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**CJCSI 1001.01C
21 February 2024**

JOINT MANPOWER AND PERSONNEL PROGRAM



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

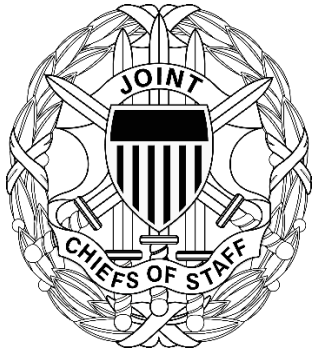
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JOINT MANPOWER AND PERSONNEL PROGRAM

References: See Enclosure R.

1. Purpose. This instruction provides policy and establishes responsibilities and procedures for determining, assessing, validating, documenting, and maintaining joint manpower requirements as part of the Joint Manpower Program (JMP). 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 JMP and the Joint Personnel Program (JPP).

2. Superseded/Cancellation. Chairman of the Joint Chiefs of Staff (CJCS) Instruction (CJCSI) 1001.01B, "Joint Manpower and Personnel Program," 7 October 2014 is hereby superseded.

3. Applicability

a. This instruction applies only to CJCS, CJCS-controlled activities (CCAs), Combatant Commands (CCMDs), North Atlantic Treaty Organization (NATO), North American Aerospace Defense Command (NORAD), and other joint organizations. It applies to the Military Departments and Department of Defense (DoD) agencies only with respect to manpower assigned to the above joint organizations.

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

4. Policy. This instruction implements DoD Directive (DoDD) 1100.4, "Guidance for Manpower Management," 12 February 2005; DoD Instruction (DoDI) 1100.22, "Policy and Procedures for Determining Workforce Mix," 12 April 2010, change 1 incorporated 1 December 2017; and DoDI 7730.64,

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“Automated Extracts of Manpower and Unit Organizational Element Files,” 11 December 2004. It prescribes procedures for the CJCS, CCAs, CCMDs, NATO, NORAD, and other joint organizations to gain consideration for new joint manpower requirements, request attribute changes to existing joint manpower billets, and manage the data elements using the Office of the Secretary of Defense’s (OSD’s) Fourth Estate Manpower Tracking System (FMTS).

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 NATO structure changes and incorporation of the Defense Intelligence Agency’s (DIA’s) Military Intelligence Program (MIP) in the Joint Manpower Validation Process (JMVP).
 - b. Adds U.S. Cyber Command (USCYBERCOM) Enhanced Budget Control authority to Enclosure C.
 - c. Adds non-recognized requirements to Enclosure E.
 - d. Removes the Resourcing Options section (formerly paragraph 5) from Enclosure F due to the Joint Staff Directorate for Force Structure, Resources, and Assessment, J-8 mission change.
 - e. Removes the previous Enclosure G (“Fourth Estate Manpower Tracking System” due to the Office of the Director of Administration and Management’s mission change.
 - f. Updates the U.S. Navy (USN) manpower and personnel process and the U.S. Air Force (USAF) enlisted assignment process in Enclosure I.
 - g. Adds the U.S. Space Force (USSF) manpower and personnel process to Enclosure I.
 - h. Updates the references and glossary and includes various administrative changes.
 - i. Provides timelines for the Services and CCMDs to enter requirements data as requested by the U.S. Government Accountability Office in its final report.

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j. Removes descriptions of NATO activities from Enclosure K and adds references to websites describing the activities.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). DoD Components (including the CCMDs), other Federal agencies, and the public may obtain copies of this directive through the internet from the CJCS Directives Electronic Library at: <<https://www.jcs.mil/library>>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network (SIPRNET) Directives Electronic Library websites.

9. Effective Date. This INSTRUCTION is effective upon signature.

For the Chairman of the Joint Chiefs of Staff:



MICHAEL L. DOWNS, Maj Gen, USAF
Vice 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
- G – Fourth Estate Manpower Tracking System Standard Manpower Organizational and Data Elements Policy
- H – Joint Personnel Program Management
- I – Joint Manpower and Personnel Interface with Service Processes
- J – Joint Mobilization Requirements and Reserve Support to Joint Organizations
- K – U.S. Manpower for North Atlantic Treaty Organization Military Commands and Agencies Major Force Program Ten
- L – Agencies in National Intelligence Program and Military Intelligence Program Manpower Major Force Program Three
- M – U.S. Manpower in Security Cooperation Organizations Major Force Program Ten
- N – U.S. Special Operations Command Manpower Major Force Program Eleven
- O – Defense Health Program Manpower Major Force Program Eight

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P – Manpower Funded by the Transportation Working Capital Fund
Q – Defense Acquisition Career Workforce Major Force Program Seven
R – References

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ENCLOSURE A

JOINT MANPOWER PROGRAM: RESPONSIBILITIES

1. Introduction. Enclosure R, reference (d) outlines authorities for JMP execution and forces support .

2. Responsibilities

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

(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 all joint organizations establish a JMP in accordance with (IAW) applicable directives in Enclosure R, reference (d).

(4) Coordinate on proposed military and civilian authorization changes that deviate from programmed levels during the year of execution.

b. CJCS is responsible for the administration and execution of the JMP and will:

(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 (ICW) Military Departments.

(5) Develop guidelines to identify peacetime, wartime, contingency, and mobilization requirements.

c. Combatant Commanders and Directors of CCAs are responsible for establishing a JMP, and:

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

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

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

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

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

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

ENCLOSURE B

JOINT MANPOWER PROGRAM: PROCESS OVERVIEW

1. Introduction. The objective of the JMP is to ensure joint organizations have the minimum manpower with the appropriate skills and experience to carry out OSD-assigned missions, tasks, and functions. This enclosure describes the initial steps in the joint manpower process. It is important to note that the JMP requirements determination process is not a stand-alone process, but supports the OSD Program Budget Review process. JMP precedes OSD's process and informs joint organizations, the Joint Staff J-8, OSD CAPE, and the Office of the Under Secretary of Defense (Comptroller) (OUSDC) on the manpower validated for sourcing consideration.

2. Components of the Joint Manpower Program. The JMP has three principal components: the 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. Joint Manpower Program Process

a. The JMP process is essentially a cycle following:

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

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

(3) Mechanisms for translating joint authorizations into specific Service personnel assignment actions to fill 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 specific tasks and functions.

(2) The Commanders and Directors organize to meet their assigned missions and determine 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.

(3) Authorized joint manpower (i.e., authorizations) is a list of approved, funded manpower requirements contained in the JTD via the DoD Resource Data Warehouse and Next Generation Resource Management System by Program Element Code (PEC) and Resource Identification Code (RIC).

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

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

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

(7) Validated, unfunded joint manpower may be listed in CCMDs and joint organizations for no more than two funding cycles.

(8) Commanders and Directors submit change manpower packages (CMPs) to make changes to their existing 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.

(b) The Joint Staff J-15/Human Capital Division (HCD) reviews and coordinates CMPs with the Services and DIA and advises joint organizations of their status.

(c) The initial focus of the Services and Defense Agencies 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 DIA should then review their ability to resource the end strength, grade, and skill requested. If a solution is unable to be reached between the command and Service or DIA, then no changes will be made to the position.

(d) If approved, the Joint Staff J-15/HCD updates the JTD/JTMD and informs the Services and DIA in an “implementer” to complete the joint manpower cycle.

(e) If the Service or DIA 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. 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)/Secretary of Defense (SecDef)/Deputy Secretary of Defense (DepSecDef)-directed and Unified Command Plan (UCP)-based; *National Defense Strategy* (NDS)-directed; or as directed by National Security Presidential Directives (NSPDs), laws, or treaties).

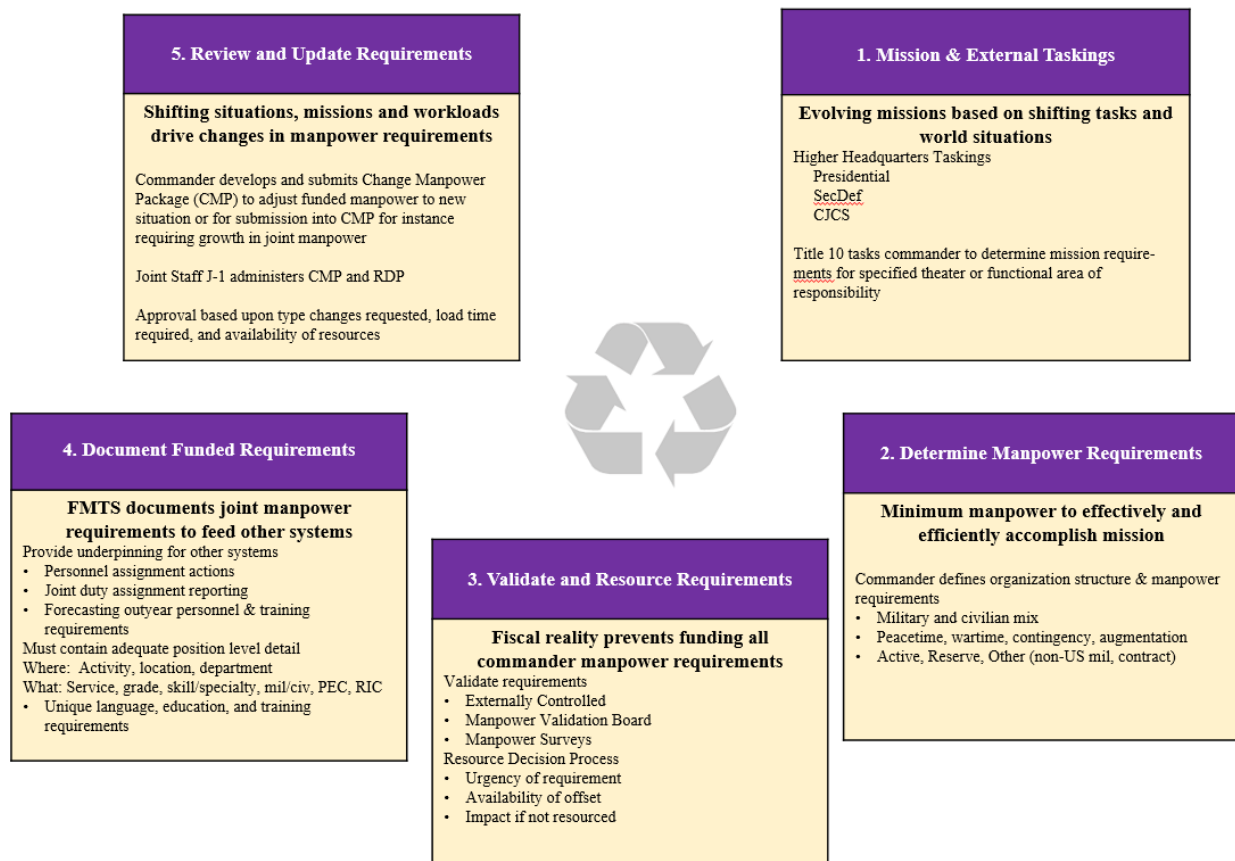


Figure B-1. Joint Manpower Program Process.

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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 manpower requirements.
2. Organization, Missions, and Functions. The initial step in the joint manpower process is to define all missions, tasks, and functions assigned to the activity by higher authority and establish an organizational structure to carry out these functions. The organizational structure will be documented in FMTS and is the basis for determining 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 POTUS and SecDef. Each joint organization will present the justification and workload analysis used to quantify and qualify manpower requirements. Organizations should submit a manpower study conducted by an external manpower element that uses standard manpower practices. However, if an internal study is conducted, the joint organization must clearly illustrate the methodology used to quantify and qualify the manpower request, including any workload data depicting the total number of requirements. All manpower studies must include workload data. A manpower study will be considered valid if it has been completed within the past 5 years and there has not been a significant change in the mission or workload since completion of the study (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 over hire, 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 CMP submission. Such workload changes will not be used as justification for joint manpower growth or an out-of-cycle request.

d. Joint organizations 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 POTUS/SecDef/DepSecDef; UCP guidance; NDS direction; or as required by laws or treaties to support the RDP, joint organizations 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 organization and a Service Component will 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 CCMD.

