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# CHAIRMAN OF THE JOINT

# CHIEFS OF STAFF

# INSTRUCTION

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J-1

DISTRIBUTION: A, B, C, S

CJCSI 1600.01E  
22 September 2025

## CHARTER FOR U.S. EUROPEAN COMMAND NORTH ATLANTIC TREATY ORGANIZATION MANNING DIVISION

### References:

See Enclosure D

1. Purpose. This instruction defines the mission and responsibilities of the Headquarters (HQ), U.S. European Command (USEUCOM), North Atlantic Treaty Organization (NATO) Manning Division (ECJ1-N). Reference (a) provides the Chairman of the Joint Chiefs of Staff's (CJCS's) responsibility and authority for the administration and support of joint forces.
2. Superseded/Cancellation. CJCS Instruction 1600.01D, 14 October 2022, "Charter for U.S. European Command North Atlantic Treaty Organization Manning Division" is hereby superseded.
3. Applicability. This instruction is applicable to the Joint Staff, U.S. Representatives to NATO, Services, U.S. Senior National Representatives, Combatant Commands (CCMDs), and CCMD components.
4. Policy. ECJ1-N is responsible for executing lead agent requirements and establishing internal policies and procedures for validating, documenting, and prioritizing joint manpower and manning requirements for NATO.
5. Definitions. See Glossary.
6. Responsibilities
  - a. This paragraph provides policy guidance for ECJ1-N. Resources allocated from Major Force Program Ten (MFP-10) to USEUCOM for NATO shall be used solely by ECJ1-N for NATO operations and support.
    - (1) ECJ1-N serves as the division of the USEUCOM J1 that functions as a single point organization in the Department of War (DoW) responsible to act as lead agent and provide integrated joint personnel strength and

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manpower management for U.S. military personnel serving in NATO, as defined in the Glossary. ECJ1-N also provides manpower management for U.S. civilian authorizations allocated to NATO in the DoW Future Years Defense Program (FYDP).

(2) ECJ1-N functions include:

- (a) Personnel strength management (see Enclosure A).
- (b) Manpower requirements management (see Enclosure B).
- (c) NATO policy and resource management (see Enclosure C).

b. The Secretary of the Army is responsible for Planning, Programming, Budgeting, and Execution (PPBE) for ECJ1-N operations in accordance with (IAW) reference (b).

c. Services retain Administrative Agent responsibilities in support of U.S. personnel in NATO as directed in reference (c) and, in coordination with ECJ1- N, exercise administrative control of U.S. military personnel assigned to NATO and NATO-affiliated memorandum of understanding (MOU) organizations. Services are responsible for designating organizations or units responsible for providing the required support.

d. Senior National Representatives (SNRs) and U.S. Representatives to NATO will coordinate with ECJ1-N on all general officer/flag officer (GO/FO) matters, as well as prior to reassigning or approving early release of U.S. military personnel. Additionally, they will provide periodic reports of all U.S. staffing, including civilians, contractors, and local national direct hires.

e. SNRs will submit manpower change requests (e.g., Service, grade, or skill changes) and priorities involving the U.S. contribution through ECJ1-N to the Joint Staff Directorate for Manpower and Personnel, J-1/Human Capital Division, J-15 (HCD) for assessment of validity, affordability, and supportability based on U.S. and NATO manpower policies (references (e) and (i)), and for Service coordination and approval.

f. Commander (CDR), USEUCOM has the opportunity to provide input and comment in all four phases of DoW PPBE to ensure that the NATO Command Structure (NCS), agencies, and/or the NATO Force Structure (NFS) attain the best mix of U.S. manpower support IAW Combatant Commander functions and responsibilities listed in Enclosure A to reference (d).

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g. Any proponent organization or entity advocating for the United States to join or increase U.S. participation at a NATO-affiliated MOU organization must provide necessary resources, to include enduring manpower authorizations, before ECJ1-N will assist in executing the joining action IAW Enclosure C, paragraph 1.

h. Joint Staff J-15 HCD

(1) Performs Joint Staff-level manpower and manning functions for NATO and is responsible for coordinating NATO Joint Table of Distribution (JTD) and Joint Table of Mobilization Distribution (JTMD) changes with the Services, Joint Staff, and the Office of the Secretary of War (OSW) as required, and for implementing approved changes IAW reference (e).

