called JMP. (Joint Publication 1-02)

joint matters. Matters relating to the integrated employment of land, sea, and air forces, including matters relating to national military strategy, strategic planning, and contingency planning and C2 of combat operations under a Combatant Command.

joint specialty officer or joint specialist. An officer on the active duty list who is particularly trained in, and oriented toward, joint matters. Also called JSO. (Joint Publication 1-02)

joint specialty officer nominee. An administrative classification of an officer, grade O-3 or above, assigned to a joint duty assignment or who has completed a full tour of duty in a joint duty assignment, nominated by the Secretary of a Military Department as a joint specialty officer nominee. To be nominated as a joint specialty officer nominee, the officer must have successfully completed a Program of Joint Education or possess a critical occupational specialty. Also called JSO nominee.

Joint Strategic Planning System. The primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the Combatant Commanders, carries out his statutory responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces; prepare strategic plans; prepare and review contingency plans; advise the President and Secretary of Defense on requirements, programs, and budgets; and provide net assessment on the capabilities of the Armed Forces of the United States and its allies as compared with those of their potential adversaries. Also called JSPS. (Joint Publication 1-02)

Joint Table of Distribution. A manpower document that identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year (authorization year) and those spaces which have been accepted for planning and programming purposes for the 5 subsequent fiscal years (program years). Also called JTD. See also joint manpower program. (Joint Publication 1-02)

Joint Table of Mobilization Distribution. A manpower authorization document that identifies the organization of the peacetime structure and the additional positions required to augment the existing positions on the JTD in time of mobilization. Also called JTMD.

Joint Task Force. A joint force that is constituted and so designated by the Secretary of Defense, a Combatant Commander, a subunified commander, or an existing joint task force commander. Also called JTF. (Joint Publication 1-02)

joint warfighting capabilities assessment. A team of warfighting and functional area experts from the Joint Staff, unified commands, Services, OSD, and Defense Agencies tasked by the Joint Requirements Oversight Council with completing assessments and providing military recommendations to improve joint warfighting capabilities. Also called JWCA. (Joint Publication 1-02)

jointly manned activity. A joint organization, activity, or element that meets the following criteria: (1) must be chartered by the Secretary of Defense or Chairman of the Joint Chiefs of Staff as a jointly manned activity; (2) must have a single Service as Executive Agent; (3) must be a multi-Department or multinational activity or element that performs a joint mission; (4) must report operationally to a Combatant Command or combined command, international organization (e.g., NATO, NORAD or the United Nations), or to/through the Chairman of the Joint Chiefs of Staff in the performance of a joint mission; (5) must have Service manning documents that are managed by the Executive Agent and approved by the Services; (6) positions should be equally distributed so that Service responsibility and influence can appropriately reflect the assigned mission (normally not more than 60 percent for any single Military Department); and (7) may have JDA positions that meet and are recommended by the JDAL Validation Board. Organizations that are integral to a single Military Department (e.g., Service major commands) are not included in this definition for JDA purposes.

Joint Staff Labor Validation Board. The Joint Staff will convene a Labor Validation Board to ensure compliance with its established manpower baseline and vet requests for realigning resources to meet emerging requirements. The board will be co-chaired by the Vice Director for Manpower and Personnel, and the Deputy Comptroller, and will convene at least quarterly to validate requests for manpower. Directors may request out-of-cycle meetings as required.

key billets. Billets designated as having unusual responsibility. Such positions may be granted extended tour lengths for continuity by the Services. Designation of a position as a key position affects tour length, availability of government quarters, and dependent concurrent travel permission for incumbents to that position.

key positions. A federal position that cannot be vacated during a national emergency or mobilization without seriously impairing the capability of the parent federal agency or office to function effectively. There are four categories of federal key positions, which are listed in the DoDD 1200.7 Series. The first three categories are, by definition, key positions. Only the final category requires a case-by-case determination and designation.

Major DoD Headquarters Activities. Those HQs (and the direct support integral to their operation) whose primary mission is to manage or command the programs and operations of the Department of Defense, the DoD Components, and their major military units, organizations, or agencies. Activities listed and defined in the DoDD 5100.73 Series.

manpower authorization. A funded manpower requirement included in the JMPP with detail defining its function, organization, location, skill(s), grade, special requirements, and JDA number, if applicable.

manpower management. The means of manpower control to ensure the most efficient and economical use of available manpower. (Joint Publication 1-02)

manpower management survey. Systematic evaluation of a functional area, using expert knowledge, manpower scaling guides, experience, and other practical considerations in determining the validity and managerial efficiency of the function's present or proposed manpower establishment. (Joint Publication 1-02)

manpower requirement. Human resource needed to accomplish specified workloads of an organization broken out by command, activity, skill(s), grade, and location.

manpower resources. Human resources available to the Services, which can be applied against manpower requirements. (Joint Publication 1-02)

mobilization. 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. 2. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components, as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes, but is not limited to, the following categories: (1) selective mobilization—expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack; (2) partial mobilization—expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security; (3) full mobilization—expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, as well as all individual reservists, retired military personnel,

and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security (Reserve personnel can be placed on active duty for the duration of the emergency plus 6 months); and (4) total mobilization—expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. Also called MOB. (Joint Publication 1-02)

NATO Annual Manpower Plan (NAMP). The NAMP is a seven-year rolling manpower plan that covers the current year, the forthcoming budget year, and the subsequent five planning years. The NAMP is the NATO Military Committee's prime document for planning and authorizing international manpower requirements. It is the means whereby the NATO Military Committee is advised of proposed changes to manpower requirements over the next 6 years and informed of the military and civilian manpower numbers committed by the nations to NATO military bodies. In particular, the NATO Annual Manpower Plan is the means by which commands seek Military Committee approval for the next fiscal year (the first year of the NATO Annual Manpower Plan) for new military and civilian posts and changes to existing posts. Changes done out-of-cycle are also reported in the NATO Annual Manpower Plan. The NAMP also provides an assigned strength report as of 1 January of the current year.