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

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 organization manpower requirements may include positions outside the DoD, such as U.S. Coast Guard (USCG) requirements or allied military requirements.

m. When joint organizations submit CMPs that entail a change to a grade or critical skill code, the position description (PD) will also be updated to capture the change in responsibilities and/or duties to justify the change request.

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

o. The FYDP is uploaded to the FMTS Resource module no later than (NLT) 45 days after approval of the President's Budget (PB). Any resulting change to a joint organization will be submitted in the next CMP cycle or within 6 months (whichever comes first).

p. Other considerations applicable to joint organizations 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 4 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 Service personnel assignment systems. See Enclosure I for the data required to define a joint manpower requirement in FMTS.

5. Civilian Positions. The Service assigned as the CCMD Support Agency (CCSA) administers civilian positions at CCMDs. Civilian positions at other joint organizations belong to the host, CCSA, 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.

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 PEC. In general, joint organizations 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 MIP. These positions are in separate NIP and MIP activities and identified by specific PECs. Service intelligence positions are not externally controlled. The Joint Staff Directorate for Manpower and Personnel, J-1 does not approve new requirements for military and civilian NIP billets. The Joint Staff will validate DIA in support of CCMD non-NIP military intelligence billets via the JMVP and forward them to the Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S)) for consideration. During Battlespace Awareness Program Budget/Review (PBR) deliberations, the PPBE process determines whether these requirements will receive funding or be forwarded to OSD CAPE for PBR deliberations. See Enclosure L.

b. Security Cooperation Organizations. Most positions in security cooperation organizations (SCOs) are funded by title 22 (foreign military sales and foreign military financing administration accounts), U.S. Code or title 10 (operation and maintenance), U.S. Code 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 title 22, U.S. Code security assistance-funded billets: PEC 1001xxx for "Support to Other Nations." SCO positions in other PECs are not externally controlled and are approved by the Joint Staff J-1. Title 22, U.S. Code manpower is validated and approved by DSCA. See Enclosure M.

c. Special Operations Forces. Positions in this category are funded and determined by U.S. Special Operations Command (USSOCOM). See Enclosure N.

d. U.S. Cyber Command. Positions in this category are funded and determined by USCYBERCOM. The authorities for Enhanced Budget Control were codified into law along with the establishment of USCYBERCOM in the *2017 National Defense Authorization Act*. In fiscal year (FY) 2024, mission, funding and civilian personnel from the Military Departments, Defense

Information Services Agency, and Defense Agencies transferred to consolidate cyber mission force capabilities, funding, and personnel under USCYBERCOM to have control and authority of DoD's joint cyber mission force. The National Security Agency (NSA) is excluded from the funding transfer.

e. Defense Health Program. Defense Health Program (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 O.

f. Transportation Working Capital Fund. The Transportation Working Capital Fund (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 TWCF are in PECs 0408090JT (Combatant HQ-USTRANSCOM, Defense Working Capital Fund (DWCF)), 0408020JT (USTRANSCOM Activities, DWCF) and 048033JT (USTRANSCOM Defense Courier), and consequently the Joint Staff J-1 does not approve new manpower requirements. See Enclosure P.

g. 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 Q.

h. Counterdrug. Civilian positions in the Counterdrug Support program (begin with PEC 020114xxx) are externally controlled and must be validated and approved by the OSD Counterdrug Program Manager.

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

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

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

b. The underlying intent of the JMVP is to ensure DoD is making informed decisions when establishing new manpower requirements in support of the NDS, UCP, and the *National Military Strategy*. Requests must clearly demonstrate the link to a new or expanded mission from the UCP, POTUS, SecDef, DepSecDef, or NDS directive.

c. Requests for new joint manpower for CCMDs, Joint Staff Directorates, and CCAs 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 User's Guide. CCMDs, Joint Staff Directorates, and CCAs must submit a letter of intent to participate in the upcoming JMVP cycle via memo to the Director, Joint Staff J-1 (DJ-1). The Joint Staff J-1 will then convene a 2-Star Mission Validation Panel to provide an initial assessment of mission drivers of new submissions across all CCMDs, the Joint Staff, and CCAs.

d. The purpose of the panel is to understand the mission, directives, requirements, and operational impact if not sourced. The panel will make a recommendation to the Vice Chairman of the Joint Chiefs of Staff (VCJCS) on which mission should proceed to manpower validation. The Joint Manpower Board (JMB) validates the appropriate size and associated Service, military, or civilian skills requested for permanent manpower growth of the validated missions.

(1) The 2-star Mission Validation Panel is led by the DJ-1. The Joint Staff Directorate for Operations, J-3; the Joint Staff Directorate for Strategy, Plans, and Policy, J-5, and Joint Staff J-8 representatives are core members. When a CCMD's new manpower request involves MIP intelligence skills, a Joint Staff Directorate for Intelligence, J-2 representative will also participate. MIP positions will be reviewed in conjunction with a JMVP submission and validated during the Joint Staff JMVP.

(2) Resources for additional manpower requirements are scarce. The CCMDs, Joint Staff Directorates, and CCAs requesting new joint billets are required to provide their lowest priority mission/function and associated manpower resources to be considered as offsets for new requirements during the PBR Issue Nomination Process.

(3) JMB membership consists of representatives from the Services and the Joint Staff J-2 (for MIP requirements). Organizations shall submit a manpower study that uses standard DoD manpower requirements determination practices as employed, for instance, by the USAF Manpower Analysis Agency, the U.S. Army (USA) Manpower Analysis Agency, the USN Manpower Analysis Center, or various government contractors. Though

external manpower studies are preferred, internal studies are permissible if these studies document their methodology and contain complete workload data. A manpower study will be considered valid if it has been completed within the past 5 years and there has not been a significant change in the mission or workload since completion of the study. The JMVB provides the requesting organization with an opportunity to justify each joint manpower requirement in terms of military/civilian, Service, grade, and skill. The JMVB will provide recommendations on the quantity and composition of all requested requirements.

(4) The 2-Star Manpower Validation Panel is led by the DJ-1 with membership from Joint Staff J-3, Joint Staff J-5, Joint Staff J-8, and Joint Staff J-2 (for MIP requirements). The panel reviews the recommended manpower requirements for validation, establishing the manpower required to conduct the submitted missions.

(5) The results of the 2-Star Manpower Validation Panel are briefed to the VCJCS for concurrence or modification.

(6) The outcome of the JMVP is an implementation memo signed by DJ-1. A list of all recommended manpower requirements for resources consideration will be provided to the Joint Staff J-8.

(7) The Joint Staff J-15/HCD maintains a JMVP User's 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.

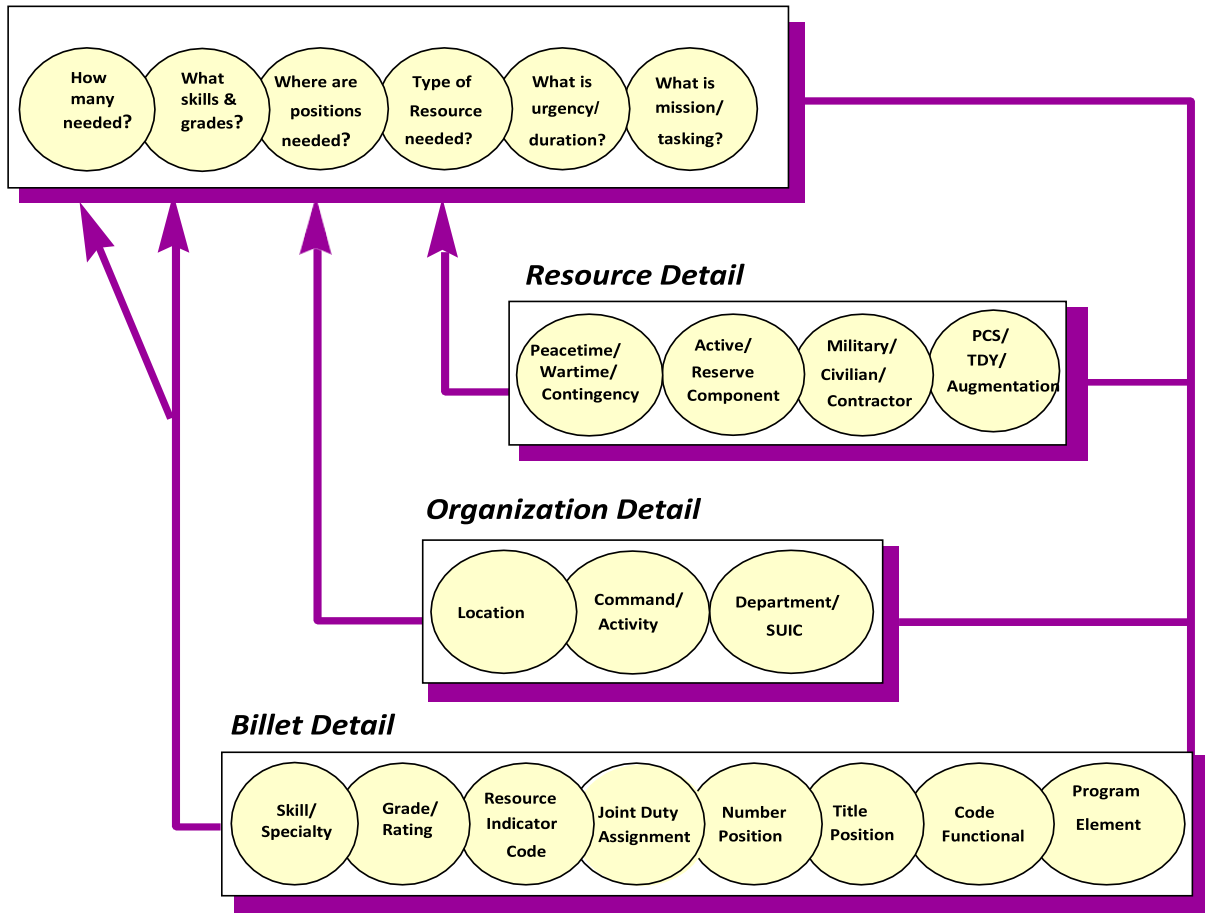


Figure C-1. Manpower Requirements Considerations.

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PBR25 Joint Manpower Validation Process

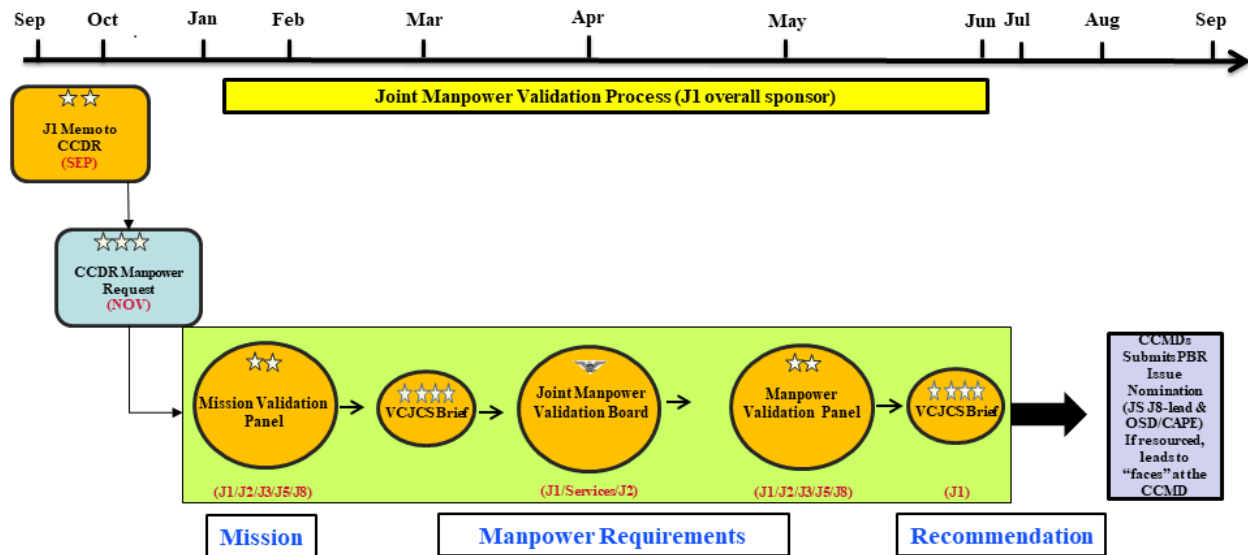


Figure C-2. Joint Manpower Validation Process.