(2) Serves as program manager for MFP-10 joint manpower resources allocated for NATO in the DoW FYDP, and provides subject matter expertise and joint perspective during the program budget review process and at other times as needed to develop joint warfighter positions and recommendations on program and budget issues IAW Joint Staff functions and responsibilities listed in Enclosure A to reference (d).

(3) Represents the Joint Staff J-1 in the NATO Defense Workforce Committee and develops the coordinated J-1 position on NATO workforce policies and proposals as required IAW Enclosure A to reference (f). U.S. Representatives to NATO and ECJ1-N assist Joint Staff J-15 HCD in this role.

7. Summary of Changes

a. Accounted for ECJ1-N responsibility to manage U.S. civilian manpower contribution to NATO and devolved this responsibility to NATO Manpower Branch in Enclosure B.

b. Revised Enclosure A, NATO Personnel Strength Branch, database maintenance responsibility in line with updated reference (e).

c. Expanded definition of USEUCOM Service components to include U.S. Space Forces Europe and Africa.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-Classified internet Protocol Router Network (NIPRNET). DoD Components (to include the CCMDs), other Federal agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <<http://www.jcs.mil/>

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library>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network (SIPRNET) directives Electronic Library web sites.

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

For the Chairman of the Joint Chiefs of Staff:



STEPHEN E. LISZEWSKI, LtGen, USMC  
Acting Director, Joint Staff

Enclosures:

- A – NATO Personnel Strength Branch
- B – NATO Manpower Branch
- C – NATO Policy and Resources Branch
- D – References

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## DISTRIBUTION

Distribution A, B, C plus the following:

U.S. Mission to NATO

U.S. Delegation to NATO Military Committee

U.S. National Military Representative to SHAPE

U.S. Liaison Office Supreme Allied Commander Transformation

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U.S. Marine Corps Forces Europe and Africa

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U.S. Army NATO

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## ENCLOSURE A

### NATO PERSONNEL STRENGTH BRANCH

1. The ECJ1 NATO Personnel Strength Branch (NS) provides overall strength management for NATO military posts that the United States has committed to fill, maintains Fourth Estate Manpower Tracking System (FMTS) personnel database IAW Enclosure H to reference (e), and prepares U.S. joint personnel strength reports, forecasts U.S. joint personnel strength, and reconciles U.S. joint, NATO, and Service personnel strength reports.
2. ECJ1-NS coordinates assignment impacts and other issues for U.S. personnel assigned to Joint Duty Assignment List (JDAL) positions in NATO IAW reference (g), and coordinates joint duty tour length waivers.
3. ECJ1-NS provides CCMD-level advocacy for priority, critical fills for NATO, and equitably manages, evaluates, and prioritizes all military assignments to NATO organizations. In general, ECJ1-NS fill priorities for NATO are peacetime establishment ceiling posts and MOU table of position posts. ECJ1-NS validates personnel requisitions and submits them to Service personnel centers and Senior Leader management offices for assignments. It coordinates pinpoint assignments for replacements and forecasts losses directly with SNRs and U.S. Representatives to NATO.
4. ECJ1-NS coordinates directly with SNRs and U.S. Representatives to NATO for input to manning priorities, assignment of personnel, and accountability of personnel in FMTS. It coordinates with USEUCOM Service component support units to ensure:
  - a. Formal notification of projected losses/gains to senior service representatives.
  - b. Processing of personnel actions impacting strength management, to include approval/disapproval/return without action, through ECJ1-N.
  - c. Management of Date Eligible to Return from Overseas and Estimated Departure Date for personnel assigned in the United States.
5. ECJ1-NS manages U.S. GO/FO nominations to NATO, coordinates one- and two-star nominations and tracks approval of three- and four-star nominations IAW Enclosure B to reference (h), and coordinates with the Joint Staff and Services on other manpower and personnel actions involving GO/FOs, as required.

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6. ECJ1-NS develops personnel transition plans in cases of activation, reorganization, relocation, or deactivation of a NATO command, HQ, or entity.