NATO Defense Manpower Committee. A subcommittee of the NATO Military Committee composed of national representatives who advise the Military Committee on manpower matters.

NATO fiscal year. NATO activities use the CY of 1 January through 31 December as the NATO fiscal year in accounting for NATO manpower resources instead of the U.S. fiscal year of 1 October through 30 September.

nominative position. 1. In manpower, a position in which the incumbent is selected from Service nominees rather than assigned to a specified Service. This instruction uses the term in this sense. For nominative positions, the current authorization (Service and grade of incumbent) is entered into the JTD only for that tour of duty. The Service designation of a nominative position is changed to reflect the Service and grade of the incumbent. The use of nominative positions should be minimized because the Services cannot program for them. 2. In personnel, the term "nominative position" refers to the practice of providing several candidates for a position from which the commander or director may choose the one deemed most qualified.



non-quota post. An international military post that is open to all nations and that is filled by an individual who is selected by a defined process from among nominees from nations. Normally, such posts are important enough to justify all nations having the opportunity to fill them at the end of each incumbent's tour.

peacetime establishment. A table setting out the authorized peacetime organizational structure and manpower requirements for a NATO unit, formation, or HQ. Also called peacetime complement. (NATO term comparable to the JTD.)

personal staff. Military personnel authorized to assist GO/FOs are called personal staff. Officer aides are included in the manpower authorization for joint and international activities. Enlisted aides are authorized by the Service of the GO/FO concerned and are not reflected in the JTD.

Planning, Programming, Budgeting, and Execution. A cyclic process with four phases: planning, programming, budgeting, and execution. The process provides for decision making on future structure and programs while permitting prior decisions to be analyzed from the viewpoint of the present. Also called PPBE.

position. Indicates a manpower authorization that may be filled by one person. NATO activities also use the term "post."

Presidential Reserve Callup Authority. Provision of a public law (10 U.S.C. 12304) that provides the President a means to activate, without a declaration of national emergency, not more than 200,000 members of the Selected Reserve and the Individual Ready Reserve (of whom not more than 30,000 may be members of the Individual Ready Reserve) for not more than 270 days to meet the support requirements of any operational mission. Members called under this provision may not be used for disaster relief or to suppress insurrection. This authority has particular utility when used in circumstances in which the escalatory national or international signals of partial or full mobilization would be undesirable. Forces available under this authority can provide a tailored, limit-scope, deterrent or operational response or may be used as a precursor to any subsequent mobilization. Also called PRCA. (Joint Publication 1-02)

program objective memorandum. The primary programming document submitted by major DoD Components, including the Services, Defense Agencies, and other resource sponsors, recommending military structure and programs that best achieve the capabilities described in the Defense Planning Guidance and remaining within the overall funding limits for fiscal guidance. Also called POM.

program years. Program years are the 6 fiscal years following the budget year.

programmed forces. The forces that exist for each year of the Future Years Defense Program. They contain the major combat and tactical support forces that are expected to execute the national strategy within manpower, fiscal and other constraints. See also current force. (Joint Publication 1-02)

quota post. An international military post that a particular nation has accepted to fill indefinitely.

Ready Reserve. The Selected Reserve, Individual Ready Reserve, and Inactive National Guard liable for active duty as prescribed by law (Title 10 (DoD), United States Code, sections 10142, 12301, and 12302). (Joint Publication 1-02)

realignment. The changing of the department of a position to reflect the position in another department. No other data elements (except department and job title) are changed in any way.

Reserve Program Administrator. The Coast Guard equivalent to AGR personnel. Also called RPA.

resource management decision. Documents resource management decisions approved by the Secretary of Defense for annual program and budget review processes.

resource provider. As used in this instruction, the term applies to those entities responsible for funding and managing manpower resources within a specific program; e.g., special operations forces, the Military Intelligence Program, Security Assistance Organizations, the Defense Health Program, and the Transportation Working Capital Fund.

review authority. Generally, a resource manager who plays a significant role in effecting at least part of any change to the JMP and who must coordinate in the portion of the change request the manager resources. The Services, for example, exercise review authority over their own positions and may comment on other Services' manpower. Generally, USD(P&R), acting for the Secretary of Defense, will resolve differences between the Services and the Chairman of the Joint Chiefs of Staff on joint manpower matters.

rotational position. A position filled by different Services or nations on a sequential basis. Rotation is normally based on a fixed number of years; however, it can occur upon the departure of each incumbent. When a fixed tour is not prescribed, the Service of the incumbent is shown in the JTD throughout the program years until assignment of a replacement. Rotational positions are identified by appropriate coding in the JTD, including Service

sequence and timing of rotation, i.e., month and year. Also called rotational billet.

security cooperation organization. All DoD elements located in a foreign country with assigned responsibilities for carrying out security assistance management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups and defense attaché personnel designated to perform security assistance functions. Also called SCO.

Selected Reserve. Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all other Reserves. All Selected Reservists are in an active status. The Selected Reserve also includes persons performing initial active duty for training. See also Ready Reserve. (Joint Publication 1-02)

U.S. National Delegation. DoD positions authorized to the U.S. National Military Representative to an international activity.

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