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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 JTD and JTMD document manpower requirements for an organization to accomplish its assigned missions. This enclosure describes JTD and JTMD elements. 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 and authorization document. The JTD shows the funding authorized for joint manpower requirements in the past fiscal year (PFY), current fiscal year (CFY), and the next 5 program years IAW the FYDP.

a. Manpower authorizations are manpower requirements that have been determined by an approved methodology, reviewed and recommended by CJCS, and coordinated and funded (or programmed for funding) in the out years by Services and other resource providers.

b. Manpower authorizations are defined by PEC, Service, skill, grade, and any other position attribute required by 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 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 estimated position fill date.

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.

(2) Directed via the RDP.

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(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-15/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 JTMD: (1) JTMD will have the mobility block checked (i.e., mobility equals “Y”) and (2) RICs will indicate a Reserve Component (RC) position with either drills (units or individual mobilization augmentee (IMA)) or other IMAs).

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

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

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APPENDIX A TO ENCLOSURE D

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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	2009					
001/01--0110	03/04/2009-Active	A T-SCI															
Mohringen																	
00083350	0175 SPEC ASST TO CMDR INTERAGENCY	SES O NR V 0505		W6L6AA 0201109JF	RESOURCES 1100	-	-	-	-	-	-	2009					
	04/13/2009-Active	A T-SCI															
Stuttgart																	
00083351	0175 USAID DEV AND HA ADV	SES O NR V 0136		W6L6AA 0201109JF	CDR 1753	-	-	-	-	-	-	2009					
	10/01/2008-Active	A T-SCI															
Mohringen																	
00076141	0001 EXECUTIVE OFFICER	J O6 N A 01A		W6L6AA 0901545JF	CDR 6	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	9087	41099 0201990JF	CDR 5	1	1	1	1	1	1	2009					
3602264	10/01/2008-Active	A T-SCI															
Mohringen																	
00076142	0002 AIDE-DE-CAMP	J O4 N N 1000		41099 0901545JF	CDR 7	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	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	2010					
	10/02/2009-Active	A S															
BERLIN, GERMANY																	
00076143	0103 ADMIN CHIEF TO THE COMMANDER	E8 P M 0193		TA8 0201990JF	CDR 12	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																

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Figure D-1. Sample Joint Table of Distribution.

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Appendix A
Enclosure D

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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				
SVC BILLET ID	Eff	Date-Status	Posn	Status	Clearance	REMARKS	CODE														
Location	BILLET COMMENT																				
B21700001	OFFICE OF THE COMMANDER		B2170																		
00086148	0011	MOBILIZATION ASST	07	N	N	1000		0001			41099	0901545JF	JTMD	7	0	0	0	0	0	0	2010
2788980	10/03/2009-Active A		S																		
Stuttgart	BILLET APPROVED BY CJCS 29 JUN 09.																				
00086069	0011	EXECUTIVE ASST	05	P	N	1000	9930				41099	0201990JF	JTMD	3	1	1	1	1	1	1	2010
2789017	10/01/2009-Active A		S																	001829	
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																				
00086210	0019	OPERATIONS OFFICER	05	P	F	16G4					PE1RFDZ00201990JF	JTMD	4	1	1	1	1	1	1	1	2010
000001871R	10/01/2009-Active A		S																	001829	
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10. SKILL 2 IS 16R4.																				
00085985	0105	EXECUTIVE OFFICE MANAGER	E9	P	A	00Z					W6L6AA	0201990JF	JTMD	1	1	1	1	1	1	1	2010
Stuttgart	10/01/2009-Active A		S																	001829	
	PBD 705, 28 OCT 08; pages 20-21. FY10.																				
	Totals For Department: B21700001 OFFICE OF THE COMMANDER																				
			FUNDED:																		
			NOT FUNDED:																		
			REQUIRED:																		
			3 3 3 3 3 3 3																		
			1 1 1 1 1 1 1																		
			4 4 4 4 4 4 4																		
B21700011	FOREIGN POLICY ADVISOR		B2170																		
00085987	0007	ASST DEP FOREIGN POLICY ADV	06	P	A	01A		0011			W6L6AA	0201990JF	JTMD	10	1	1	1	1	1	1	2010
Stuttgart	10/01/2009-Active A		S																	001829	
	PBD 705, 28 OCT 08; pages 20-21. FY10.																				
00085988	0105	SR ENL ASST TO DEP FOREIGN POL	E8	P	A	42A					W6L6AA	0201990JF	JTMD	11	1	1	1	1	1	1	2010
Stuttgart	10/01/2009-Active A		S																	001829	
	PBD 705, 28 OCT 08; pages 20-21. FY10.																				
	Totals For Department: B21700011 FOREIGN POLICY ADVISOR																				
			FUNDED:																		
			NOT FUNDED:																		
			REQUIRED:																		
			2 2 2 2 2 2 2																		
			0 0 0 0 0 0 0																		
			2 2 2 2 2 2 2																		
B21700012	PUBLIC AFFAIRS		B2170																		
00085990	0019	PUBLIC AFFAIRS OFFICER	04	P	F	35P4		0012			PE1RFDZF0201990JF	JTMD	15	1	1	1	1	1	1	1	2010
000001761R	10/01/2009-Active A		S																	001829	
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																				
00086215	0019	PUBLIC AFFAIRS OFFICER	04	P	F	35P4					PE1RFDZF0201990JF	JTMD	14	1	1	1	1	1	1	1	2010
000001851R	10/01/2009-Active A		S																	001829	
Stuttgart	PBD 705, 28 OCT 08; pages 20-21. FY10.																				
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Figure D-2. Sample Joint Table of Mobilization Distribution.

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Appendix A
Enclosure D

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EJ00002.sqr		JOINT TABLE OF DISTRIBUTION - ACTIVE and MOBILIZATION - APPROVED ONLY																	
Instance: 145192		AFRICOM																	
ALL SERVICES		Activity: B2170 HQ USAFRICOM - Including Sub-Activities																Printed: 01/15/2010	
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
SVC	BILLET ID	Eff Date-Status	Posn	Status	Clearance	REMARKS	CODE												Batch #
Location		BILLET COMMENT																	Group ID

B21700010	SENIOR ENL ADV		B2170																
00075646	0200	ADMIN SENIOR ENLISTED LEADER	GS7	P	A	0301	0010	W6L6AA	0201990JF	CDR 21			1	1	1	1	1	1	2009
010/03--0110		10/01/2008-Active	A	S														001279	
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																
00083347	0175	FOREIGN POLICY ADVISOR	SES O NR	V	0131	0011	W6L6AA	0201109JF	POLAD 1186				-	-	-	-	-	-	2009
		10/01/2008-Active	A	T-SCI														001780	
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														001829	
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														001279	
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														001829	
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																
00076296	0001	DIRECTOR	J	O6	P	A	46A	0012	W6L6AA	0201990JF	OUTREACH 515		1	1	1	1	1	1	2009
012/01--0110		10/01/2008-Active	A	T-SCI														001279	
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Figure D-3. Sample Joint Table of Distribution-Active and Mobilization.

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Appendix A
Enclosure D

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Appendix A
Enclosure D

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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 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. Non-Recognized Requirements. PE Code 9999999x is used for requirements that do not have FYDP available against a position in the JTD/JTMD (e.g., over strength, excess, and detail).
3. Types of Changes. Proposed changes to the JMP fall into the following categories.
 - a. “Automatic” Changes. These are minor changes, but represent most changes requested by joint organizations. Since automatic changes do not require Service coordination, joint organizations may submit a CMP at any time and update the FMTS database. Figure E-1 lists 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 Services’ planning, programming, and resourcing 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 validated via the JMVP to add additional manpower requirements and authorizations.

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(5) Movement of incumbent billets between stations/installations (permanent change of station (PCS)) with or without a permanent change of assignment.

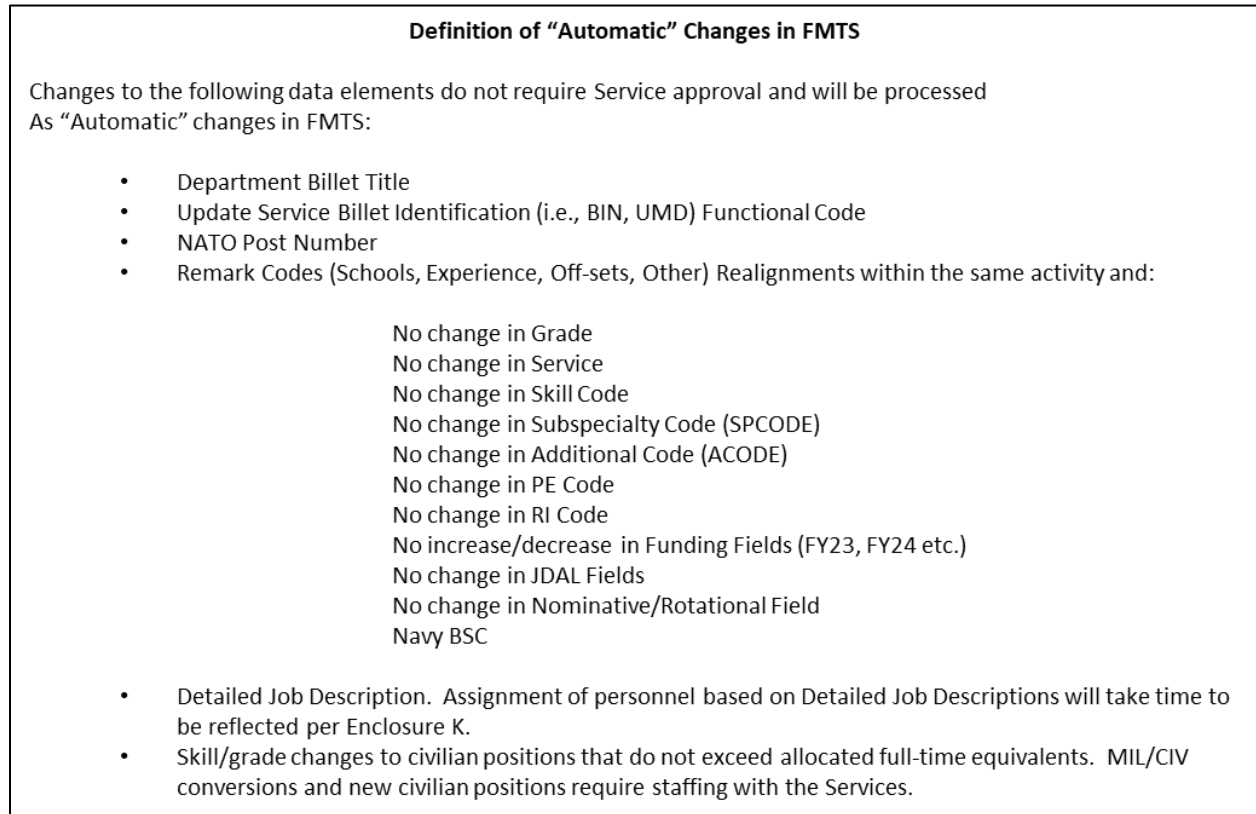


Figure E-1. Automatic Changes in FMTS.

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 an RC 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 that are POTUS/SecDef/DepSecDef-directed, UCP-based/NDS-directed, or as directed by NSPDs, laws, or treaties to support the RDP.

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e. Fast Track Changes. There is always 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 CJCS and the Services and will follow the procedures in Enclosure F.

4. Joint Manpower Program Change Process. Joint organizations 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. 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. IAW reference (hh), CCMDs and CCAs 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 and Chairman of the Joint Chiefs of Staff-Controlled Activities. These joint organizations submit the proposed joint manpower changes in a CMP to the Joint Staff J-1. JTD changes need to be submitted separately from JTMD changes, as the Joint Staff J-1 cannot batch such changes in FMTS separately at its end. Joint manpower change requests should:

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

(b) CCMDs 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 based on when the respective Service can document it.

(3) Ensure sufficient lead time has been allowed for Service personnel actions (see Figure I-1) or FYDP programming actions. Only changes of a highly critical nature will be affected during the execution year.