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## ENCLOSURE B

### NATO MANPOWER BRANCH

1. The ECJ1 NATO Manpower Branch (NM) manages manpower requirements and sourcing strategies for U.S. contributions to NATO, to include Voluntary National Contributions; dual-hat, twinned, rotational, quota and non-quota post allocations; and U.S. joint, workforce overage, and host-nation requirements.
2. ECJ1-NM supports periodic reviews of Peacetime Establishments (PE), Crisis Establishments (CE), and MOU manpower and organizational changes. It coordinates directly with U.S. Representatives to NATO, SNRs, and Joint Staff to ensure the NATO JTD and JTMD are updated IAW approved changes to NATO PEs, CEs, and MOUs, and maintains the NATO JTD and JTMD in FMTS for U.S. contributions to NATO, including reconciling the JTD and JTMD with the results of restructures and reviews.
3. ECJ1-NM ensures manpower is invested against the highest mission priorities as determined by the President and Secretary of War via U.S. representation to the North Atlantic Council.
4. ECJ1-NM coordinates U.S. manpower actions in support of the international and multinational post allocation process during restructuring (e.g., nations-to-posts process), and partners with Joint Staff, the Services, U.S. Representatives to NATO, and SNRs on U.S. bid strategy.
  - a. Develops and disseminates bid guidance to SNRs, and coordinates to develop bids that meet policy guidelines and manpower resource constraints. Pre-coordinates proposed U.S. bids with the Joint Staff J-15/Requirements Branch and Services.
  - b. Teams with U.S. Representatives to NATO, as appropriate, to negotiate the coordinated U.S. bid in NCS and NFS post allocation conferences, as well as for the International Military Staff; agencies; NATO Airborne Early Warning and Control Force; NATO Intelligence, Surveillance, and Reconnaissance Force; and other NATO entities as required.
  - c. Acts as U.S. Representative during NATO post allocation conferences. Builds and documents allocated U.S. positions on the NATO JTD, coordinating with the NATO Strength Branch to verify personnel transition plans and personnel actions to man the revised structure(s).

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5. ECJ1-NM coordinates directly with Services to ensure they update Service manpower documents to match approved changes to the NATO JTD and JTMD.
6. ECJ1-NM establishes internal policies and procedures to validate, document, and prioritize joint manpower requirements that comply with DoW and CJCS guidelines IAW Enclosure A to this instruction, reference (e), and paragraph 4 of this Enclosure. Upon validation of new manpower requirements, ECJ1-NM pursues JDAL validation as appropriate and assists in identifying potential manpower resource options, including the use of U.S. civilian authorizations, when appropriate.
7. As CDRUSEUCOM is the proponent for program/budget review issues related to the U.S. contribution to NATO, ECJ1-NM prepares and coordinates issue papers (according to OSW Cost Assessment and Program Evaluation (CAPE) guidance) requesting increased U.S. manpower contributions to NATO, assists during the submission and review process, and participates in program and budget deliberations as appropriate. NATO manpower issues are subject to Program/Budget Review Guidance issued each cycle by the Under Secretary of War (Comptroller) and Director, CAPE. IAW the guidance, CDRUSEUCOM may elect to route NATO manpower issues through the bottom-up or top-down process, whichever is most appropriate. ECJ1-NM coordinates with Joint Staff J-15/Resource Branch during program and budget deliberations IAW Enclosure A to reference (d).
8. ECJ1-NM ensures joint officer education and qualification criteria are accurately coded in FMTS, adhering to Joint Officer Management (JOM) policies IAW reference (g). It coordinates JDAL issues, including JDAL billet revalidation. SNRs will prepare JDAL validation package submissions and forward to ECJ1-NM for review in advance of JDAL validation boards. ECJ1-NM will review for completeness and forward to Joint Staff J-15/JOM in the specified format.
9. ECJ1-NM implements MFP-10 manpower controls, policies, procedures, and guidance according to U.S. and NATO manpower policies (references (e) and (i), respectively).