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(4) 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).

(5) 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.

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

b. Joint Staff J-1. The Joint Staff J-1 will process all joint manpower actions to provide management with control of the JMP and data system. The 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 the 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.

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

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

(b) When organizations 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 manpower requirements and staff them with individuals who possess the requested attributes.

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(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 PD 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 chaussocongnes). If the Service lacks the resources to support the proposed changes or the request contains an inappropriate skill, grade, or Service, the Service should propose an alternate plan that will help the Command accomplish its mission with 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 memo with a detailed explanation if they do not agree with the changes proposed by the CCMDs.

(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 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 organization and the Joint Staff J-1.

(6) Services will not make changes to joint positions that have not been coordinated and agreed upon by the Joint Staff J-1 and CCMDs.

5. General Joint Manpower Program 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,

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and PCS moves. **These changes will be made only when directed by CJCS 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 SecDef, 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 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 I-1 in Enclosure I for lead times required by each Service.

d. Changes to joint manpower requirements for the coming FY (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 SecDef) or included in resource management decision (RMD) guidance.

f. Proposed changes to joint manpower requirements should include identification (ID) 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-duration requirements less than 36 months should be supported through augmentation, civilian over hire, 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 characteristics or grades of incumbents.

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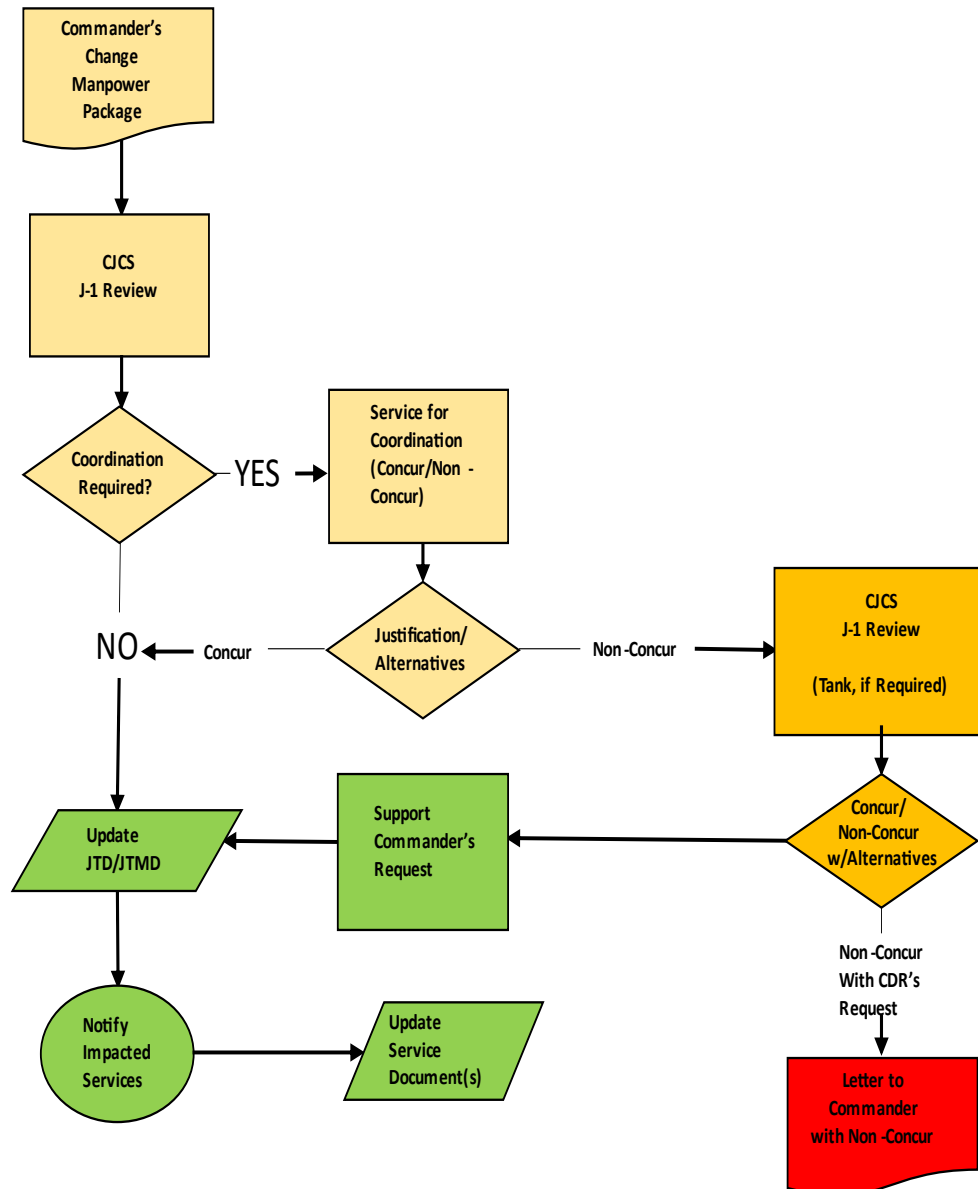


Figure E-2. Joint Manpower Program Change Process Not Requiring Joint Growth.

6. Timelines for Submitting Joint Manpower Program 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 organizations.

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a. CCMDs, CCAs, and joint organizations have two submission cycles. The first submission cycle will start in March or 45 days after FYDP is loaded into FMTS and will 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 CCMD/J1 to the Joint Staff J-15/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, CCMDs 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.

7. Timing of Change Manpower Packages

a. Execution Year. Execution year changes that are directed by CJCS 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 calendar year. 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.

8. Coordination Required for Joint Manpower. The CMP Coordination Matrix in 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 organization must be staffed with the Services.

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

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c. CCMDs and joint organizations 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. CCMDs and joint organizations 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 the Joint Staff J-15/HCD NLT 30 days after review.

e. To ensure a proper organizational structure during the review of positions, CCMDs and joint organizations will ensure the “Reports to” field is populated to ensure positions are aligned to the correct department and supervisor.

POSITION DATA	DEFINITION	EXECUTION	BUDGET	PROGRAM
ORGANIZATIONAL DATA				
COMMAND	Command	CDR ¹	CDR ¹	CDR ¹
ACTIVITY	Activity	CDR ¹	CDR ¹	CDR ¹
DEPARTMENT	Division, Branch, or Section	CDR ¹	CDR ¹	CDR ¹
POSITION NUMBER	Paragraph	CDR ¹	CDR ¹	CDR ¹
TITLE	Position Title	CDR ¹	CDR ¹	CDR ¹
SUIC	Service Unit Identification Code	SERVICE	SERVICE	SERVICE
LOCATION	Geographical Location of Command	CDR ¹	CDR ¹	CDR ¹
MANPOWER FUNDING DATA				
FUNDING	Authorized Strength	OSD ²	OSD ²	SERVICE
SERVICE	Authorized Service	OSD ²	OSD ²	SERVICE
SALARY PLAN (MIL)	Officer, Enlisted,	N/A ³	OSD ²	SERVICE
SALARY PLAN (CIV)	Civilian	CDR	CDR	CDR
GRADE (MIL)	Authorized Grade Military	N/A ³	SERVICE	SERVICE
GRADE (CIV)	Authorized Grade Civilian	CDR	CDR	CDR
PE CODE	Program Element Code	OSD ²	OSD ²	SERVICE
RI CODE	Resource Identification Code	OSD ²	OSD ²	SERVICE
POSITION REQUIREMENTS DATA				
POSITION TYPE	Type of Position	N/A ³	SERVICE	SERVICE
Dual-hatted position	Dual-Hatted Position	N/A ³	SERVICE	SERVICE
Nom/Rot Position	Nominative/Rotational Position	OSD ²	SERVICE	SERVICE
SKILL (3)	Skill/Specialty Required	N/A ³	SERVICE	SERVICE
JOB CODE	Occupational DoD Code	N/A ³	SERVICE	SERVICE
OTHER JOINT POSITION DATA				

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SERVICE BILLET ID	Service Position Number	SERVICE	SERVICE	SERVICE
FUNCTIONAL CODE	Position Functional Code	CDR ¹	CDR	CDR
JDAL POSITION	JDAL Position	N/A ³	JCS	JCS
JDAL CRITICAL	Critical JDAL Billet	OSD ²	OSD	JCS
ESSENTIALITY CODE	Requirement for military positions	N/A ³	SERVICE	CDR
EMERG ESSENTIAL	Position required during emergencies	CDR ¹	CDR	CDR
ACQUISITION	Acquisition Requirements	N/A ³	SERVICE	SERVICE
SPECIAL	Special Requirements of Position	N/A ³	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.

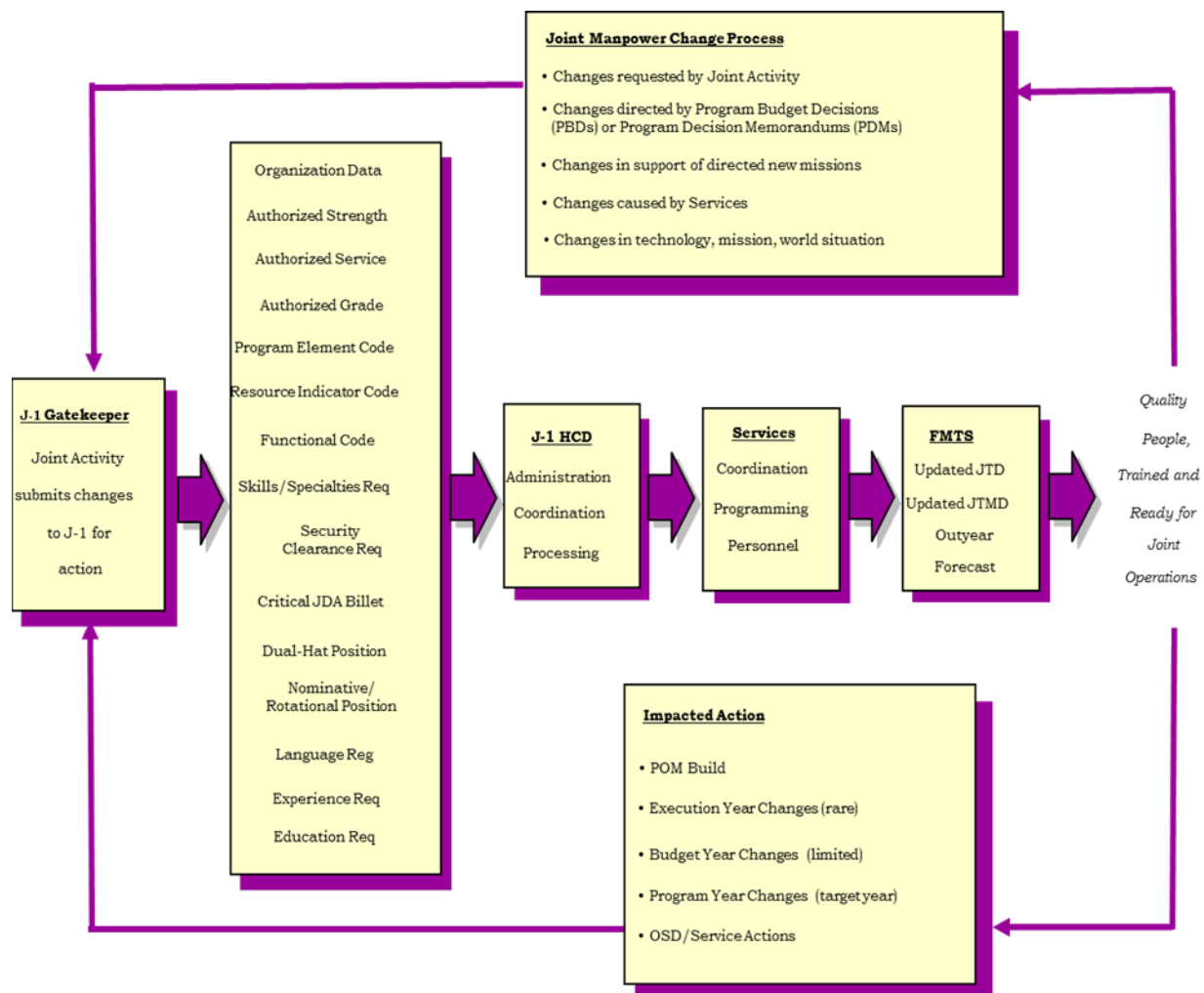


Figure E-4. Change Manpower Package Process.

ENCLOSURE F

JOINT MANPOWER PROGRAM: RESOURCE DECISION PROCESS

1. Introduction. This enclosure discusses the linkage between the 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 organizations must prioritize manpower requirements to fund the highest priority missions.

b. The 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) The RDP 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. Resourcing Guidelines. The following situations fall outside the RDP.

a. Work created by joint organizations 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 over hire, or other solutions that are temporary in nature.

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4. New Joint Manpower Requests

a. Requests for new manpower (management HQ (MHQ) and joint subordinate activities) must be mission-driven, POTUS/SecDef/DepSecDef-directed, UCP-based, NDS-directed, or as directed by NSPDs, laws, or treaties, and cannot be sourced internally.

b. New manpower requests should be submitted IAW the JMVP outlined in Enclosure C, paragraph 8. JMVb-validated new manpower should enter the PBR process through a CCMD nominated issue paper and will compete for resourcing against DoD-wide priorities via an OSD-led manpower issue team.

c. In approximately November of the next FY, the 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. CCMDs will update the JTD and/or the JTMD via a CMP to reflect the results of the RMD 45 days after FYDP is loaded in FMTS.

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ENCLOSURE G

FOURTH ESTATE MANPOWER TRACKING SYSTEM 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. Fourth Estate Manpower Tracking System 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. This status is 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 field required as it

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is assumed that all required fields have already been completed when a position is first added.

d. Position Status. This will default to “Work in Progress” and shows the status of the 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. This is 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 incumbent dates 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. These are positions requiring grade O-6 and above with duties in two organizations (e.g., CCMD and one of its Service Component Commands).

(a) 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 may 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 joint duty assignment (JDA) credit.

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(4) North Atlantic Treaty Organization 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) Voluntary National Contribution (VNC) (FMTS code “V”).

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

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

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

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

j. Resource Identification Code. 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 organization must be linked to a specific Service to track funding and assignment responsibilities.

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(2) Reserve drill category—when applicable in the JTMD—identifies whether the billet is to be an 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. Enter the appropriate service unit ID code (SUIC) for each military and civilian position.

1. Service Billet Identification (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. USAF equals position number from unit manpower document (UMD), USN equals billet ID number (BIN), USA equals paragraph/line number (para/ln) derived from “The Army Authorization Document System,” and U.S. Marine Corps (USMC) equals Billet Identification Code (BIC). This field will be blank if the position is new or if a USA position is moved between activities. On position moves, the 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. USN equals BIN from activity manpower document (AMD), and USMC 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 organizations in resolving FYDP disconnects with each Service.

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

p. Location Code. The location code is automatically populated when the department code is filled in. However, this code can be overridden. Coordinate with the 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 organizations. This code is a standard DoD code used for “Commercial Activity” purposes. Coding for civilian positions should be consistent with the official civilian PD.

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r. Joint Duty Assignment List Start Date. Required only if the JDAL position or JDAL critical checkbox is checked. JDAL positions—positions that meet the definition of a joint matter, IAW title 10, U.S. Code, section 668—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. See reference (b) for more information on JDAL procedures. Only the Joint Staff J-1 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 selected RIC.

(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 the 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.

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

(2) The joint organization'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 to be accepted by FMTS. Civilian grades are determined by the civilian personnel office after analysis of the specific PD. Either the projected grade or determined grade must be listed in this field.

u. Skill Code. Identify the job skill required for 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, U.S. Air Force specialty code, military occupational specialty (MOS)). Identify the USN 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.

(1) Avoid strictly limited definitions of requirements such 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 (w).

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

v. Position Description. The description should clearly articulate duties and responsibilities of the work to be performed, justify the grade and skill, and align to the billet title.

(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 on what code is entered for "Skill 1." Pick the most appropriate job code if two or more choices are listed.

w. Reports To. Fill in the appropriate manager position number which is the starting billet for the department. This information enables a proper organizational chart in FMTS.

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3. Fourth Estate Manpower Tracking System 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 the position must be the listed on the “Salary” plan or retained on the JTD/JTMD.

b. 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.

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ENCLOSURE H

JOINT PERSONNEL PROGRAM MANAGEMENT

1. Introduction. FMTS allows the Joint Staff, CCMDs, and CCAs 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 the Joint Staff J-1, CCMDs, CCAs, and other joint organizations 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 DoD. Upon entering a person's social security number, 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
(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

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(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

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.

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

f. The CCMDs, CCAs, and other joint organizations 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
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
29	Date Last Increase (Civilian)
30	Emergency Contact Data
31	Employee Review Data

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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 IAW 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 procedure: 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 requisition. Do not save data until all fields in personal, employment, and job data are populated.

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ENCLOSURE I

JOINT MANPOWER AND PERSONNEL INTERFACE WITH SERVICES PROCESSES

1. Introduction

a. 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 organizations improve the timing of their manpower change requests.

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

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

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

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

c. The Personnel Management Authorization Document. The Personnel Management Authorization Document (PMAD) contains the authorized skill and grade detail for Active Component (AC) personnel distribution. The PMAD is top loaded by the Deputy Chief of Staff, G-1 to project requirements into the program years. The PMAD is updated semiannually (based on the USA G-3 LOCKFORCE) to reflect what is in the USA's SAMAS and TAADS-R files. The updated authorization document is a periodic update to the PMAD.

d. The Dynamic Distribution System. Since there are more officer requirements than resources, USA developed an Officer Distribution Plan from the PMAD to distribute AC officer resources. USA's joint manpower policy is to

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fill JDAL positions at 100 percent and the remainder of joint positions at the USA average for a particular skill and grade.

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 USA's manpower system to allow visibility of changes in requirements. For example, the FY 2004 changes made to USA documents in October 2003 will have an effective date of September 2004. USA converted from two manpower change windows to one per year. Given the uniqueness of joint organizations, USA will continue to provide two manpower change updates to the joint community per year: February–April and August–October.

3. U.S. Navy Manpower and Personnel Process. The joint manpower actions and/or requests for manpower changes are coordinated with all USN stakeholders automatically in the Total Force Manpower Management System (TFMMS). TFMMS automatically routes all manpower change requests (MCRs) to stakeholders for their concurrence/non-concurrence with feedback (if provided) in the MCR's Letter of Justification (LOJ). If all stakeholders concur on the requested billet change, TFMMS will commit the change and the AMD will be updated. The change will be implemented immediately in TFMMS with the effective start date as requested in the CMP or other correspondence. TFMMS syncs automatically with the USN Personnel Command's Officer Assignment Information System (OAIS) and the Enlisted Assignment Information System (EAIS), where the data is used in the assignment process.

a. Manpower changes received from the Joint Staff to the USN require a minimum of a 40-day response time to allow for the USN Joint Analyst to review changes and submit the TFMMS MCR(s) for USN stakeholder concurrence/non-concurrence. IAW TFMMS MCR processing business rules, USN stakeholders have 21 days to review and provide their response on the MCR. Additionally, a 40-day response time will allow for any needed clarification on the requested CMP or out-of-cycle requests to be vetted before MCR submission. USN's main guidance on manpower policies and procedures can be found in Office of the Chief of Naval Operations (OPNAV) Instruction 1000.16. Additional information to assist with USN manpower changes such as Navy Enlisted Classifications (NECs), SubSpec, Rating, Designator, and Additional Qualification Designators can be found at the following website: <<https://www.mynavyhr.navy.mil/References/>>.

b. TFMMS reflects all requested manpower changes immediately after all stakeholder concurrences, and the AMD will automatically be updated. The effective date of the change can be adjusted to reflect the current date for

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immediate change or future date at the time of MCR submission. The only exception concerns Active Duty (AD) enlisted positions. IAW USN policy, all manpower changes to AD enlisted positions that affect rating, paygrade, NEC, and unit identification code require a 12-month delay in execution. If the Joint Agency requires the change prior to the 12-month delay, a short justification is needed and the name of the GO/FO/Senior Executive Service person and position title must be provided to the USN Joint Manpower Analyst, or stated in the CMP notes. This information is required in the TFMMS MCR LOJ to USN stakeholders. Once the MCR is approved by all stakeholders, it is automatically implemented in TFMMS as well as the AMD.

c. U.S. Navy Personnel Command. TFMMS changes flow to the USN Personnel Command and are used to support a weekly update of USN's personnel assignment systems for the OAIS and biweekly update for the EAIS.

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

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

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

a. Manpower Programming and Execution System. 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 USAF assignment teams. On a weekly basis,

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the manpower data files refresh the personnel data files used by USAF assignment teams and military personnel offices.

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

c. Manpower Authorization Changes. The USAF manpower data system allows for changes to requirements in 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 with an acceptable minimum assignment selection notice.

d. Personnel Assignment Actions. The Air Force Personnel Center (AFPC) handles O-5/E-8 and below assignments; USAF/A1E (Chiefs Group), E-9 assignments; USAF/A1LO (Colonels Group), O-6 assignments; and USAF/A1LG (General Officer Management Office), 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 requirements (e.g., top secret clearance mandatory, joint duty assignment-critical, critical Personnel Reliability Program (PRP) required, foreign language skills, school requirements, etc.).

(2) In a macro sense, the USAF assignment systems operate on cycles, the numbers of which depend on grades: for officers in grade O-5 and below, two cycles per year; for enlisted E-8s and below, two assignment cycles, winter and summer which are managed in the Talent Marketplace; E-9 assignments, four assignment cycles (A-D). The two main cycles are C-Winter/A-early fall each year, and the B and D cycles are utilized for only out-of-cycle assignments; 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 to 10 months out from the date of the Joint Staff implementer. Whether and when USAF can provide actual fills for positions depends on the inventory available in the skill and at the grade authorized. USAF fills manpower requisitions according to a Command entitlement for specific skill by grade.

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5. U.S. Marine Corps Manpower and Personnel Process. The Deputy Commandant, Combat Development and Integration, in the role of Total Force Structure Process Owner, manages USMC total force structure and specifically two critical components of USMC's manpower process: the 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

(1) TFSMS contains the unconstrained USMC 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. TFSMS allocates the estimated or authorized USMC 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 reflects how many billets USMC can afford to "buy." The ASR allocates manning based on the individual grades and MOS required.

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

(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 USMC personnel center.

(2) The USMC staffing goal is updated on a semiannual basis to account for changes in inventory and assignment policy. However, the

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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 FY from the date of the implementer.

6. U.S. Space Force Manpower and Personnel Process. Office of the Chief of Space Operations/Directorate of Manpower (SF/S1M) is the Joint organizations' entry point for changes to USSF manpower requirements. SF/S1M is the USSF program element manager for programmed end strength (military only) allocated to joint organizations by OSD and is the focal point for implementing manpower requirements in the MPES.

a. Manpower Programming and Execution System. 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 USSF assignment teams. The manpower data files refresh personnel data files weekly and are used by USSF assignment teams and military personnel offices.

b. Manpower Authorization Changes. MPES can project changes for billet years out. "Automatic" changes will be made shortly after receipt of an implementer. Effective dates for changes to skill and/or grade will be projected about 6 months after receipt for the implementer to allow the assignment process to react to the change.

c. Personnel Assignment Actions. The USSF Enterprise Talent Management Office (ETMO) manages O-5/E-7 and below assignments, and the USSF Senior Leader Management Office (SF/S1L) manages E-8/E-9 and O-6 and above. Organizations are responsible for communicating their manning requirements via requisitions to ETMO or SF/S1L, as applicable. These requests should include all details and both mandatory and desired requirements (e.g., top secret clearance mandatory, joint duty assignment-critical, critical PRP required, foreign language skills, school requirements, etc.).

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

Figure I-1. Service Manpower-Personnel Interface Comparison.

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ENCLOSURE J

JOINT MOBILIZATION REQUIREMENTS AND RESERVE SUPPORT TO JOINT ORGANIZATIONS

1. Introduction. The six RCs of DoD are codified in the same laws, primarily titles 10 and 32, U.S. Code. However, management of each RC may vary among the Services.