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## ENCLOSURE C

### NATO POLICY AND RESOURCES BRANCH

1. When delegated from the Under Secretary of War for Policy (USW(P)) via CJCS and designated by HQ USEUCOM Chief of Staff, the ECJ1 NATO Policy and Resources Branch (NP) executes responsibilities associated with designation of CDRUSEUCOM as Lead Agent for multinational MOU organizations supporting NATO. As Lead Agent, ECJ1-NP coordinates U.S. participation in NATO-affiliated MOU organizations established within the NFS and the wider framework supporting NATO Command Arrangements, consistent with U.S. law, policy, procedures (references (j) and (k)), priorities, and resource availability. Lead Agent responsibilities include, but are not limited to:
  - a. Providing a U.S. Representative to attend periodic MOU organization meetings as required. Coordinating agenda and program of work for Steering Committee (SC), Senior Policy Resource Committee (SPRC), Senior Resource Committee, or Plenary meetings with SNRs and DoW proponents.
  - b. Coordinating and requesting subject matter expert evaluations to leverage recognized expertise and experience for input to overall evaluation of MOU organization and its relevance to U.S. interests.
  - c. Planning, directing, scheduling, and managing U.S. participation, including coordinating staffing within USEUCOM, to include coordinating with the USEUCOM Judge Advocate International Law Division to negotiate and conclude Amendments and Notes of Joining, and with the Joint Staff.
  - d. Developing and coordinating USEUCOM recommendation as to whether it is in the United States' best interests to participate or continue to participate in MOU organizations.
  - e. Identifying and coordinating specific posts that the United States should bid for in the manning of MOU organizations.
  - f. Submitting initial draft MOU detailing operation, administration and functioning, and Technical Arrangement (TA) concerning support of U.S. personnel serving in MOU organization. Once USW(P) delegates authority via CJCS, ECJ1-NP negotiates and concludes the MOU and TA. ECJ1-NP, in turn, delegates authority in writing to the U.S. National Military Representative or U.S. National Liaison Representative to sign MOUs, TAs, and Amendments and Notes of Joining on behalf of the DoW.

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- g. Maintaining ongoing coordination with the Joint Staff and acting as single point organization in DoW to liaise with NATO MOU organizations, NATO Ministries of Defense/Foreign Affairs, Allied Command Transformation, Allied Command Operations, and U.S. Army Europe & Africa G8 International Agreements Division NATO Resource Support Branch on issues related to U.S. participation in MOU organizations and their establishment, administration, operation, financing, organization, and manning in compliance with existing agreements.
- h. Coordinating CCMD-to-CCMD Command Arrangement Agreements as required for MOU organizations.
- i. Coordinating USEUCOM/SNR input for reports to Congress as required.

2. When the United States is designated as Lead Nation and/or Framework Nation, the following additional responsibilities apply:

- a. Coordinates support arrangements between the MOU organization and host nation (HN) or HN-designated organizations as approved and within the time specified by the SC or SPRC.
- b. Provides the chairman for SC or SPRC sessions.
- c. Coordinates and facilitates funding support required for the MOU organization as reflected in the multinational budget of the MOU organization.
- d. Informs and seeks approval of Participating Nations for all actions and negotiations undertaken on their behalf as described above.
- e. Issues the calling notice for meetings with proposed agenda and supporting papers prior to the SC or SPRC meeting.

3. As designated Lead Agent, CDRUSEUCOM may further delegate responsibility for negotiations concerning specific activities and support functions for U.S. personnel assigned to MOU organizations to USEUCOM components or other appropriate entities, unless otherwise restricted by the Joint Staff.

4. ECJ1-NP coordinates the activities of the Service Administrative Agents within USEUCOM's area of responsibility in the execution of the Administrative Agent Support Program IAW reference (c).

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## ENCLOSURE D

### REFERENCES

- a. Title 10, U.S. Code, sections 153, 161, 163
- b. DoDD 5100.03 Change 1, 7 September 2017, “Support of the Headquarters of Combatant and Subordinate Joint Commands”
- c. DoD 7000.14-R, April 2025, “DoD Financial Management Regulation, Volume 11A, Chapter 9, “Support of International Military Activities”
- d. CJCSI 8501.01C, 1 March 2024, “Chairman of the Joint Chiefs of Staff, Combatant Commanders, Chief, National Guard Bureau, and Joint Staff Participation in the Planning, Programming, Budgeting and Execution Process”
- e. CJCSI 1001.01C, 21 February 2024, “Joint Manpower and Personnel Program”
- f. CJCSI 2010.01K, 21 April 2025, “Procedures Related to the Conduct of Military Affairs of the Military Committee, NATO”
- g. CJCSI 1330.05C, 19 July 2024, “Joint Officer Management Program Procedures”
- h. CJCSI 1331.01E, 31 March 2022, “Manpower and Personnel Actions Involving General and Flag Officers”
- i. Allied Administrative Publication (AAP)-16(E) REV 1, 2 August 2024, “Workforce Policies and Procedures”
- j. DoDI 5530.03 Change 1, 17 January 2025, “International Agreements”
- k. CJCSI 2300.01D, current as of 27 September 2013, “International Agreements”