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

a. Individual Mobilization Augmentees. IMA authorizations are individual military manpower positions identified as necessary to augment the AC structure of DoD or other U.S. Government departments or agencies to support mobilization (including pre-mobilization 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. IMA use and management are outlined in reference (f).

(1) IMA training requirements are as follows.

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

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

(2) 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 these detachments are mobilized by the CCMD.

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

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

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

3. Selected Reserve Requirements Determination. The Joint Staff and CCMD headquarters and subordinate activities are authorized SelRes to support augmentation requirements.

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

b. Joint organizations 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 and Full-Time Support Personnel. Reference (h) lists policy for use of AGR and FTS personnel. AGR and FTS personnel are serving voluntarily on AD other than for Training or Full-Time National Guard Duty. AGR and FTS personnel are referred to as follows.

- a. USA Reserve and USA National Guard AGR personnel.
- b. USN FTS personnel and canvasser/recruiters.
- c. USAF Reserve and Air National Guard AGR personnel.
- d. USSF N/A.
- e. USMC Active Reserve (AR) personnel.
- f. USCG Reserve Program Administrator (RPA) personnel.

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5. Guidelines for Active Guard Reserve and Full-Time Support 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 MHQ activities or personnel end strength ceilings.

6. Joint Table of Mobilization Distribution. The JTMD identifies additional manpower and organization required to shift to a wartime, contingency, or mobilization footing. Although SelRes requirements are listed on the JTMD, all AGR/FTS requirements are listed on the JTD.

a. Like the JTD, 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) 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 Organizations. Besides AT and IDT, the following active-duty programs may be used to support or augment joint organizations.

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a. Active Duty for Training. A category of AD used to provide structured individual and/or unit readiness training or educational courses to RC members. AD for Training may support AC missions and requirements (i.e., operational support), thereby adding substance to the Total Force.

b. Active Duty Operational Support. 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 IAW DoDI 1215.06, 11 March 2014, incorporating change 2, 12 July 2022, "Uniform Reserve, Training, and Retirement Categories for the Reserve Components."

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ENCLOSURE K

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

1. Activities Concerned

- a. Allied Command Operations (ACO) (reference (ii)).
- b. Allied Command Transformation (ACT) (reference (jj)).
- c. NATO Communications and Information Agency (NCIA) (reference (gg)).
- d. The U.S. Element, International Military Activities, NATO MC (reference (gg)).
- e. U.S. Delegation to the NATO MC (USDELMC), the U.S. Military Representative's (USMILREP's) staff).
- f. U.S. National Military Representative (USNMR) to Supreme Headquarters Allied Powers Europe (SHAPE).
- g. U.S. Mission to NATO (USNATO).
- h. High Readiness Forces and Headquarters in the NATO force structure (reference (ii)).
- i. ACT Centers of Excellence (reference (ii)).
- j. NATO Special Operations HQ.

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

- a. The Offices of USNMR SHAPE and U.S. National Liaison Representative (USNLR) Supreme ACT are responsible for the following.

(1) USNMR provides liaison among SHAPE, DoD, and supporting agencies IAW their Charter, CJCSI 5111.01H, 30 May 2022, "Charter for U.S. National Military Representative to Supreme Headquarters Allied Powers Europe."

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(2) USNLR, similar to USNMR, provides liaison among ACT, DoD, and supporting agencies.

(3) Advising the Joint Staff and U.S. European Command (ECJ1) on manpower and personnel policy issues that warrant attention and recommending a course of action (COA), as necessary.

(4) Distributing NATO documents and manpower requests to USDELMC, the Joint Staff, and ECJ1 and providing 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 in the Allied Administrative Publication (AAP)-16 Series, "Manpower Policy and Procedures" (reference (i)).

Note: ECJ1 is the U.S.-designated lead/executive agent (EA) 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 proposed MOU submissions.

b. The USMILREP NATO MC is responsible for:

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

(2) Advising the Joint Staff on manpower and personnel policy issues that warrant attention and recommending a COA, 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.

(a) Additionally, working with ECJ1 on U.S. manpower and personnel requirements for the USDELMC and USNMR.

(b) Further details concerning USDELMC mission and functions are detailed in CJCSI 2010.01J, 29 November 2022, "Procedures Related to the Conduct of Military Affairs of the Military Committee, NATO," and Joint Staff Manual (JSM) 5100.01F, 16 October 2020, "Organizations and Functions of the Joint Staff."

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c. ECJ1 performs CCMD-level manpower and personnel functions for U.S. contributions to NATO IAW reference (j), which outlines specific responsibilities.

d. The Joint Staff J-15/HCD will perform Joint Staff-level manpower and manning functions for NATO and is responsible for coordinating NATO JTD changes with the Joint Staff, Services, and OSD as required, and implementing approved changes. The J-15/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. The Joint Staff J-15/HCD is also responsible for representing the United States in the NDWC at its semiannual meetings and developing a coordinated U.S. position on NDWC manpower policies and change proposals IAW CJCSI 2010.01J.

3. U.S. Manpower Contribution Validation Process

a. General

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

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

(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 grades (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 ID and deletion of an equal number of same-Service, same-grade offsets.

(6) Once CJCS 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.

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(7) NATO manpower documents contain insufficient position information data to support U.S. personnel assignment needs. To compensate for this deficiency, 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) General Officer/Flag Officer 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.

(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 Peacetime Establishments and Memorandums of Understanding

(1) After Service coordination, SecDef, through CJCS, will approve U.S. support of 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 position (O-6 and below/“nations-to-post”) will be distributed as follows.

(a) ACO, NATO Airborne Early Warning Control, NCIA through USDELMC Registry to ECJ1, and the Joint Staff J-1.

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

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

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

(3) Changes will be processed thru ECJ1 and reviewed by the 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 the Joint Staff J-1. Any change not in conjunction with a regular PE or MOU will be submitted as an out-of-cycle change.

(5) The Special Assistant for GO/FO Matters, Joint Staff, handles GO/FO "flags-to-post" positions ICW the Joint Staff J-5.

c. North Atlantic Treaty Organization Command Structure Restructuring

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

(2) North Atlantic Treaty Organization Process. NATO transforms the NCS to meet the military requirements of the Alliance through periodic restructuring. The process is outlined in AAP-16 and consists of four main phases.

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

(b) Outline Peacetime Establishments. Outline PEs (OPEs) establish organizational structure of each HQ down to the branch level.

(c) Initial State Peacetime Establishment. Based on results of the functional review, the PEA prepares the Initial State Peacetime Establishment (ISPE), which is validated, approved, and distributed to each NATO nation. The ISPE provides the minimum post line level manpower detail to support the

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structure determined in the functional review. Additionally, the PEA will provide the post descriptions with the ISPE.

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

(3) United States Process. During any NATO restructuring, the United States must conduct a parallel process 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 necessary.

(b) Influence

1. Maintain or increase U.S. influence.
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 NCS (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 ID of offset(s) without Service concurrence.

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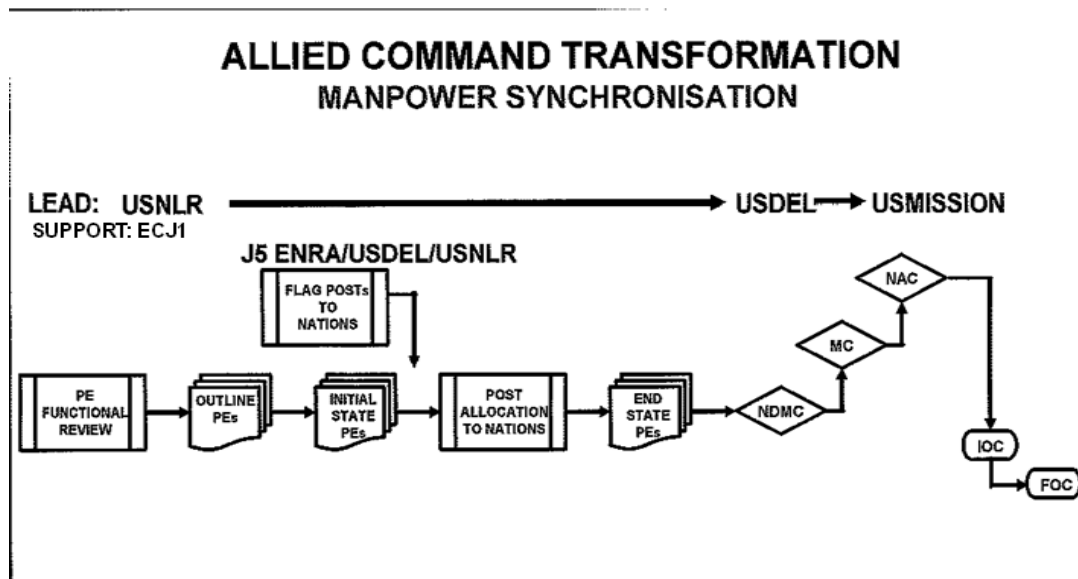


Figure K-1. Illustrative Diagram–Allied Command Transformation Restructure.

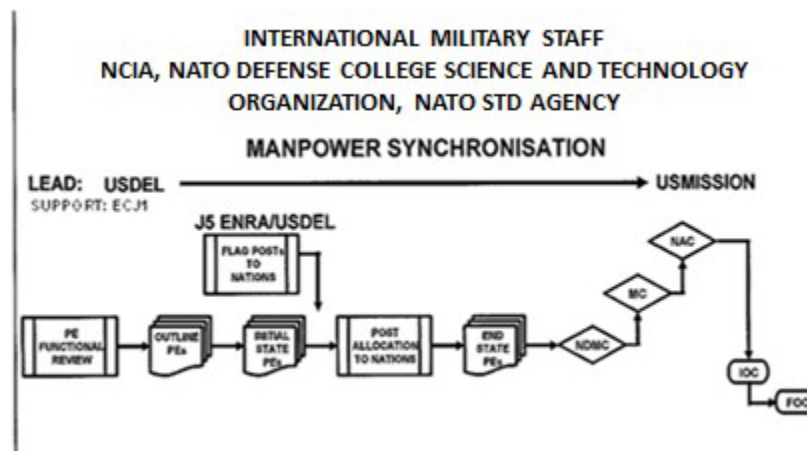


Figure K-2. Illustrative Diagram–International Military Staff/Agencies Restructure.

ALLIED COMMAND OPERATIONS MANPOWER SYNCHRONISATION

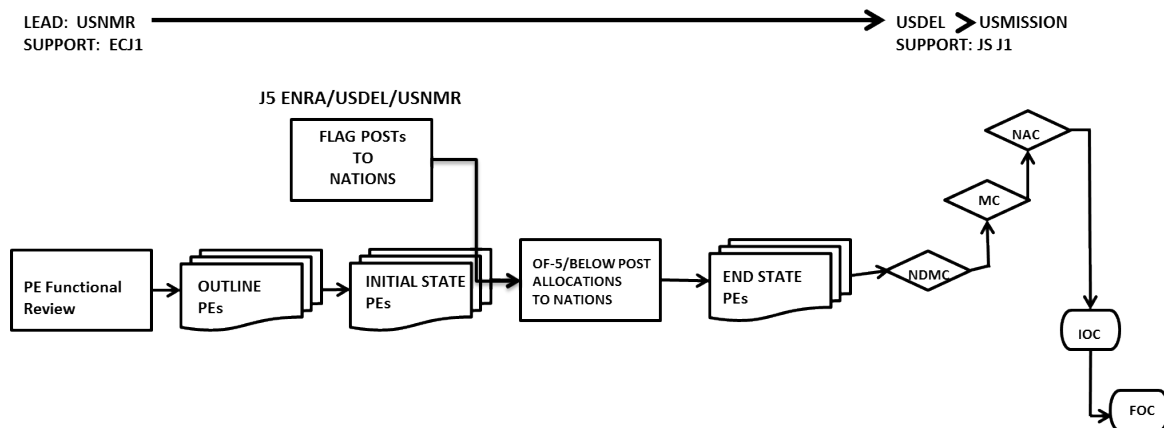


Figure K-3. Illustrative Diagram–Allied Command Operations Restructure.

d. United States Support of North Atlantic Treaty Organization 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 organizations, U.S. representatives to NATO should determine their augmentation requirements IAW Enclosure K.

(3) The United States may support exercises with manpower requirements stated in the NATO JTMD, subject to the following conditions.

(a) All qualified JTD manpower must be identified for the exercise before additional U.S. augmentee requirements will be supported.

(b) U.S. augmentation above the U.S.-approved JTD will depend primarily on availability of RC manpower resources.

4. Nominations for North Atlantic Treaty Organization Non-Quota Posts

a. Requests from NATO for nominations for non-quota (NQ) posts are forwarded to ECJ1 through the appropriate U.S. representative, who may

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provide a recommendation to ECJ1 on whether the United States should nominate someone to fill the position.

b. 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) IAW reference (i), the IMS will announce IMS NQ posts for which nominations are invited. USDELMC will forward announcements to the Joint Staff J-1 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. A supporting justification and appropriate job description will be included with each request for nominees.

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

(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 NATO Defense College (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 and the Office of the Assistant Secretary of Defense (International Security Affairs), and respond to the NDC accordingly. ECJ1 should be added as an information addressee.

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f. Upon receipt of a request to nominate, the Joint Staff will forward it to the Services. 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 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 ICW ECJ1 and the Joint Staff J-5.

5. North Atlantic Treaty Organization Voluntary National Contributions/Nation Undetermined Posts

a. The Joint Staff J-1 generally will not seek to fill VNC posts, nation undetermined posts, overage posts, or posts allocated to other nations without the ID 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.

6. Critical Joint Duty Assignment for U.S. Posts in North Atlantic Treaty Organization

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 IAW reference (kk).

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ENCLOSURE L

AGENCIES IN THE NATIONAL INTELLIGENCE PROGRAM AND MILITARY INTELLIGENCE PROGRAM MANPOWER: MAJOR FORCE PROGRAM THREE

1. Introduction. The fundamental legal basis for the NIP is reference (k), which outlines specific roles and responsibilities of the Director of National Intelligence (DNI) and the major components of the intelligence community. References (x) and (y), respectively, prescribe the duties of USD(I&S) and the MIP.
2. Relationship to the Director of National Intelligence. All national intelligence activities are consolidated in the NIP under the cognizance of the DNI. Reference (k) articulates DNI's roles and responsibilities and 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 Under Secretary of Defense for Intelligence and Security. All military intelligence activities are consolidated into the MIP under the cognizance of USD(I&S). References (u) and (v) articulate the roles and responsibilities of USD(I&S) 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 DoD's budget, participates in DoD's approval process, and oversees execution of funds appropriated for MIP-funded operations and activities.
4. Joint Manpower Considerations. After the PB is submitted each year, joint organizations 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 CCMDs, DIA, National Geospatial-Intelligence Agency (NGA), and NSA consist of PECs that end with "L" for DIA, "BQ" for NGA (imagery analyst billets), and "G" for NSA.

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ENCLOSURE M

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 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.
3. Responsibilities. The staffing of a SCO is the responsibility of the CCMD ICW DSCA.

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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. IAW 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 CCMD to the Joint Staff ICW DSCA.

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

c. IAW references (n) and (p), the Director, DSCA, with CCMD, 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 grade, and 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 Defense Attaché.

4. Security Cooperation Organization Manpower Coordination

a. A CCMD may submit SCO JTD/JMP change requests to CJCS. Changes must be clearly identified and contain supporting justification.

b. CJCS will review and recommend changes to SecDef.

c. SecDef 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.

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

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5. Joint Manpower Considerations

a. The JTD/JMP should be reviewed at least annually to ensure 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 Chief of the SCO may be resolved between CCMDs and CJCS, who will coordinate with the Services.

6. Security Cooperation Organization Manpower Review Criteria. The annual review of SCO programs should, at a minimum, address the following factors. CCMDs 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 N

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

1. Introduction. 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 CDRUSSOCOM 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 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 and 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 CDRUSSOCOM with the responsibility and authority to validate requirements, determine priorities, and submit to SecDef program recommendations and budget proposals for all MFP-11 forces.

4. Planning and Programming. SecDef 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, program objective memorandum (POM), and budget.

5. Cycles and Approving Authority. CJCS 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 SecDef during development of the POM. Geographic CDRs

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inform USSOCOM of unfunded manpower requirements through their integrated priority list (IPL).

6. U.S. Special Operations Command Procedures

a. In 1989, SecDef granted CDRUSSOCOM programming and budget authority for MFP-11.

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

(1) SecDef 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 RMD. MFP-11 manpower changes not budgeted can be accommodated only via internal realignment and with compensation IAW 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. 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 ICW the Services.

7. Programming of Theater Special Operations Command Manpower. IAW the FY 2013 Forces For Unified Commands memo, 11 February 2013, theater SOCs realign themselves under USSOCOM. Funding authority rests with

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USSOCOM, which will develop a balanced special operations program that will include adequate and affordable manpower for SOC's of the theater CDRs.

8. Management Headquarters Ceiling. 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. Major Force Program-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, CJCS must concur with the activity distribution of these positions, and the theater CDRs, if applicable, must coordinate proposed manpower changes via JTD changes to the Joint Staff.

11. Management of Major Force Program-11 Resources. USSOCOM has authority to manage MFP-11 manpower resources. Resources will be aligned, reduced, or programmed, as determined by CDRUSSOCOM and approved by ASD(SO/LIC) and SecDef.

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ENCLOSURE O

DEFENSE HEALTH PROGRAM MANPOWER: MAJOR FORCE PROGRAM
EIGHT

1. Introduction. DHP provides support for worldwide medical and dental services to members of the active forces during military operations (IAW reference (s)) and provides medical services and support to members of the Armed Forces, other eligible beneficiaries, veterinary services, medical command HQ, 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 ASD(HA).

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

(1) A unified medical program and budget.

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

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

d. USD(C) issues overall fiscal guidance in separate memos to the Services.

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

2. Joint Manpower Considerations. DHP is funded in DoD-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 DHP cannot be used as compensation for position changes within the CCMD HQ.

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- c. If a DHP position is deleted from a CCMD'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 CCMD are externally controlled.

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ENCLOSURE P

MANPOWER FUNDED BY THE TRANSPORTATION WORKING CAPITAL FUND

1. Introduction. SecDef established the Defense Business Operations Fund (later changed to DWCF) in October 1991 under the authority in reference (r). It merged into a single fund with the former stock and industrial funds and several activities previously funded with direct appropriations. The DWCF financial structure contains four working capital funds (WCFs): USA WCF, USN WCF, USAF WCF, and the Defense-Wide WCF. Its purpose is to improve the delivery of support services to DoD'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. TWCF is aligned as an activity group under the USAF WCF. 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. 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. 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, TWCF strives to break even in prices charged to customers. Revenue from customers sustains the full cost and continuous cycle of TWCF business operations.
4. Planning and Programming. USTRANSCOM's TWCF budget submission is submitted to, and approved by, the USD(C). CDRUSTRANSCOM, 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.
5. Joint Manpower Considerations. CJCS, with Service coordination, is the approving authority of USTRANSCOM's JMP.

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6. Note on Program Element Codes. USTRANSCOM staff and DCS positions funded by TWCF are in PECs 0408090JT (Combatant HQ-USTRANSCOM, DWCF) or 0408020JT (USTRANSCOM Activities, DWCF).

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ENCLOSURE Q

DEFENSE ACQUISITION CAREER WORKFORCE: MAJOR FORCE PROGRAM SEVEN

1. Introduction. Reference (bb) provides for special management of a career Acquisition Corps within DoD.
2. Service Secretary and Department of Defense Component Responsibilities. Service Secretaries will provide education, training, and career development opportunities for members of their acquisition workforce. The heads of DoD Components with significant acquisition responsibility have similar responsibilities in their respective Components.
3. Acquisition Career Management Responsibilities. The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) is charged by SecDef 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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- s. DoDD 5136.01, 30 September 2013, incorporating change 1, 10 August 2017, “Assistant Secretary of Defense for Health Affairs (ASD(HA))”
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GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

AC	Active Component
ACO	Allied Command Operations
ACT	Allied Command Transformation
AD	Active Duty
ADOS	Active Duty operational support
AF/A1M	Headquarters U.S. Air Force Directorate of Manpower, Organization, and Resources
AFPC	Air Force Personnel Center
AGR	Active Guard Reserve
AMD	activity manpower document
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
BIC	billet identification code
BIN	billet identification number
C2	command and control
CAPE	Cost Assessment and Program Evaluation
CCA	Chairman of the Joint Chiefs of Staff-controlled activity
CCDR	Combatant Commander
CCMD	Combatant Command
CCSA	Combatant Command Support Agency
CDR	Commander
CDRUSSOCOM	Commander, U.S. Special Operations Command
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
COA	course of action
COM	Chief of Mission

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DCS	Defense Courier Service
DEERS	Defense Enrollment Eligibility Reporting System
DepSecDef	Deputy Secretary of Defense
DHP	Defense Health Program
DIA	Defense Intelligence Agency
DJ-1	Director, Joint Staff Directorate for Manpower and Personnel
DMDC	Defense Manpower Data Center
DNI	Director of National Intelligence
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DSCA	Defense Security Cooperation Agency
DWCF	Defense Working Capital Fund
EA	executive agent
EAIS	Enlisted Assignment Information System
EE	emergency establishment (North Atlantic Treaty Organization)
EO	executive order
ESPE	End State Peacetime Establishment
ETMO	Enterprise Talent Management Office (U.S. Space Force)
FMTS	Fourth Estate Manpower Tracking System
FTS	Full-Time Support (U.S. Navy Reserve)
FY	fiscal year
FYDP	Future Years Defense Program
GO/FO	general officer/flag officer
HQ	headquarters
IA	individual augmentee
IAW	in accordance with
ICW	in coordination with
ID	identification
IDT	inactive duty training
IMA	individual mobilization augmentee

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IMS	International Military Staff (North Atlantic Treaty Organization)
IPL	integrated priority list
ISPE	Initial State Peacetime Establishment
J-1	Joint Staff Directorate for Manpower and Personnel
J-2	Joint Staff Directorate for Intelligence
J-3	Joint Staff Directorate for Operations
J-5	Joint Staff Directorate for Strategy, Plans, and Policy
J-8	Joint Staff Directorate for Force Structure, Resources, and Assessment
J-15/HCD	Joint Staff Directorate for Manpower and Personnel/Human Capital Division
JDA	joint duty assignment
JDAL	Joint Duty Assignment List
JDAMIS	Joint Duty Assignment Management Information System
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
JSM	Joint Staff Manual
JSPS	Joint Strategic Planning System
JTD	Joint Table of Distribution
JTF	Joint Task Force
JTMD	Joint Table of Mobilization Distribution
LOJ	Letter of Justification
MC	Military Committee
MCR	manpower change request
MFP	Major Force Program
MHC	management headquarters ceiling
MHQ	management headquarters
MIP	Military Intelligence Program
MOS	military occupational specialty
MOU	memorandum of understanding

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MPES	Manpower Programming and Execution System
NAWP	North Atlantic Treaty Organization Annual Workforce Plan
NATO	North Atlantic Treaty Organization
NCIA	North Atlantic Treaty Organization Communications and Information Agency
NCS	North Atlantic Treaty Organization Command Structure
NDC	North Atlantic Treaty Organization Defense College
NDS	National Defense Strategy
NDWC	North Atlantic Treaty Organization Defense Workforce Committee
NEC	Navy Enlisted Classification
NGA	National Geospatial-Intelligence Agency
NIP	National Intelligence Program
NIPRNET	Non-classified Internet Protocol Router Network
NLT	no later than
NORAD	North American Aerospace Defense Command
NQ	non-quota (North Atlantic Treaty Organization)
NSA	National Security Agency
NSPD	National Security Presidential Directive
OAIS	Officer Assignment Information System
OF	officer (North Atlantic Treaty Organization)
OPE	outline peacetime establishment
OPNAV	Office of the Chief of Naval Operations
OR	other ranks (North Atlantic Treaty Organization)
OSD	Office of the Secretary of Defense
OUSD(C)	Office of the Under Secretary of Defense (Comptroller)
OUSD(I&S)	Office of the Under Secretary of Defense for Intelligence and Security
PB	President's Budget
PBR	Program Budget/Review
PCS	permanent change of station
PD	position description
PE	peacetime establishment (North Atlantic Treaty Organization)
PEA	peacetime establishment authority
PEC	Program Element Code