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## PART II – RELATED

1. JP 1, Volume 2, 19 June 2020, *The Joint Force*
2. JP 3-0, 18 June 2022, *Joint Campaigns and Operations*
3. DoDD 5105.20 Change 1, 14 May 2020, “Defense Representation, United States Mission to the North Atlantic Treaty Organization (USNATO) and Europe”
4. CJCSI 5111.01H, 30 May 2022, “Charter for U.S. National Military Representative (USNMR) to SHAPE”
5. European Command Instruction 5001.01B , 22 March 2022, “USEUCOM Administrative Agent Support Program”
6. European Command Instruction 5105.01B, 1 December 2024, “U.S. Participation in NATO Centers of Excellence”
7. European Command Instruction 5106.01, 2 August 2011, “US Element, NATO School Oberammergau”
8. European Command Instruction 5107.01, 2 September 2021, “US Participation in NATO Force Structure Organizations”

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## GLOSSARY

### PART I – ABBREVIATIONS AND ACRONYMS

CCMD	Combatant Command
CDR	Commander
CE	Crisis Establishment
CJCS	Chairman of the Joint Chiefs of Staff
DoW	Department of War
ECJ1-N	NATO Manning Division
ECJ1-NP	NATO Policy and Resources Branch
ECJ1-NS	NATO Personnel Strength Branch
ECN1-NM	NATO Manpower Branch
FMTS	Fourth Estate Manpower Tracking System
FYDP	Future Years Defense Program
GO/FO	General officer/flag officer
HCD	Human Capital Division
HN	host nation
JDAL	Joint Duty Assignment List
JOM	Joint Officer Management
JTD	Joint Table of Distribution
JTMD	Joint Table of Mobilization Distribution
MFP-10	Major Force Program Ten
MOU	memorandum of understanding
NATO*	North Atlantic Treaty Organization
NCS	NATO Command Structure
NFS	NATO Force Structure
OSW	Office of the Secretary of War
PE	Peacetime Establishment
PPBE	Planning, Programming, Budgeting, and Execution
SC	Steering Committee
SNRs*	Senior National Representatives
SPRC	Senior Policy Resource Committee

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## TA Technical Arrangement

USW(P) Under Secretary of War for Policy

USEUCOM U.S. European Command

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## PART II – DEFINITIONS

Components. Service components of U.S. European Command; i.e., U.S. Army Europe and Africa, U.S. Marine Corps Forces Europe and Africa, U.S. Naval Forces Europe and Africa, U.S. Air Forces Europe and Air Forces Africa, and U.S. Space Forces Europe and Africa.

NATO. For the purposes of ECJ1-N, NATO includes permanent manpower authorizations in U.S. joint organizations that provide representation to NATO at various levels, as well as allocated United States of America posts in Peacetime Establishment organizations, NATO Force Structure Memorandum of Understanding (MOU) organizations, and Centers of Excellence (COE) (collectively MOU organizations/COE). This includes, but is not limited to, the following organizations: NATO International Military Staff, NATO Science and Technology Organization, NATO Standardization Office, NATO Defense College, Allied Command Operations, Allied Command Transformation, NATO Communications and Information Agency, NATO Airborne Early Warning and Control Force, NATO Intelligence, Surveillance and Reconnaissance Force, U.S. Mission to NATO, U.S. Delegation to the NATO Military Committee, U.S. National Military Representative to Supreme Headquarters Allied Powers Europe, and U.S. National Liaison Representative to Supreme Allied Commander Transformation.

Services. U.S. Army, U.S. Marine Corps, U.S. Navy, U.S. Air Force, and U.S. Space Force.

U.S. Representatives to NATO. U.S. Mission to NATO, U.S. Delegation to the NATO Military Committee, U.S. National Military Representative to Supreme Headquarters Allied Powers Europe, and U.S. National Liaison Representative to Supreme Allied Commander Transformation.

U.S. Senior National Representative. Senior U.S. officer or designate serving in any NATO entity.

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