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PFY	past fiscal year
PMAD	Personnel Management Authorization Document
POM	program objective memorandum
POTUS	President of the United States
PPBE	Planning, Programming, Budgeting, and Execution
PRP	Personnel Reliability Program
RC	Reserve Component
RDP	Resource Decision Process
RIC	Resource Identification Code
RMD	resource management decision
SAMAS	Structure and Manpower Authorization System
SCO	security cooperation organization
SDO/DATT	Senior Defense Official/Defense Attaché
SecDef	Secretary of Defense
SelRes	Selected Reserve
SF/S1M	Office of the Chief of Space Operations/ Directorate of Manpower
SF/S1L	U.S. Space Force Senior Leader Management Office
SHAPE	Supreme Headquarters Allied Powers Europe
SIPRNET	SECRET Internet Protocol Router Network
SOC	special operations command
SOF	special operations forces
SUIC	service unit identification code
TAADS-R	The Army Authorization Documents System-Redesign
TDY	temporary duty
TFMMS	Total Force Manpower Management System
TFSMS	Total Force Structure Management System
T/MR	Table of Manpower Requirements
TWCF	Transportation Working Capital Fund
UCP	Unified Command Plan
UMD	unit manpower document
USA	U.S. Army
USAF	U.S. Air Force

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USCG	U.S. Coast Guard
USDELMC	U.S. Delegation to the North Atlantic Treaty Organization Military Committee
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(C)	Under Secretary of Defense (Comptroller)
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USMC	U.S. Marine Corps
USMILREP	U.S. Military Representative
USN	U.S. Navy
USNATO	U.S. Mission to North Atlantic Treaty Organization
USNLR	U.S. National Liaison Representative
USNMR	U.S. National Military Representative
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USCYBERCOM	U.S. Cyber Command
USSF	U.S. Space Force
USSOCOM	U.S. Special Operations Command
USTRANSCOM	U.S. Transportation Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VNC	Voluntary National Contribution (North Atlantic Treaty Organization)

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PART II – DEFINITIONS

Unless identified as extracted from the DoD Dictionary and Associated Military Terms, these definitions are not standardized within DoD and are applicable only within the content of this instruction. Terms with an asterisk come from the DoD Dictionary and Associated Military Terms.

acquisition. The planning, design, development, testing, contracting, production, introduction, acquisition logistics support, and disposal of systems, equipment, facilities, supplies, or services intended for use in, or in 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 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 AD for Reserve personnel authorized from military and Reserve personnel appropriations for work on Active or RC programs. This includes annual screening, training camp operations, training ship operations, and unit conversion to new weapon systems when such duties are essential. AD for special work may also be authorized to support study groups, training sites and exercises, and short-term projects, and to perform administrative or support functions. By policy, AD for special work tours are normally limited to 179 days or less in 1 FY. Tours exceeding 180 days are accountable against AD end strength. Also called ADOS (DoDI 1215.06).

*Active Guard and Reserve. National Guard and Reserve members who are on voluntary AD providing FTS to National Guard, Reserve, and AC organizations for the purpose of organizing, administering, recruiting, instructing, or training the RCs. Also called AGR.

Active Reserve. The USMC equivalent of AGR personnel. Also called Ar.

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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 approved authorizations. In contrast with a manpower requirement, a manpower authorization is always funded.

authorization year. The current FY, or the second FY 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 CCMDs and CCAs may make without prior coordination with the Services or other resource providers.

budget year. Within the biennial budget process, the budget years are the two FYs following the current FY; the second and third FYs 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 SecDef and set by Congress.

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

Chairman of the Joint Chiefs of Staff-controlled activity. An activity that meets all the following criteria. Also called a CCA.

- a. Established by CJCS and acts through a Joint Staff directorate.
- b. Has a charter approved by SecDef.
- c. Has a designated EA.
- d. Is a multi-Service activity that performs a joint mission.
- e. Has a joint manning document reviewed and managed by the Joint Staff J-1 that contains multi-Service positions.
- f. May have JDA positions that meet and are recommended by the JDAL Validation Board.

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combat support agency. A Defense Agency that is assigned a wartime support mission and designated as a combat support agency by SecDef. 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 SecDef, and with the advice and assistance of CJCS. CCMDs typically have geographic or functional responsibilities. Also called unified command or specified command.

critical acquisition position. Those senior positions carrying significant responsibility, primarily involving supervisory or management duties, in the DoD acquisition system. Positions are designated by SecDef 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 SecDef, and documented in the JDAL.

*critical occupational specialty. A military occupational specialty selected from among the combat arms in USA or equivalent military specialties in the USN, USAF, or USMC. Equivalent military specialties are those engaged in the operational art 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 SecDef. Also called COS.

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.

cyber workforce. The personnel component of the cyberspace warfighting domain. It includes all personnel who build, secure, operate, defend, and protect U.S. cyber resources; conduct cyber-related intelligence activities, and enable current and future cyber operations.

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Department of Defense 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., CCMD 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. 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. Also called EE.

execution year. The current FY.

*executive agent. A term used to indicate a delegation of authority by SecDef to a subordinate to act on SecDef's behalf. An agreement between equals does not create an executive agent. For example, a Service cannot become a DoD executive agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by SecDef. 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.

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 organization that the incumbent cannot be spared for the 10-week period required for JPME Phase II.

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

full-time support. USN'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 AD and paid from Reserve appropriations. Also called FTS.

Future Years Defense Program. The program and financial plan for DoD as approved by SecDef. The Future Years Defense Program quantifies forces and resources associated with SecDef-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 Future Years Defense Program. Program elements generally represent an aggregation of organizational entities reflecting the primary and support missions of DoD. 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 TDY position (or member filling an unfunded TDY position) identified on a Joint Manning Document by a supported CCMD 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 RC personnel can fill IA positions. An 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 AC organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Individual mobilization augmentees train on a part-time basis with these organizations to prepare for mobilization. Inactive training for individual mobilization augmentees is decided by Component policy and can vary from 0 to 48 drill periods a year. Also called IMA.

*integrated priority list. A list of a Combatant Commander's (CCDR's) highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that, in the judgment of the CCDR, adversely affect the capability of the CCDR's forces to accomplish their assigned mission. The

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integrated priority list provides the CCDR's recommendations for programming funds in the PPBE process. Also called IPL.

international activities. Military staffs and HQs that have multi-country military contributions in which DoD 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 organization. An activity, operation, or organization in which elements of more than one Military Department of the United States, as reflected in JMP documents, perform joint missions under the auspices of OSD, CJCS, or the commander of a CCMD 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 command and control (C2) of combat operations under a unified or specified command. Also called JDA.

*Joint Duty Assignment List. Positions designated as joint duty assignments are reflected in a list approved by SecDef and maintained by the Joint Staff. The Joint Duty Assignment List is reflected in the Joint Duty Assignment Management Information System. Also called JDAL. The following are excluded from the Joint Duty Assignment List.

- a. Student assignments for joint education and/or training;
- b. Assignments within an officer's own Military Department;
- c. Temporary, overage, or unfunded positions.
- d. Positions requiring grade O-3 and below.
- e. Instructor positions, except those responsible for preparing and presenting JPME II courses.
- f. Fellowship/intern assignments that are affiliated with an educational, degree granting, or research program.

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Joint Duty Assignment Management Information System. The automated management information system database maintained by CJCS and the Defense Manpower Data Center and managed and updated by CJCS and the Services. Joint organizations that do not have Joint Duty Assignment Management Information System (JDAMIS) update capabilities 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 joint qualified officers (JQOs) or JQO nominees and other officers who have served or are serving in JDA positions or have completed or are attending the Program for Joint Education.

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 organization for the next 5 FYs. Also called JMP.

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 CCMD.

*joint qualified officer. An officer on the AD list who is particularly trained in and oriented toward joint matters. Also called JQO.

joint qualified officer nominee. An administrative classification of an officer, grade O-4 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 qualified officer nominee. To be nominated as a joint qualified officer nominee, the officer must have successfully completed a Program of Joint Education or possess a critical occupational specialty. Also called JQO nominee.

*Joint Strategic Planning System. The primary means by which CJCS, in consultation with other members of the Joint Chiefs of Staff and the CCDRs, carries out his statutory responsibilities to assist the President and SecDef in

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providing strategic direction to the Armed Forces; prepare strategic plans; prepare and review contingency plans; advise the President and SecDef 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 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 organization for a specific FY (authorization year) and those spaces which have been accepted for planning and programming purposes for the 5 subsequent FYs (program years). Also called JTD. See also joint manpower program.

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 SecDef, a CCDR, a sub-unified commander, or an existing joint task force commander. Also called JTF.

*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.

jointly manned activity. A joint organization, activity, or element that meets the following criteria. Organizations that are integral to a single Military Department (e.g., Service major commands) are not included in this definition for JDA purposes.

- a. Must be chartered by SecDef or CJCS as a jointly manned activity.
- b. Must have a single Service as EA.
- c. Must be a multi-Department or multinational activity or element that performs a joint mission.

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d. Must report operationally to a CCMD or combined command, international organization (e.g., NATO, NORAD, or the United Nations), or to/through CJCS in the performance of a joint mission.

e. Must have Service manning documents that are managed by the EA and approved by the Services.

f. 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).

g. May have JDA positions that meet and are recommended by the JDAL Validation Board.

Joint Staff Manpower and Personnel Council. 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, Joint Staff J-1 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 listed in DoDD 1200.7, 29 October 2008, "Managing the Reserve Components as an Operational Force." The first three categories are, by definition, key positions. Only the final category requires a case-by-case determination and designation.

Major Department of Defense 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 DoD, DoD Components, and their major military units, organizations, or agencies. Activities are listed and defined in DoDD 5100.73, 1 December 2007, incorporating change 2, 12 June 2012, "Major DoD Headquarters Activities."

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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.

*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.

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.

mobilization

a. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies.

b. 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 RCs, 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 RC 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 no more than 24 consecutive months) to mobilize Ready RC units, individual reservists, and resources needed for their support to meet the requirements of war or other national emergency involving an external threat to national security.

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(3) full mobilization. Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all RC units in the existing approved force structure, as well as all individual reservists, retired military personnel, and resources needed for their support to meet the requirements of war or other national emergency involving an external threat to national security (Reserve personnel can be placed on AD for the duration of the emergency plus 6 months).

(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 resources needed for their support, to meet the total requirements of war or other national emergency involving an external threat to national security. Also called MOB.

North Atlantic Treaty Organization Annual Workforce Plan. The NATO Annual Workforce Plan (NAWP) is a 7-year rolling workforce plan that covers the current year, forthcoming budget year, and subsequent 5 planning years. The NAWP is the NATO MC's prime document for planning and authorizing international manpower requirements. It is the means whereby the NATO MC is advised of proposed changes to manpower requirements over the next 6 years and informed of the military and civilian manpower numbers committed by nations to NATO military bodies. In particular, the NAWP is the means by which commands seek MC approval for the next FY (the first year of the NAWP) for new military and civilian posts and changes to existing posts. Changes done out-of-cycle are also reported in the NAWP. The NAWP also provides an assigned strength report as of 1 January of the CY.

North Atlantic Treaty Organization Defense Workforce Committee. A subcommittee of the NATO MC composed of national representatives who advise the MC on manpower matters.

North Atlantic Treaty Organization Fiscal Year. NATO activities use the CY of 1 January through 31 December as the NATO FY in accounting for NATO manpower resources instead of the U.S. FY 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

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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 filled by an individual selected by a defined process from among nominees from different 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). Also called PE.

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

a. Provision of a public law (title 10, U.S. Code, section 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.

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b. 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 (JP 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 FYs following the budget year.

*programmed forces. The forces that exist for each year of the FYDP. 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.

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 AD as prescribed by law (title 10, U.S. Code, sections 10142, 12301, and 12302).

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. USCG equivalent to AGR personnel. Also called RPA.

resource management decision. Documents resource management decisions approved by SecDef for annual program and budget review processes. Also called RMD.

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., SOF, the MIP, Security Assistance Organizations, DHP, and the Transportation WCF.

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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 SecDef, will resolve differences between the Services and CJCS 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 AD for training. See also Ready Reserve.

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

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